SAVING LIVES
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Decentralized Evaluation

Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka

2013 - 2020

Final Report

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Executive Summary

1. This report concerns the external decentralized evaluation of "Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin", Sri Lanka, a project financed by the Adaptation Fund (AF) and implemented by the World Food Programme (WFP) in partnership with the Ministry of Environment & Wildlife Resources (MEWR) and the United Nations Development Programme (UNDP). This evaluation, which has as its objectives accountability and learning, is commissioned by the WFP Sri Lanka country office (CO) and covers the full implementation period from 2013 to September 2020. Gender equality and empowerment of women (GEEW) is integrated throughout the evaluation. The main expected users of this evaluation are WFP CO, UNDP and MEWR, as well as field-level government partners.

2. Vulnerability to climate change in Sri Lanka is characterized by high exposure to extreme weather events, associated natural hazards such as droughts, floods and landslides, and high rainfall variability. Rural populations are generally harder hit, including those living in the Mahaweli River basin. The project, often referred to as the Climate Change Adaptation Project (CCAP), aims to secure livelihoods and food security against rainfall variability, and in particular droughts. It focused on climate shock-prone communities in three Divisional Secretariat Divisions (DSDs) of the river basin (Medirigiriya, Lankapura and Walapane), with a focus on smallholders who primarily rely on rainfed agriculture or minor irrigation schemes. Initially planned for a three-year period, CCAP has been extended at no additional cost on four occasions, the last one related to the COVID-19 crisis.

Methodology

3. The evaluation was designed to assess the CCAP against the following evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability and coherence. The main evaluation questions (EQ), as derived from the Terms of Reference, were: EQ1. Has CCAP achieved relevant and significant outcomes in the best possible way? EQ2. What are the risks to sustainability of CCAP outcomes and their linkages towards impacts? EQ3. What are the key internal and external factors influencing the achievement of CCAP results? EQ4. Has CCAP contributed to increase the resilience to climate variability and change at community, sub-basin and national levels? EQ5. How was the quality of CCAP monitoring and evaluation systems? In order to respond to these questions, the evaluation team (ET) used a mixed-methods approach, including secondary data analysis, interviews with key informants and project site visits. Limitations included travel restrictions for international team members (due to COVID-19), a limited institutional memory of CCAP, and the difficulty to retrieve some quantitative data, but mitigation measures were taken as much as possible, including strengthening the national team in charge of field data collection, and focusing on the most recent years of CCAP.

Key Findings

4. The key findings of the ET are summarized below, structured in accordance with the main EQs, and while indicating the type and strength of evidence supporting each finding.

EQ1. Has CCAP achieved relevant and significant outcomes in the best possible way?

5. CCAP is consistent with national priorities, including the development of home gardening and irrigation systems, which respond well to the needs of the marginalized rural communities in the project locations. CCAP has appropriately combined long-proven solutions to water scarcity (e.g. tank rehabilitation) with more innovative ones (e.g. micro irrigation). The project strategy, largely based on the combination of different types of adaptation measures and the diversification of income sources, is appropriate to the local context marked by long agricultural off-seasons with no income, and increasingly adverse climatic conditions (including recurrent droughts). There are several examples of activities, such as dairy, food preservation, and direct/short marketing channels, indicating that CCAP was effective in providing new cash sources, notably for women. In general, the value chain approach, brought in after UNDP joined in 2017, proved to be relevant to meet CCAP objectives. However, the project made significant investments in high-risk industries, and the majority of community enterprises that have been created or supported are not yet fully operational. The prospects for the development of these new community enterprises were hampered by the restrictions associated with COVID-19.

6. Most irrigation-related works, including the rehabilitation of minor tanks, were very effective in providing more secure water access, increasing the farming intensity and the cultivation extent. This was made possible by increased availability of water but also more efficient water use. The objective to build farmers' capacities and bring change in their practices was relevant, but CCAP initial timeframe (3 years) was too short, and several innovations were introduced too late, meaning that there was not enough time for capacity development of farmers on new technologies (e.g. polytunnel, pitcher irrigation). The overall project efficiency was found to be low, mainly due to multiple layers of implementation.

EQ2. What are the risks to sustainability of CCAP outcomes and their linkages towards impacts?

7. There are no major financial or economic risks associated with the development of irrigation infrastructure, other community assets, and the capacity building component of CCAP. Economic sustainability is questionable for some of the alternate livelihoods promoted. Most community enterprises face sustainability issues such as inadequate managerial experience, the lack of working capital and varying levels of success in the selected market strategies. More capacity strengthening is required as the support from the Department of Cooperative Development (DCD), under which they were registered at project closure, cannot cover all their needs. It is worth noting that some women self-help groups were successfully supported by the Department of Agriculture (DoA), linking crop diversification with microcredit.

8. Community assets such as tanks and agri-roads will certainly be safeguarded, because the Department of Agrarian Development (DAD) and other line agencies were directly involved. However, due to the lack of a social mobilization phase prior to irrigation asset rehabilitation, internal disputes at FO level are frequent. Also, a number of shortcomings were observed, such as poor leadership, lack of rules/guidelines to manage the assets or difficulty in bringing users together to carry out maintenance work, which may jeopardize the sustainability of these infrastructures. Interviews with FOs showed that their sense of ownership and interest in future maintenance of community assets is higher when they are strongly involved in the works, which was rarely the case when going through external contractors.

9. The level of technical know-how of local stakeholders (FO, government officers, etc.) on key CCAP topics such as resilient livelihoods, climate risk reduction, or watershed management, has globally improved, although this cannot be ascertained by pre- and post-intervention assessment. According to the different project stakeholders, CCAP has not had any major externalities or negative impacts on natural resources. The pilot ecological restoration of some tanks had a wide range of benefits for the environment (watershed conservation, reduction of soil erosion, and increase in vegetation cover).

EQ3. What are the key internal and external factors influencing the achievement of CCAP results?

10. CCAP objectives and components were clear. However, the project was relatively ambitious, with a large number of activities in different sectors. Following the midterm review, it would have been useful to take specific steps to realign the project and revise its targets, especially as regards the cash-for-work component. The decision to have UNDP on board to accelerate project delivery but also to bring in new perspectives was a major change. Despite efforts to improve this dimension, culminating with the recruitment in late 2019 of a project coordinator, the level of supervision and backstopping by WFP was insufficient. Executing agencies were working somewhat in silos in the early stage after UNDP joined, but coordination has improved afterwards. There were variable degrees of field-level coordination, mostly related to the level of interaction between government line agencies. Although CCAP has not adopted an explicit approach to gender transformation, livelihood diversification and group work are likely to have positive impact on GEEW through income generation and confidence-building.

11. WFP put in place effective control procedures and released financial resources on time. The problem was the delay in disbursements, mainly due to the capacity of the MEWR. There were considerable implementation delays at the start of the project, for a variety of reasons at government level (slow recruitment processes, initial management team with too many other responsibilities, high staff turn-over, etc.). In 2019-2020, several external factors (political crisis, Easter Sunday attacks and the COVID-19 crisis) disrupted the implementation of activities in the final stretch of CCAP. Discontinuity was exacerbated by the various successive extensions of the project. As a consequence of both internal and external factors, many activities, including infrastructure works, were rushed in the last weeks of CCAP or not fully completed before project closure. The restrictions imposed by COVID-19 in the final months of the project adversely affected its achievements. Community enterprises suffered from the blockage of business activities.

EQ4. Has CCAP contributed to increase the resilience to climate variability and change at community, sub-basin and national levels?

12. The project is strongly aligned with the objectives of the AF and remained in line with national priorities on climate change adaptation (CCA) from the design stage till the end. The involvement of a large number of government stakeholders, together with effective forums at national level, have led to a good level of information sharing on adaptation strategies. Overall, beneficiary farmers are more knowledgeable about adaptation measures and specifically water saving techniques, but CCAP did not take clear steps or specific activities to promote wider dissemination. A concrete result in terms of resilience is the increase in cultivated land area in target communities, mainly because more water is available and losses are reduced. Target communities have also diversified their income and thus started to increase their adaptive capacities. Introducing non-agriculture livelihoods in CCA strategies of rural communities was an important step towards building their climate resilience.

EQ5. How was the quality of CCAP monitoring and evaluation systems?

13. There was no monitoring and evaluation (M&E) plan and CCAP was characterized by an overall lack of human resources and financial means for M&E in its very design. MEWR had no proper system to compile the data. The monitoring system of the UNDP component was stronger, but there was no joined process of periodic data collection other than that aggregated in the project records for the annual reports to AF. There was no system resembling a complaints and feedback mechanism (CFM) to allow beneficiaries' voices to be heard and uphold the accountability principles.

14. Components of the logical framework are clear. However, the disconnect between indicators and outputs/outcomes made the indicator measurements inconsistent throughout CCAP implementation. There were no clear guidelines on indicators, so there were different ways to collect the data. In addition, 2017 baseline surveys did not clearly address CCAP logical framework indicators. To overcome some of these design issues, WFP advised UNDP and MEWR to report against the targets rather than the indicators, when needed. Nevertheless, M&E efforts practiced by executing and implementing agencies proved to be insufficient to generate clear, focused evidence for timely decision making.

Overall conclusions, lessons learnt & good practices

15. In response to EQ1, the ET concluded that CCAP was and remained very relevant to the needs of the communities and to build their resilience to climate variability and shocks. CCAP was able to deliver numerous significant outcomes, notably in terms of irrigation infrastructure and livelihood diversification. However, effectiveness varied across activities, and efficiency was relatively low. In response to EQ2, the ET concluded that there were limited environmental and climate-change related risks for the sustainability of the project. However, there are some concerns over the sustainability of social businesses created, and concerning the maintenance of some of the collective assets built. Late implementation, delays and discontinuous capacity building meant that some of the gains were not fully consolidated. In response to EQ3, the ET concluded that the project was affected by several issues, both internal and external, which explain delays and lower efficiency in project implementation. The project is likely to have important impacts on GEEW, but this was not adequately tracked. In response to EQ4, the ET concluded that the project was and remained aligned with national CCA priorities and AF objectives, and has had a positive impact on community resilience. But the project has failed to measure it appropriately. In response to EQ5, the ET concluded that design issues and lack of dedicated resources have weakened the M&E system of the CCAP.

16. For WFP, one of the lessons learnt from CCAP is to create a strong dialogue with government counterparts at an early stage in the preparation of future joint projects, and to work on weak points before moving forward. In addition, the impact of CCAP could have been increased through better linkages with other activities in the portfolio of WFP. One area for improvement in future adaptation projects at the river basin level is the search for closer links between upstream and downstream areas. CCAP promoted several climate-smart agriculture practices such as rice transplanting using the 'parachute system', which are promising and could be further disseminated in future projects.

Recommendations

17. The findings and conclusions led to the ET making the below recommendations, which are addressed to WFP, UNDP, MEWR, relevant line agencies, and/or AF.

18. Recommendation 1 is to consolidate activities related to livelihoods diversification and short/direct marketing channels by providing further technical guidance to beneficiary households and groups. Recommendations 2 and 8 are linked to value chain and micro-enterprise development, with recommendation 2 looking at the involvement of private investors to ensure financial sustainability, both for the social enterprises created within the CCAP and for future projects, and recommendation 8 focusing on the need for an incremental approach to business support and to giving sufficient time for communities to acclimatize to business culture. Recommendation 3 and 4 are linked to the further capacity building of individual farmers or their FOs on irrigation-related activities, both for infrastructure already developed (recommendation 3) and for micro-irrigation systems in future projects, with adequate planning from the beginning (4). Recommendation 5 is related to the dissemination of project results and replication, with a suggestion to proceed through exposure visits and farmer-to-farmer exchanges. Recommendation 6 is to strengthen the role of the Ministry of Agriculture in the management of activities, in line with WFP and AF objectives. Recommendation 7 is linked to the necessary strengthening of M&E and CFM for future projects. Recommendation 9 is for future projects to map existing women livelihoods support initiatives to further strengthen them, based on the success of the support to existing women group by the CCAP. Recommendation 10 suggests stronger integration of resilience and CCA objectives in the Country Strategic Plan (CSP) of WFP, and making more explicit linkages with other core WFP activities.

1. Introduction

1.1. Overview of the Evaluation Subject

1. This Report concerns the decentralized **activity evaluation of "Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin"**, a climate change adaptation (CCA) project funded by the Adaptation Fund (AF) and implemented in the Medirigiriya, Lankapura and Walapane Divisional Secretariat Divisions (DSDs) of Sri Lanka. Throughout the rest of the report it is referred to as the Climate Change Adaptation Project (CCAP), in accordance with how project stakeholders refer to it. It has two broad components, one that seeks to strengthen the livelihoods of rainfed farming households, and another that deals with capacity building on CCA at local and river basin / sub national levels. It targeted over 14,000 households in the three DSDs, farmer organizations (FOs), as well as local government officers. This evaluation has been commissioned by the WFP Sri Lanka country office (CO) and covers the period from 2013, the start of the project, to September 2020, the end of the project.

2. **Objective of the evaluation**. The main objectives of this evaluation are accountability and learning. Accountability is a central objective for both WFP and the AF, both internally and externally, towards the Sri Lankan government, donors, partners and beneficiaries. The evaluation is also an opportunity to gather experiences and take stock of the successes and challenges of the project, and to identify lessons to be learned for future interventions. This is particularly important, for two reasons: i) as the WFP Sri Lanka Country Strategic Plan (CSP) for 2018-2022 is arriving at its midway point, learning from this experience can support a redefining of priorities and engagements on CCA for the CO, and ii) as the first project funded by the AF in Sri Lanka, learning both in terms of results on CCA and project implementation processes will be useful for the design of future projects funded by the AF in Sri Lanka.

3. **Users of the evaluation.** The main expected users are i) the WFP Sri Lanka CO, and in particular the evaluation manager (EM), the evaluation committee (EC), the programme team and CO management; ii) the executing partners of WFP – the Ministry of Environment and Wildlife Resources (MEWR, formerly the Ministry of Mahaweli Development and Environment, MDDE) and the United Nations Development Programme (UNDP); iii) the Evaluation Reference Group (ERG), which includes representatives from WFP CO, MEWR, UNDP, the WFP Regional Bureau and WFP headquarters (HQ); iv) the Office of Evaluation of WFP; v) the AF.

4. **Timing of the project.** The CCAP was approved by the AF Board in December 2012, for a three year period. The inception phase started in March 2013 and the implementation phase of the project in August 2014, with Standard Operating Procedures signed in October 2014. In May 2017, an 18 months-extension was approved, pushing the completion date from August 2017 to February 2019. A contribution agreement between WFP and UNDP was signed in October 2017 to include UNDP as an executing entity alongside the Ministry of Environment. After that three additional no-cost extensions were approved: in November 2018 (12 months), February 2020 (4 months) and then for another 3 months due to the COVID-19 crisis. The project was completed on 30 September 2020.

5. **Objective and activities of the project.** The objective of CCAP was to secure community livelihoods and food security against climate change-induced rainfall variability leading to longer droughts and more intense rainfall, for marginalized agricultural communities in climate shock-prone areas in the Mahaweli River Basin. Table 1 provides the details of outcomes and outputs of the project. Planned activities under the project include: support for the establishment of home gardens, distribution and training on micro-irrigation tools, rehabilitation of tanks, wells, roads, irrigation canals and other collective assets, training on drought resilient agronomic practices, creation of seed banks, building of community enterprises, establishment of post-harvest centers and provision of post-harvest technologies, training of officials and elaboration of village development plans and of micro watershed management plans, installation of weather stations, and drafting of policy briefs.

Table 1: Summary of the CCAP intervention logic

Goal	Build diversified and resilient livelihoods for marginalized farming communities in the Mahaweli River Basin through effective management of land and water resources	
Objective	To mitigate effects of climate change induced rainfall variability and its impacts on livelihood and food security in rain fed farming communities in three sub watersheds of the Mahaweli River Basin	
Outcomes	1: Diversified and strengthened livelihoods and sources of income for vulnerable farm families in minor irrigated and rain fed areas	2: Strengthened ownership of climate risk reduction processes and increased replication potential of adaptation strategies at local level and basin/sub national level

Outputs	1.1 Develop home garden based agro forestry systems in target DSDs to diversify livelihoods and build adaptive capacity of households to climate change (MEWR & UNDP)	2.1 Train and mobilize officers at village, division and provincial level to design, and monitor local adaptation strategies (MEWR & UNDP)
	1.2 Introduce and promote drought tolerant crop varieties and agronomic practices to counter effects of rainfall variability (MEWR & UNDP)	2.2 Strengthen Farmer Organizations with information, training and equipment to implement adaptation strategies (MEWR & UNDP)
	1.3 Identify and promote climate-resilient alternate income sources such as livestock, perennial cash crops and inland fisheries (MEWR & UNDP)	2.3 Pilot integrated watershed management plans to safeguard climate sensitive livelihood assets such as land and water (UNDP)
	1.4 Promote improved postharvest technologies as viable climate-resilient livelihood sources for farm women (MEWR & UNDP)	2.4 Conduct Risk Assessment and Adaptation Planning with target communities (UNDP)
	1.5 Build Community Assets and Livelihood Resources through cash for work to support climate risk reduction measures (MEWR & UNDP)	2.5 Document and disseminate lessons of climate resilient livelihood development and watershed management approaches and best practices (MEWR & UNDP)
		2.6 Design and implement early warning systems for climate induced risk of landslide and drought in Mahaweli Basin (MEWR)

6. **Planned versus actual beneficiaries, outputs and outcomes.** Beneficiaries were selected by the executing partners based on their vulnerability to rainfall variability and extreme climate events in the locations that were most prone to droughts and landslides. The project was primarily delivered through trainings and/or provision of material/assets, depending on the output. Table 11 in Annex 3 shows the number of beneficiaries, planned and achieved.

7. Table 2 show the degree of attainment of targets for the indicators set out to measure progress at the objective and outcome levels. A detailed analysis at the output level is available in Annex 3: Analysis of the available monitoring data. Weaknesses in the logical framework and in the monitoring and evaluation (M&E) system meant that the evaluation team (ET) could not rely on these sources of information to triangulate information or to build analysis, and limitations in the formulation of the indicators meant that it was difficult to assess progress based on the logical framework. These limitations are further described in the paragraph dedicated to limitations of the evaluation and under evaluation question (EQ) 5.

Table 2: Achievements at objective and outcome level, based on the project completion report

Colour code: green = achieved, yellow = partially achieved, blue = indicator missing or mismatch

Results level	Indicator	Baseline	Target	Actual	Limitations
Objective	Percentage of target population adopting risk reduction measures	Less than 10% of target population (14039 households) practice climate risk reduction measures	75% of target population (14039 households) practice at least one climate risk reduction measure introduced through project interventions	98% of sampled households practiced at least one climate risk reduction measure.	

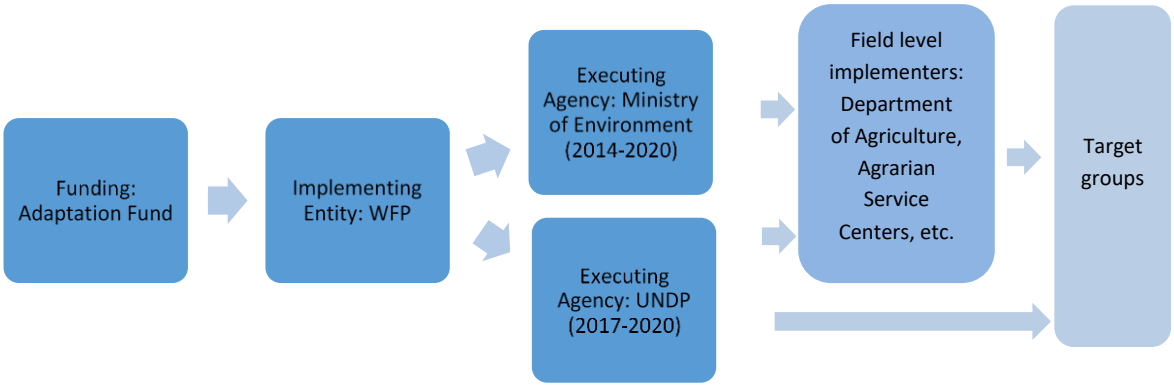
Results level	Indicator	Baseline	Target	Actual	Limitations
	Household consumption score	Both DSDs indicate food insecurity in Vulnerability Analysis and Mapping data Walapane: Very High Medirigiriya: Moderate	14039 farming households indicate improved levels of food security compared to the initial consumption survey	Prevalence of households with borderline food consumption improved during the project implementation period, dropping from 16% to only 1% of households in 2020.	Mismatch between indicators
Outcome 1	Percentage of target households with sustained climate resilient livelihoods	Farm families under minor irrigation/rain fed conditions highly exposed to climate change related livelihood insecurity Threat level: Very High	14039 target households have developed at least one climate resilient livelihood strategy or alternate source of income	Over 14,039 farming households received inputs to support their efforts in developing a climate resilient livelihood strategy.	Households have received inputs, but this does not indicate that they have sustained climate resilient livelihoods
	No of women with new source of income	Women in target areas practice traditional rain fed farming *assumption: Less than 10%	Home gardens generate income in 50% of target population	90% of the home gardens generate income from their cultivation.	Positive results but not matching the indicator
			Women's contribution to household income increased by 50% in target households Assumption: 15% of women are contributing to the household income than 20%	Women's contribution to household income increased by over 50% in target households (54% of women are contributing to the household income, more than 20%)	
Outcome 2	Percentage of target population (Gender Disaggregated) aware of predicted impacts of climate change and appropriate responsive adaptive actions to safeguard	Lack of awareness of climate impacts and adaptive actions at household and community level	All 14039 households participate in climate risk assessment in target area receives climate change awareness	71% of respondents are aware of the major climate risks and adaptation measures	Target and achievement not formulated in the same way
			At least 50% of community risk assessment meetings consist of women	(tbc)	Indicator missing
			All FOs in target area receive information and	All FOs in target area received	Indicator is quite vague, #

Results level	Indicator	Baseline	Target	Actual	Limitations
	livelihood assets		tools to develop local adaptive strategies to safeguard livelihood assets	information and tools to develop local adaptive strategies to safeguard livelihood assets	of FOs and type of information transfer unclear
		Extension officers and CBO officials have no training on climate proofing local community development	All local and divisional-level officials engaged in agriculture, fisheries, forestry and disaster management receive at least one training on supporting adaptive strategies	725 in total	No baseline information on the # of officials to be trained, difficult to assess

8. **Logic model and indicators.** The logical framework of the project can be found as Annex 4. There were no changes in the intervention design since the inception phase. This is discussed in section 0 of the report. The ET noted that the strength of the vertical logic[1] is at a moderate level: while it contains all the contributory elements to reach the overall goal of the project, almost all the output level objectives were termed as activities to be implemented. In addition, there seem to be overlaps between Goal, Objective, and Outcome 1, and hence the hierarchical relations between those levels are not clear. Many of the risks and assumptions identified in the logical framework are not purely external factors, but rather factors to be internalized within the project. Regarding the horizontal logic, many of the indicators are not specific enough and there is often no full coherence between indicators, baseline values, and targets. The ET has not been able to obtain an overall project M&E plan, although M&E related planning documents are thought to exist at the level of UNDP and the Ministry of Environment.

9. **Partners.** WFP is the implementing entity, and the project was executed by the Ministry of Environment & Wildlife Resources (MEWR) and UNDP from 2017 onwards. Since many activities were linked to capacity building of government agencies and/or the strengthening of their mandates, project execution was delegated to several other government agencies, such as the Departments of Agriculture, Agrarian Development, Land Use Planning, Export Agriculture of the Ministry of Agriculture, the Department of Animal Production and Health, the Forest Department, the Mahaweli Authority, the National Building Research Organization (NBRO) and DSDs/Provincial Councils. MEWR ensured coordination and hired project coordination staff.

Figure 1 : CCAP implementing arrangement



10. **Resource requirements and funding situation.** The overall budget of the CCAP, fully funded by AF, was USD 7 989 727. It was not revised during the implementation period, as the length extensions were no-cost extensions. Following the inclusion of UNDP, funds were divided as follow: USD 4 330 821 for the Ministry of

[1] Vertical logic relates to the logical links between outputs, outcomes, objective, and goal, including the assumptions that have to be met in order for these links to materialize. Horizontal logic relates to the logic links between objective, outcomes, and outputs, and their respective indicators, and targets.

Environment, USD 2 857 715 for UNDP and USD 801 191 for WFP. Funds were expected to be fully utilized by 30 September 2020. Expenditures started quite slowly, with only outputs 1.1 and 2.1 starting between 2014 and 2015. The project picked up pace in 2015-2016, with a drastic acceleration of expenditures in 2017-2018, when UNDP joined.

11. **Gender dimensions of the intervention.** Gender equality and empowerment of women (GEEW) was mainstreamed across the evaluation objectives to the extent possible, given the data and design limitations cited in section 1.3. There was no specific gender assessment conducted at the design or inception phase of the project. However, the CCAP explicitly included women in key outputs. Some activities were specifically geared towards women, such as under output 1.4, to promote improved postharvest technologies as viable climate-resilient livelihoods for farm women. These activities aimed to create and staff post-harvest technology centers and to organize rural women in self-help groups, establishing linkages with local microcredit opportunities. Participation of women in other activities was included in the monitoring framework, with an objective of 50 percent of female participants. Not all of these indicators were measured during project implementation, some were meant to be measured only as part of the endline survey, but they were not all available as per the project final completion report (FCR), which was provided in draft version to the ET. Table 11 (Annex 3) shows which indicators were planned to be collected in a gender disaggregated manner, and which ones were actually collected.

12. **Main recommendations from the midterm evaluation.** In July 2018, the Midterm Review (MTR) highlighted the important delays in starting the implementation of activities, and showed that issues remained in particular with regards to the coordination between MMDE and UNDP, linkages with decentralized government services and authorities, coherence and linkages between the two components, inadequate technical inputs (in the project proposals), weak monitoring and recording mechanisms, and frequent changes in central-level management. However, it recognized that a driven and complete team was in place to implement the recommendations of the MTR, including i) to develop an "Action plan" for the remaining period, identifying actions that are relevant and feasible; ii) to develop an exit strategy; and iii) to reinstate the governance structure of the project at local and national level through management committees. The take-up of these recommendations and their relevance at the time of the project final evaluation are described in section 0.

1.2. Context

13. **Poverty and food security.** Sri Lanka is a lower middle-income country that has gone through a period of important economic growth since the end of the civil war in 2009. Thanks to important investments in education, health and poverty reduction, Sri Lanka ranks 71th in the 2019 Human Development Index.[2] In 2016, 4.1 percent of the population lived below the national poverty line, and 0.8 percent lived under USD 1.9 purchasing power parity (PPP) a day.[3] Yet another 10 percent of the population lived below USD 3.2 PPP a day[4], which means that an important share of the population is still vulnerable to falling back in extreme poverty. On average, Sri Lanka meets 80 percent of its annual food requirements with its domestic production, and it covers the gap with imports such as canned/dried fish, powdered milk and livestock.[5] Economic and physical access to food has improved as a result of increased per capita income and expanded road networks, but this trend has not benefitted equally all individuals and households.[6] Improved nutrition can be attributed to improved food availability, access and utilization, progress in health services, and water, sanitation and hygiene programmes. Significant regional and gender disparities persist. In 2020, the Sustainable Development Report indicated that major challenges remained for Sri Lanka to reach SDG 2, in particular related to the prevalence of stunting and wasting in children under 5 years of age, despite good progress on the prevalence of undernourishment, which decreased from 19% in 2000 to 9% in 2017.[7] Due to its limited dependency on imports, and thanks to an above average harvest in 2019-2020[8], the agricultural sector in Sri Lanka was relatively less affected by the COVID-19 crisis than other sectors. Food security, however, was affected by supply chains disruption due to movement restrictions between April and June 2020.

14. **Vulnerability to climate change** Sri Lanka faces extreme weather events and natural hazards, including droughts, floods and landslides, which affect in particular its vulnerable rural households, including those headed by women or with people with disabilities or elderly people. Sri Lanka is considered one of the countries most vulnerable to

[2] UNDP. 2019 Human Development Index Ranking.
[3] Asian Development Bank. Basic Statistics 2020 (April 2020)
[4] World Bank data. 2016.
[5] WFP, Sri Lanka Country Strategic Plan (2018–2022).
[6] Independent Review. 2017. National Strategic Review of Food Security and Nutrition Towards Zero Hunger. Colombo
[7] Sustainable Development Report, Sri Lanka. 2020 : https://dashboards.sdgindex.org/profiles/lka
[8] Department of Meteorology, Department of Irrigation, Department of Agriculture, Disaster Management Center, Ministry of Health, National Disaster Relief Services Center, International Water Management Institute. Sri Lanka Climate and Food security monitoring bulletin, May-September 2020. October 2020.

climate change[9],which is expected to increase the frequency and severity of extreme weather events. This poses a serious threat to the livelihoods of households living below or just above the poverty line.

15. **Mahaweli river basin**. With a draining area of some 10,000 square kilometres, the Mahaweli river Basin comprises over one sixth of the total land area of the country. The Mahaweli river is the principal source of water for irrigation in the dry zone. Climate change in the Mahaweli basin is manifested by increased natural hazards such as landslides, droughts and floods, increased land degradation at the upper and mid elevations, and reduced agricultural productivity. In rainfed and minor irrigated areas, climate change induced weather anomalies have the combined impact of hazard amplification and livelihood insecurity. As rainfed farming areas are generally poorer, these impacts lead to further economic and social marginalization. In addition, rainfed farming communities have often been ignored by extension services and lack basic infrastructure such as electricity, communications, and road networks to engage in more productive livelihoods. There is no recent data available on poverty and food security in the intervention areas of the project.

16. **Government policies and priorities for food security and climate change adaptation**. From 2015 to mid-2018, Sri Lanka has progressed in developing CCA and disaster risk reduction strategies and plans at the national level, integrating the priorities under the Sendai Framework and the Paris Agreement. Climate change is specifically addressed through the National Climate Change Policy, the National Adaptation Plan for Climate Change (NAPCC) 2016-2025, and, with regards to rural areas, the Draft Overarching Agriculture Policy (2019). In addition, the Nationally Determined Contributions of Sri Lanka to the United Nations Framework Convention on Climate Change (UNFCCC) include a specific objective on adaptation, focusing on food security. In the environment sector, the National Action Plan for Haritha Lanka Programme also aims to address the challenges of climate change under its Mission 3. The NAPCC is directly contributing to eight Sustainable Development Goals (SDG), with a specific focus on SDG 2 and SDG 13. Under SDG 2, new ultra-short paddy varieties have been introduced that are resistant to drought, flooding and salinity. Under SDG 13, vulnerable geographic areas and communities have been identified and included in a comprehensive disaster management plan. The government also recognized the need for capacity building. The Zero Hunger Review, conducted in 2017, did not emphasize major institutional capacity gaps, but rather recommended better coordination between the multiple government agencies.[10]

17. **Political situation and recent events.** Several key events happened in the last years of the project. In 2018 a constitutional crisis put the country in a political deadlock, with two concurrent Prime Ministers. In April 2019, bombings in churches and hotels, claimed by Islamist groups, left 269 people dead and lead to a backlash against the Muslim population in some parts of the country. Major elections took place with the 2018 local elections, the 2019 presidential elections, and the 2020 parliamentary elections. These political changes caused delays in the implementation of the project, as newly elected officials took time to ensure that ongoing activities were aligned with their platform. In 2020, Sri Lanka was affected by the global COVID-19 pandemic. In March-April, borders were closed and measures restricting movements (curfews, lockdown) were taken to prevent the spread of the virus, which greatly impacted the economy – in particular small businesses – and project implementation (see paragraph 4). However, the measures were quite successful and were lightened in May 2020. Unfortunately, the number of cases started to rise again in October. The impact of these external events on the CCAP are further discussed in section0.

18. **Gender situation**. The three-fold increase in per capita income and overall reduction in poverty over the past decade has improved economic access to food, although unequally for women and men. The Sri Lankan government has historically championed rights of women, and discrimination on the basis of sex is forbidden as per the constitution. National Policies include the National Action Plan to Address Sexual and Gender-based Violence (2016-2020), which is not directly related to the objectives of the CCAP, and the 2017 National Framework for Women-Headed Households[11], which includes a component on livelihood development. A National Women's Policy is being drafted, but limited information is available on its content. However, women are underrepresented in leadership positions, including in the agricultural sector, such as within FOs. Seasonal migration due to climate change is increasing, with agricultural workers migrating to find employment in urban areas as rainfall variability prevents them from having a secure income from farming. These migrant workers are mostly men, which increases the burden of the women staying behind in the rural areas.[12] In the Mahaweli basin, the percentage of women in the labour force is 36 percent. The majority of women (63 percent), as well as men, practice traditional rainfed farming.[13] Besides agricultural activities, women in the Walapane DSD are mostly involved in self-employment

[9] Sri Lanka was ranked the 6th most affected country by climate risk in 2018 (Eckstein, D. et al., 2019, Global Climate Risk Index 2020, Germanwatch).
[10] Government of Sri Lanka, Zero Hunger Review, 2017.
[11] The complete document was not available on the website of the Ministry of Women and Child Development
[12] World Bank, « Building Sri Lanka's Resilience to Climate Change », 21 September 2018 : https://www.worldbank.org/en/news/feature/2018/09/21/building-sri-lankas-resilience-to-climate-change
[13] Sri Lanka National Climate Change Policy, 2016

activities such as post-harvest practices, animal husbandry and handicraft.[14] In Medirigiriya and Lankapura, opportunities in the non-agricultural sector are very scarce for women, who mostly work as farmworkers.[15]

19. **International assistance**. Several interventions have similar capacity building objectives at institutional level in terms of CCA and water management. The World Bank is implementing multi-phase climate resilience programs with a focus on forecasting and early warning of extreme weather, and promotion of climate smart agriculture, with a recently approved project focusing on the upper Mahaweli basin. The Asian Development Bank and the International Water Management Institute work on resilience to climate change through irrigation and water resource management. FAO focuses on forests and ecosystems. The Green Climate Fund (GCF) has two large investments: i) to improve community irrigation infrastructure, scaling-up decentralized drinking water systems, and strengthening early weather warnings, flood-responses, and water management in the northern and eastern Provinces; and ii) to strengthen the adaptive capacity of smallholder subsistence farmers to address climate-induced irrigation and drinking water shortages in the upper watershed and downstream areas of the knuckles mountains.[16].

20. **WFP Sri Lanka CO** aims to address the underlying causes of food insecurity and malnutrition, and to support longer-term recovery and resilience, while maintaining emergency-response capacity. One of the four strategic outcomes of the WFP five-year CSP seeks to strengthen the livelihoods of vulnerable communities and smallholder farmers and increase their resilience to shocks and stresses all year round.

1.3. Evaluation Methodology and Limitations

21. **Evaluation criteria and questions.** The evaluation applied the criteria of relevance/appropriateness, effectiveness, efficiency, impact and sustainability, as required by the ToRs and in line with AF and WFP evaluation guidelines. Considering the need to assess whether CCAP was aligned with AF objectives, indicators and targets, and its contribution to country-level CCA plans, the criteria of coherence has also been considered for this evaluation. No specific criteria was linked to GEEW, but this dimension has been integrated into evaluation sub questions and indicators. In line with the evaluation guidelines of the AF, the EQs were formulated as follows:

    - EQ1. Has CCAP achieved relevant and significant outcomes in the best possible way?
    - EQ2. What are the risks to sustainability of CCAP outcomes and their linkages towards impacts?
    - EQ3. What are the key internal and external factors influencing the achievement of CCAP results?
    - EQ4. Has CCAP contributed to increase the resilience to climate variability and change at community, sub-basin and national levels?
    - EQ5. How was the quality of CCAP monitoring and evaluation systems?

22. **Methodology.** A detailed description of the methodological approach is presented in Annex 5. As required by the ToRs, the ET inserted the EQs in the evaluation matrix (Annex 6) according to the evaluation structure of the AF, incorporating information obtained from secondary data analysis and primary data collected during field visits and interviews with beneficiaries and other key informants. Data collection was conducted through a mixed-methods approach, combining i) key informant interviews (KII) and/or paired interviews (especially with project staff at local level), ii) focus group discussions (FGD) with project beneficiaries, iii) in-situ observation (ISO) of project achievements, and, in order to get more in-depth information about some of the results and impacts of the project, (iv) household interviews (HHI) with male and female beneficiaries. Guides were developed and validated during the inception phase to ensure that each of these tools was used meticulously and that comparable evidence was produced by each team member. Project documentation was also reviewed by the team during and after the field mission phase. GEEW was integrated in the evaluation matrix, specific interviews with women and women groups were conducted, and questions related to gender were asked as part of interviews with men and women.

23. **Primary data collection.** The data collection phase took place during the last weeks of September 2020, at the time of project closure (see Annex 5: Detailed methodology and fieldwork of the evaluation). A list of the stakeholders interviewed remotely by the international team members or face-to-face by the national team in Colombo and in the three target DSD, can be found in Annex 7: List of interviewed stakeholders Specific attention was paid to include the voice of women and of marginalized groups in the field by the ET, in all type of data collection methods (KIIs, HHIs, FGDs). 69 KIIs (32% with women), 23 ISOs, 16 HHIs (6 with women) and 43 FGDs were conducted. Women made up 51% of FGDs participants, 81% of FGDs included women, and 30% of FGDs were women-only. The primary field data collection phase was conducted by the national team instead of the full team, but site

[14] CCAP baseline survey report in Walapane, July 2017.
[15] CCAP baseline survey report in Medirigiriya and Lankapura, July 2017.
[16] www.greenclimate.fund/countries/sri-lanka

visits/sampling were not affected by the COVID-19 crisis, as there were little to no cases at the time and movement restrictions had been lifted. Interviews were also conducted remotely by the two international team members. More information on COVID-19 and the conduct of the evaluation can be found in the paragraphs on 'ethics' below and in Annex 5.

24. **Site selection.** In the field, locations to be visited were selected to cover all types of activities implemented by the project, and to allow for the meeting of beneficiary groups in all targeted locations, based on a site mapping completed during the inception phase. In practice, however, the sampling strategy was hindered by several limitations, which are explained in Table 17 (Annex 5: Detailed methodology and fieldwork of the evaluation)Annex 5: Detailed methodology and fieldwork of the evaluation

25. **Data triangulation and analysis.** Data was triangulated through thorough and standardized reporting (with a specific format for each type of data collection tool), using an iterative approach, which involves repeating the same questions with different respondents and using different data collection tools, regular exchanges between team members, comparison across sources and data collection methods, use of the evaluation matrix, and by the organization of debriefing and validation workshops. The latter included i) two field debriefing sessions (one in each district), ii) a remote presentation and discussion on the first results of the evaluation with Colombo-based stakeholders in October, and iii) a remote validation workshop organized with the ERG and key project stakeholders on 6 November 2020[17]. Further details on triangulation methods and on the validation workshop, including its agenda, are available in Annex 5: Detailed methodology and fieldwork of the evaluation. Data was analysed through the evaluation matrix, completed by each team member and discussed in team meetings, to assess the validity and reliability of analysis. Each team member was also tasked to produce specific inputs based on their specific expertise (for example on M&E or on irrigation infrastructure).

26. **Quality assurance.** The team leader (TL) was the primary responsible person for the quality of the evaluation process and outputs at each respective stage, with dedicated IRAM quality assurance (QA) support to verify the conformity of the products prepared by the ET with the Decentralized Evaluation Quality Assurance System standards. The evaluation matrix was an important element to guarantee quality and transparency. In addition, feedback from the ERG and stakeholders was gathered and integrated at several key steps of the evaluation, and through two rounds of comments on draft versions of the evaluation report.

27. **Constraints and limitations** of the evaluation are described in details in Table 17 in Annex 5, including their implication for the evaluation process, mitigation measures and their impact on the evaluation. Key limitations included travel restrictions for international team members (due to COVID-19), a limited institutional memory of CCAP, and the difficulty to retrieve some quantitative data. Mitigation measures were taken as much as possible, including strengthening the national team in charge of field data collection, and focusing on the most recent years of CCAP.

28. **Ethics.** The decentralized evaluations of WFP must conform to WFP and United Nations Evaluation Group ethical standards and norms. Accordingly, IRAM took responsibility for safeguarding and ensuring ethics at all stages of the evaluation cycle. This included, but was not limited to, ensuring informed consent, protecting privacy, confidentiality, anonymity and health of participants, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results cause no harm to respondents or their communities. No particular ethical issues were identified or raised by the evaluation stakeholders linked to the evaluation process. Within the ET, the procedures were as follows: ethical issues were set to be reported directly by each team member to the team leader, allowing the team leader to triangulate the information. If the matter was urgent, the team leader would turn directly to the EM at the CO or RB level. For non-urgent but sensitive matters, the team leader would prepare a summary note on issues to be transmitted to the EM and regional evaluation officer at the end of the evaluation process.

29. **Ethics and COVID-19.** Ethical issues regarding the risk of spreading COVID-19 were discussed with the CO during the inception phase. At the time of data collection, the number of COVID-19 cases in Sri Lanka was very low, and there were no particular restrictions to movements and meetings. However, team members were equipped with masks and hand-washing solution, and held interviews and in particular FGDs outside when possible, to reduce the risk of virus spreading. When the number of cases started to increase again in October, all activities related to the evaluation, including the debriefing initially planned in Colombo, were conducted remotely.

[17] The microsite, with all workshop material and participant's feedback, can be found here : https://sites.google.com/view/wfpvalidationworkshopccap

2. Evaluation Findings

30. The evaluation findings and the evidence to substantiate them are presented below. They are formulated as the responses to the respective EQs.

2.1. Evaluation Question 1 – Has CCAP achieved relevant and significant outcomes in the best possible way?

Relevance: Were the project planned outputs and outcomes relevant to rainfed smallholder needs, the local context of Mahaweli River Basin and country priorities throughout CCAP implementation period?

31. As part of the evaluation guidelines of the AF, the ET has provided rankings for the CCAP based on the AF criteria. The ET rates the AF relevance criteria as satisfactory for Outcome 1, satisfactory for Outcome 2, and satisfactory overall.

32. Initial assessments (including assessments of needs and existing adaptive capacities) were undertaken through a consultative process in 2010-2011 in preparation of the project design. According to CCAP proposal (and more specifically its annex 5), this process included 17 steps and involved a wide range of stakeholders, from ministry level to field extension officers and farmer communities. The institutional memory of the project prior to 2016 is nevertheless too low to assess the quality of this process. The ET noted that the field survey through participatory rural appraisal (PRA) was conducted in three villages only, which we consider to be insufficient for a project of this geographical scale. In addition, the project document does not provide any substantial analysis on the specific needs of rural women, apart from the fact that their livelihood strategies are often based on selling labour force (p. 13), and that women are more affected by climate change due to unavailability of water for domestic chores and sanitation during the dry season (p. 21). In spite of the above limitations, the project proposal clearly delineated CCA needs in the target areas: during community consultations, both farmers and local extension officials in catchment and command/downstream areas of Mahaweli river basin complained about late onset of the monsoon, change in severity and distribution of rainfall, high intensity rainfall events after prolonged dry periods, and water scarcity for irrigation and drinking.[18]

33. There is no strong evidence that the changing context and needs were duly taken into consideration during the whole project period. No thorough needs assessment was conducted at the inception stage in target communities, and no specific assessment to follow up or refine needs was conducted during the course of the project. Based on KIIs at WFP and MEWR levels, it appeared that follow-up need assessments were not seen as an essential requirement since CCA needs had not changed substantially over time, and still mostly relate to rainfall variability and water shortage today. According to the CCAP management team, regular meetings with all stakeholders at DSD/field level helped to review the specific needs of target communities. After UNDP joined in 2017, market assessments were carried out under Output 1.4 and proved to be critical for the identification of priority value chains and the development of community enterprises.

34. CCAP outcomes were strongly aligned with country priorities as regards CCA. Although it was designed eight years ago, CCAP is still in line with the priorities of the government, including the development of home gardening and irrigation systems. Overall, project activities are still highly relevant in addressing the needs of rural marginalized communities in the project locations. Farming is the primary source of food and income in the target areas, and it relies more and more on irrigation. The investments made to improve irrigation infrastructure and materials were therefore very relevant and combined long-proven solutions (e.g. tank rehabilitation) with more innovative ones (e.g. drip irrigation/sprinklers). The selection of tanks for rehabilitation was done by the Department of Agrarian Development (DAD) based on priorities identified by each Agrarian Service Center (ASC) in consultation with the Agriculture Research & Production Assistant (ARPA) and FO leaders. However, it was found that in situations where communities were not directly involved in setting work priorities, notably when rehabilitation was done by third-party contractors, this negatively impacted their sense of ownership (see section 2.2.2 for further details).

35. As noted in the 2017/18 annual report to the AF, selecting the most eligible beneficiaries was one of the challenges encountered by the project. The same report states that: i) a comprehensive set of criteria was developed with the assistance of the project partners; ii) a team of government officers who work at village level (i.e. economic development officer, Grama Niladhari[19], Samurdhi officer[20] and ARPA) was assigned the responsibility to select the beneficiaries as per the criteria; iii) when selecting beneficiaries, women were given more prominence; as a result, more women were considered for different livelihood activities under the five value chains supported. However, the ET found strong evidence only with regard to the third criteria cited, and observed inconsistencies and mixed practices in terms of the first two criterion. The ET was not able to retrieve a complete set of criteria for selecting beneficiaries, as most of the project partners interviewed mentioned that they had entrusted this task to FOs,

[18] Source: Climate Change Adaptation Proposal to Adaptation Fund, p.11.
[19] Grama Niladhari is an administrative division below Divisional Secretariat Division.
[20] Samurdhi is a government social security programme providing assistance to low income families.

considered to have an inherent knowledge of their own communities. However, this carries risks of favouritism, linked to the subjective nature of the choice made by FO leaders. The way that women were given prominence is also unclear. Moreover, KIIs with partnering government officers revealed that some of them were insufficiently consulted during beneficiary targeting, which led to improper selection. This was the case for example during the first round of cow rearing beneficiaries in Walapane: a majority of selected beneficiaries were not dairy farmers previously, which greatly increased the risk of failure of this activity.

36. The selection of livelihood activities supported by the project generally responds very well to the needs of smallholder rainfed farmers, particularly with regard to income diversification. It includes both agricultural (e.g. food processing, livestock and dairy products) and non-agricultural activities (e.g. garments, handicrafts). This is very well adapted to the local context, where long agricultural off-seasons with little income and increasingly unfavourable climatic conditions (including recurrent droughts) are prevailing. Some of these livelihood activities take into account specificities in the life cycle of women: young women often go to the city to work in the garment industry, then come back to their village to start a family. The project uses the skills that they have acquired in the city for alternative livelihoods in the villages.

37. A major and highly relevant change when UNDP joined was to use a value chain approach for community enterprises development. The identified value chains were overall relevant and the processing facilities that were created have the potential of transforming into profitable businesses. However, the approach was found to be too ambitious given the short remaining implementation period. The business diversifications were too much to handle for a project team with limited field staff. CCAP did not follow an incremental approach in supporting the businesses, and the project has not sufficiently considered the need of acclimatization of communities into business culture.

38. Cash-for-work activities (under output 1.5) were difficult to administer, with a low level of interest from communities and potential beneficiaries, as highlighted in annual reports to AF and corroborated by KIIs with the CCAP management team. The project could only pay LKR 500 (about USD 2.7) for a labourer per day under the cash-for-work scheme. Since farmers could often earn a considerably higher daily wage elsewhere, it was challenging to retain their participation.[21] In addition, there is no excess labour availability in targeted rural areas, as people usually migrate to urban areas during off seasons for casual labour. Based on a KII with MEWR, it appears that the procedure to increase the daily wage under the cash-for-work scheme would have been a very cumbersome process as the decision would have had to go through several administrative layers. More guidance from WFP on the methods and principles of cash-for-work activities – and more generally food assistance for community asset building – would probably have enabled government partners to better adapt this activity to local needs and context.

39. CCAP aimed to address both slow onset and sudden onset weather related disasters. The early warning system (EWS) for sudden onset disasters is highly relevant for Walapane, which is known as the landslide area of the country. This activity was included to support better awareness of this climate risk. The National Building Research Organization (NBRO) has established landslide EWS stations and rain gauges with the intention of saving lives from rapid onset disasters, especially landslides in Walapane area. A complementary information network to mitigate the risk of slow onset disasters, such as droughts, would have been highly relevant in Polonnaruwa and would have been expected to make it possible to better anticipate droughts and other climatic anomalies likely to affect crops. It would have also fit with the needs of CCAP target groups (small-scale rainfed producers). In addition, the EWS was a stand-alone mechanism, owned and managed by NBRO with the support of DS Office in Walapane, without sufficient association with other project activities.

Effectiveness: To what extent were the CCAP planned outputs and outcomes achieved?

40. The ET rates the AF effectiveness criteria as moderately satisfactory for outcome 1, moderately satisfactory for outcome 2, and moderately satisfactory overall.

41. Two indicators were included in CCAP logframe to measure outcome 1: i) the percentage of target households with sustained climate resilient livelihoods, and ii) the number of women with a new source of income, which the project planned to assess by setting a combination of two targets: the percentage of income generated by home gardens, to reach 50 percent of household income, and the contribution of women to household income, to reach 50 percent. According to the endline survey, over 14,039 farm households (i.e. over 100 percent of targeted households) received support for their efforts in developing a climate resilient livelihood strategy, which does not say, however, whether this will be sufficient to sustain these strategies over the long term. Regarding the second indicator, the endline household survey found that 90 percent of the home gardens generated income from their

[21] Cash-for-work often sets cash amounts to be less than market value in order not to distort labour markets.

cultivation, and that contribution of women to household income increased by over 50 percent in target households.

42. Considering the weaknesses in the M&E system and the lack of a reliable, consolidated database, figures on how many households benefitted from different activities/inputs is not provided in a systematic way in this section. Instead, the ET uses figures from the FCR when they illustrate some of the findings. The ET also could not refer to different sub groups of farmers (women, men, rich, poor, vulnerable, etc.) as no such typology or gender disaggregation exists within project data.

43. Across different outputs (as defined in CCAP logframe), the project has made substantial investments in agro-well development, rehabilitation of minor tanks, canals and anicuts, and establishment of rainwater harvesting units. Drawing on existing infrastructures and practices, these irrigation activities have doubled the cropping cycles in Walapane and in about half of the rehabilitated minor tanks in Polonnaruwa. The cultivated areas have also increased in the majority of project sites (11 out of 17 rehabilitated tanks as per data provided by DAD Polonnaruwa). According to the FCR, it is estimated that the pilot minor irrigation schemes have enabled 1506 acres of irrigated cultivation. In Walapane, CCAP contributed to the renovation of most of the high priority irrigation systems as per DAD ranking. The renovated infrastructures are functioning well, and beneficiary farming households can now grow in the Yala season as well.[22] According to site observations and discussions with the leaders and members of the respective FOs in Walapane, after the rehabilitation of minor tanks, canals and anicuts, the water made available through these structures was used to grow crops during the Yala season. In most cases, farmers managed to cultivate the entire command area with paddy or, in some cases, at least half of it. In other cases, it was found that other field crops (OFC) or vegetables were grown using stored water.

44. Minor tanks have been rehabilitated with the intention of increasing the number of crop cycles per year, mainly through the renovation of the embankments and sluices of these tanks. In Polonnaruwa, where most tanks have no feeder channels and only store rainwater, farmers use supplementary irrigation water from tanks to cultivate during the Maha season.[23] The following table shows the situation before and after the rehabilitation of small tanks in Polonnaruwa area. Though the aim of the CCAP was to increase water storage to make Yala cultivation possible, this was only achieved in some of the project sites in Polonnaruwa. Where the number of crop cycles or the extent of cultivation did not increase as a result of the project, the intervention nevertheless made it possible to sustain the single cropping season through supplementary irrigation. In cases where the number of crop cycles increased, farmers generally grew other field crops and vegetables – not paddy – in the Yala season, depending on water availability.

Table 3: Situation before and after the rehabilitation of small tanks in Polonnaruwa area

Tank name	**Before rehabilitation**		**After rehabilitation**		**Results**
	# of cropping cycles	Cultivation extent (acres)	# of cropping cycles	Cultivation extent (acres)	
Divulankadawala	2	230	2	230	No change
Elabatu Wewa	1	130	2	153	Cropping cycles/extent increased
Henewewa	1	100	2	115?	Cropping cycles/extent increased [24]
Nelum Wewa	1	25	1	35	Only cultivation extent increased

[22] Yala is the minor rainfall season from May to August.
[23] Maha is the major rainfall season. It starts by September and ends by March during the North-east monsoon.
[24] The FO leader considers there is no way to increase the cultivated area from 100 to 115 acres of land under Henewewa tank. There was a leak in the tank after rehabilitation in 2016, and no rice cultivation during Yala in 2017, but only 10 acres of OFC. Due to the continuous leakage and lack of water, farmers could no longer grow during Yala. Only 80 acres of paddy were cultivated during Maha 2019.

Tank name	Before rehabilitation		After rehabilitation		Results
Pathok Wewa	1	40	1	65	Only cultivation extent increased
Patholakotuwa Wewa	1	46	1	46	No change
Pulutuman Wewa Ihala	1	86	1	86	No change
Pulutuman Wewa	1	38	1	38	No change
Somaweerawewa Ihala	1	28	1	32	Only cultivation extent increased
Wadigawewa	2	128	2	132	Only cultivation extent increased
Weheragala Wewa	2	75	2	83	Only cultivation extent increased
Meegolla Wewa	1	100	2	100	Only cropping cycles increased
Dimuthuwewa	1	20	2	30	Cropping cycles/extent increased
Kadawala Wewa	1	120	2	150	Cropping cycles/extent increased
Peter Vettu	1	460	2	686?	Cropping cycles/extent increased[25]
Ulkatu Ela Amuna	2	160	2	185?	Only cultivation extent increased[26]
Periya Aru Amuna	1	119	2	119	Cropping cycles increased

Source: adapted from Department of Agrarian Development, Polonnaruwa, after triangulation through ISOs and FGDs in 9 locations, plus follow-up phone calls to some FO leaders

45. The development of micro-irrigation systems proved to be effective in Walapane, especially with sprinklers. In Polonnaruwa, this activity is lagging behind and is still in the start-up phase. Therefore, it was too early to assess the results. In both cases, water-saving innovations were introduced quite recently. Consequently, there was little time to really build farmers' technical capacities. In Nelugaha model village in Walapane, which the ET visited, about 60 farmers were successfully involved in the introduction of micro-irrigation and other water-saving techniques. In this model village, beneficiary farmers had already cultivated two crops and obtained good results with sprinklers. According to FGD participants, this technique not only saves water but also time, and money (i.e. labour charges for watering). It is also associated with better pest control. Crop yield has reportedly increased in Nelugaha as sprinklers provide water evenly and in very small droplets to the plants, which do not cause damages to the crops.[27]

[25] According to the FO, the number of cropping cycles was two before and after the rehabilitation, and the cultivated area increased by only 20 acres, which were not cultivated during Maha due to flooding, but during the mid-season. Subsequently, DoA instructed farmers not to cultivate in mid-season to avoid pests and diseases.

[26] The FO leader informed the ET that before and after the rehabilitation of Amuna, the cultivable area remained at 160 acres in both Maha and Yala seasons. Due to the poor quality of the rehabilitation work, there is reportedly no way to increase the area under cultivation.

[27] In the past, watering with horses damaged small seedlings and crops.

Although drip irrigation is also relevant and promising, during the visits of the ET to the two project areas (Polonnaruwa and Walapane), we could not observe or find any drip irrigation facilities in operation. In Polonnaruwa we found that the distribution of drip irrigation items was very late[28], that cultivation had not yet started, and that there was still no feedback from the producers about the performance of the system. Annual reports to AF do not provide evidence either that distributed micro-irrigation kits were in use; they just indicate the number of kits distributed (86 kits, including 32 sprinklers, as per annual report 2018/19, and 1683 kits as per annual report 2019/20).

46. The individual rainwater harvesting tanks provided by the project are satisfactory and people use them for drinking – though this was not an intended result as per the project proposal. The ET visited 5 project sites in Polonnaruwa where a total of 59 households benefitted from rainwater harvesting systems; in 3 sites, beneficiaries could cover their water needs for the entire dry period (up to 5-6 months) while in the two others, water needs were partially covered (4-5 months). Most importantly, all the beneficiaries in this sample received a training on properly managing the system, e.g. not to collect water from the first rain (allow to wash the roof and gutters), use sand filters before water is drained into the tank, close the lid carefully to prevent insects and other possible sources of contamination. Most of the community drinking water supply projects were also completed according to the planned targets. In some cases, such as in Thalpotha (Polonnaruwa), water capacity was lower than planned; at the time of the evaluation, the project team was liaising with the Water Board to identify solutions.

47. Home gardening was successfully supported by CCAP under Output 1.1 (exceeding the initial target of 14,039 beneficiary households, as mentioned above). The project also introduced farmer markets and arranged over 200 farmer market events to give home-gardens a local market to sell any surplus produce. The endline survey figure of 90 percent of the respondents generating income from their home gardens, seems to be contradicted by other data in the FCR, which says that over 36 percent of households in Nuwara Eliya and 48 percent in Polonnaruwa use their home gardens solely for household consumption. Of the households earning income from home gardens, 62 percent reportedly earned less than LKR 5,000 (USD 27) per month, while 10 percent earned between LKR 5,000-10,000 per month. According to this endline survey, crop diversity remained low, with 70 percent of households planting less than five different types of species. This was corroborated by some field observations. FGDs and HHIs showed that beneficiary farmers produce a limited range of vegetables. The development of organic vegetable crops faces constraints in terms of local outlets due to a limited variety of products, which tends to make buyers reluctant to come to the organic vegetable markets and purchase from CCAP beneficiary farmers.[29] Moreover, beneficiaries mentioned that vegetable growing is highly seasonal due to water availability limitations, especially in Polonnaruwa.

48. Under Output 1.2, the project attempted to promote drought-tolerant crops and agronomic practices. 10 drought tolerant practices were reportedly introduced, supporting 4,130 beneficiaries, according to the FCR. To increase the adoption of practices, the project facilitated 70 farmer field demonstrations for 1,876 beneficiaries. In Polonnaruwa, the seed paddy program is performing well and three farmer groups that were established have received machines for the processing of paddy seed, and some other equipment. However, it should be noted that the planned activity was to establish community seed banks, which was not achieved (in contradiction with what is stated in annual reports to AF and in the FCR). There is no secondary data and insufficient institutional memory of this activity to understand why it was not achieved as planned, but KIIs with Development Officers (DO) as well as CCAP coordination staff show that there was a lack of understanding of what community seed banks do and what their objectives are. Also, according to DO of DAD Walapane, they proposed to establish seed banks for CCAP in its early days. However, those were not considered, and no one in the project management team has followed up. Instead, there was a paddy seed distribution in 2018/19, and in 2019/20 the project promoted quality seed production and marketing by supporting the above-mentioned farmer groups.

49. The following table lists a series of adaptation measures, indicating to what extent they have been integrated into the project (nil, low, medium, or high) and providing concrete examples of activities and achievements (where relevant). This assessment is based on field observations, FGDs with beneficiary farmers and annual reports to AF.

[28] The ET even observed some micro-irrigation kits still stored in the project distribution centre in Lankapura.

[29] When visiting vegetable markets, the ET found that buyers expect a greater variety of organic products from farmers (i.e. all types of vegetables) to fulfil their vegetable needs. Otherwise, they have to purchase vegetables from other sources.

Table 4: Assessment of the level of integration into CCAP of adaptation measures and their main outcomes

Adaptation measure	Level of integration into CCAP	Examples of activities & achievements – Polonnaruwa	Examples of activities & achievements – Walapane	Main outcomes (already observed or likely to happen)
Crop diversification	Medium	Introduction of agroforestry with drought-tolerant OFCs or vegetable crops and diversification of home-gardens with fruit crops such as mango, coconut, orange, pomegranate, lime, jackfruit, etc.	Mixing fruit crops with OFCs or vegetable crops and diversification of home-gardens with coffee or fruit crops such as pears, guava, passion, orange, etc.	Increased cropping intensity Likely increase of farm income in near future[30] Long-term improvement of soil health
Soil & moisture conservation	Medium	Introduction of organic fertilizers and application of compost; use of rice straw or dry weeds as mulch; pot plantations; distribution of cows and encouraging farmers to adopt an integrated farming system using cow dung	Same as Polonnaruwa + introduction of polytunnels	Increased water retention capacity More efficient water use Improved soil fertility
Soil erosion control	High	Rehabilitation of bunds and drainage channels; planting of trees such as *kumbuk*, *mee guss* and *karantha*	Same as Polonnaruwa + creation of contour lines; development of drainage from the contour system	Increased cultivable area for paddy Soil fertility conservation Reduced paddy crop damages
Introduction of short cycle and drought tolerant crop varieties	High	Introduction of short-duration drought-tolerant paddy varieties such as AT 308, BG 366 and OFCs such as cowpea, maize, peanut, finger millet, green gram and black gram; introduction of the 'parachute' transplanting method	Introduction of quality vegetables such as okra, carrots, beans, lettuce, chilli, tomato, bush beans, etc. in intercropping with leek; introduction of drought-tolerant OFCs such as cowpea, maize, peanut, finger millet, green gram and black gram	Increase in crop diversity Increased cultivable area for paddy and OFCs Likely development of double cropping
Integrated pests & diseases management	Medium	Minimizing the use of chemical fertilizers and promoting the use of organic fertilizers and pesticides, timely cultivation, the use of micro-irrigation and the construction of shade houses; introduction of IPM for paddy cultivation	Minimizing the use of chemical fertilizers and promoting the use of organic fertilizers and pesticides, timely cultivation, the use of micro-irrigation and polytunnels	Increase in organic production capacity More efficient water use
Micro-irrigation	Medium	Mainly sprinkler and drip irrigation, but due to late distribution, beneficiaries tested these systems for a maximum of one or two seasons	Same as Polonnaruwa	More efficient water use Easier pest & disease control

[30] Coffee and some fruit crops such as passion and pomegranate are already at fruiting stage. Other fruit trees are still at growing stage.

Adaptation measure	Level of integration into CCAP	Examples of activities & achievements – Polonnaruwa	Examples of activities & achievements – Walapane	Main outcomes (already observed or likely to happen)
Third season cultivation of paddy lands	Low	Only tested in one village (Petervettu) but no longer practiced in order to avoid the proliferation of parasites	Not practiced	

50. Regarding the development of alternate livelihoods (output 1.3) and of post-harvest technologies (output 1.4), 64% of endline survey respondents stated that they have an alternative income source, where the baseline reported the level of access to non-farm livelihood assets as low. According to the FCR, 10 post-harvest centers were established, equipped and staffed, totalling 490 beneficiaries (63 percent women). It was found during FGDs and HHIs that some activities were very effective in providing new/additional incomes, notably from food preservation techniques and short/direct marketing channels (*hela bojun* cafeterias). In Polonnaruwa, dairy and poultry activities were also effective in providing cash incomes (e.g. by selling eggs), especially for women, even during dry spells. Dairy farmers were supported in many ways and are performing well, with clear improvements in technology, practices, and yields. Cattle sheds are used mainly in the wet season due to limited water in the dry period. The results are more nuanced for the dairy farmers of Walapane, with improvements clearly required in terms of hygiene conditions, animal health and productivity. The freshwater fish trade also brings in good income. The activity started several years ago and has enabled the distribution of fingerlings in 27 tanks in Polonnaruwa, with around 200 beneficiary farmers. A representative from the National Aquaculture Development Authority (NAQDA) indicated that there is a high demand for freshwater fish throughout the year, enabling farmers to earn a considerable income through their fish stock. However, NAQDA has not collected any data on the actual incomes earned.

51. By contrast, effectiveness was relatively low for some 'collective' livelihood diversification activities, since most community enterprises are still at start-up stage and not fully operational. Based on ISOs and/or FGDs with 26 out of 36 community enterprises, the most successful ones so far seem to be garments and hela bojun outlets. Partly as a result of the COVID-19 crisis, most community enterprises are not yet well established and have not been able to break even. Food processing and dairy processing units in both Walapane and Lankapura are high-tech and high-risk businesses, which are yet to operationalize. The investments made into them are very high, but almost all the machineries at those businesses were idling for months now.

52. Out of the 36 community enterprises established by the project, there are only a few that could be called business ventures in reality, while the others are collaborative structures set up for collective marketing (cf. Table 18 in Annex 8). Two thirds (24 out of 36 businesses) of the businesses do not produce anything in common using society funds. Rather, members produce individually and associate with each other for marketing purposes only (e.g. selling market garden produce, nursery plants, ornamental or freshwater fish, etc.). Some of the enterprises produce collectively, using the materials provided by the CCAP (e.g. garments and handlooms machinery).

53. The Department of Agriculture (DoA) also actively supported some women groups to start their own businesses and provided some equipment, notably for the dehydration of fruits, an activity that was developed by two women groups in Walapane. As per the FGD conducted with 9 of the 22 members of Gemi Mithuru Women Society in Kandeyaya, results are quite positive. They collect and process in season jack fruit and wild guava which are widely available in the area and would otherwise be wasted. Dehydrated fruits are sold on niche markets.[31] This group is well organized and keeps a clear record of members, raw materials supplied, products sold and the contribution of each member to the processing activity. Transport costs are shared amongst members. In Polonnaruwa and Walapane, DoA has also promoted mushrooms and bee honey production, either individually or through groups, with good results in both cases: beneficiaries use available resources optimally, they conduct the business well and have increased their income.

Box 1. Mushroom production as an alternative livelihood for women of Haritha FO, Vijayapura, Medirigiriya DSD

Haritha FO has about 150 members, including 20 women, who gathered at the beginning of 2019 to start mushroom cultivation. The benefits received from CCAP include: i) training on mushroom growing and marketing; ii) a grant of LKR 100,000 for the development of a mushroom growing cottage. Within the training, the beneficiaries received information on preparation of materials for mushroom growing, management of a mushroom cottage and hygienic conditions, processing of mushrooms for marketing. The Agriculture Instructor

[31] When the products are plentiful enough, sales are carried out by three officials who bring them to the government offices in Walapane and Nuwara Eliya, in particular to hospital staff, DoA staff and divisional and district secretariat staff

(AI) closely follows the process and provides technical instructions to the growers. All members have built a mushroom farm of about 10x15 feet. The beneficiaries also spent between LKR 50,000 and 100,000 of their own money to complete the construction. Currently, 15 women members (out of 20) are growing mushrooms. The Green Agri Service Centre in Vijayapura (implemented by UNDP with CCAP funds) has created a good outlet for the sale of their products. In addition, these women producers also sell mushrooms in other open markets. For each package sold at the Green Agri Service Centre, the society receives 5 rupees. The saleswoman receives a margin of 10 rupees. On average, a woman earns LKR 600-1000 per day if she can harvest 6-10 packets. Three other members joined the program after observing the profits. They did not receive the training but learned from the other members of the group.

Source: FGD with 8 female members of Haritha FO, with triangulation through HHI.

Box 2. A beneficiary successfully managing 22 bee boxes in his home garden

Mr. Nawarathne (43) is a farmer from Kandeyaya, Walapane DSD, who has three children. He has diversified his income by raising 22 beehives in his home garden. Of these 22 boxes, 12 are currently occupied by bees. Mr. Nawarathne has been trained by CCAP in hive management, bee honey extraction, packaging and marketing. Once a bee box is set up, he procures bees from the jungle as instructed by the project. He has received all the necessary equipment from the project and the hives have been provided by World Vision Lanka. Usually bee honey can be extracted after six months of the bees being established in the hive. The size of a swarm doubles after six months. Mr. Nawarathne thus assigns new swarms to new hives. A week before the visit of the ET, he had extracted six bottles of honey, at the selling price of LKR 2000 each. According to him, there is a great demand for pure bee honey and people come to him from far away.

Source: HHI with Mr. Nawarathne.

54. Under outcome 2, the project has organized various trainings to build the capacity of service providers, most of which are government partners. These trainings combined both technical and more general subjects. According to the FCR, around 752 local and divisional-level officials engaged in agriculture, fisheries, forestry and disaster management received at least one training on supporting adaptive strategies. The technical trainings, which included geographic information systems, participatory rural appraisal methods, organic farming practices and crop plan development, are used by the agents at different levels. However, the discontinuity and lack of a solid database on the trainings conducted by the project made tracing and retrieving this information difficult. As per field observations and discussions with field-level government agents, the project succeeded in introducing relatively new methods such as sprinkler irrigation through these partners, while increasing their technical capacity as well. Apart from this, the generic trainings organized for administrative staff at Divisional Secretariat (DS) Office proved to be less effective. These staffs were given basic awareness programs on CCA and village development plans (VDP) which were not found in utilization by the time the ET conducted data collection. Specifically, key informants in Walapane and Medirigiriya DSDs mentioned that there was no follow-up or any instances that they could utilize their newly learned knowledge or put them into practice. They further mentioned that they were not involved in any activities relevant to CCAP after those initial training awareness sessions, while other relevant staff from line ministries were involved.

55. Field-level technical government partners such as DoA and DAD benefited from this project in several ways. Activities implemented by CCAP match with the priorities of these line agencies. CCAP represented an additional source of funds, which helped them achieve their own targets. Key informants from partnering government organizations of CCAP including DAD, DoA, Coconut Cultivation Board, Cashew Corporation, and NAQDA acknowledged that the CCAP approach enabled them to increase their reach to address the needs of the communities. Many of these needs normally remain unmet due to limited annual allocation from the national budget. Since CCAP encouraged these organizations to be a part in the decision making process, they were able to obtain additional financial resources for development actions that each one considered to be the most relevant or priority in their respective areas of work.

56. Regarding the EWS, weather stations have been set up, although late in the project. In Walapane, the DS is well aware of this activity, and officers at DS level receive data. In Polonnaruwa, the need to establish an EWS was less acute.

Efficiency: Has CCAP made the best use of available resources to achieve planned outputs and outcomes?

57. The ET rates the AF efficiency criteria as moderately satisfactory for outcome 1, moderately satisfactory for outcome 2, and moderately satisfactory overall.

58. During the first phase of the project, from 2013 to 2017, the implementation strategy was unclear. There were shortfalls observed in planning, leading to implementation delays and failures, which prevented the achievement of the best possible outcomes. Village development plans have been elaborated, but not directly used during project implementation, which raises some questions as to the cost-efficiency of such actions. The vulnerability assessment determined the level of vulnerability on a geographical scale, based on administrative divisions (Grama Niladhari / GN). However, CCAP implemented activities based on the vulnerability levels of individual households and/or membership of FOs, rather than on a geographical (GN) basis, which resulted in diverse interventions rather than a comprehensive approach. Some of the solutions proposed by the project to address climate change effects were relatively conservative (e.g. tank rehabilitation is a 'business as usual' activity in the dry zone of Sri Lanka). These activities have nevertheless achieved a high level of efficiency due to their competent command by the partners involved.

59. The ET identified important gaps in terms of follow-up of activities after input distribution, resulting in inefficiency in the use of the project financial resources. For example, some beneficiaries received equipment (pots) to grow coconut seedlings through water-saving techniques (pitcher irrigation), but no training and guidance. This is based on the feedback received from the beneficiaries visited by the ET; 15 of such beneficiaries were visited in Polonnaruwa area and none of them have utilized the pots provided for them for pitcher irrigation. However, a key informant from the Coconut Cultivation Board informed the ET that they have trained all the beneficiaries and acknowledged that they were not able to follow up with each and every beneficiary due to staff limitations. He indicated that the success rate of the initiative was expected to be between 60 and 70 percent, but the ET was unable to verify this due to lack of monitoring data. In several other similar cases, such as cow rearing, the assets provided by the project were not fully valorised by the beneficiaries due to improper beneficiary selection and a lack of training, awareness or follow-up. The FGDs and HHIs conducted in three locations (Maha Uva, Subodhagama and Werallpathana) in Walapane with the beneficiaries who received these assets made this clear. KII conducted with the veterinary surgeon also confirmed this fact.

60. Overall, project efficiency is assessed as relatively low due to multiple layers of implementation and, within each line agency, several levels of government representation (national, provincial, district, DSD). Bureaucratic delays in Sri Lanka are such that CCAP staff and government officers did not try to change actions, even when they encountered problems, as the process would have been too complicated (e.g. obstacles to the reshaping of cash-for-work activities, as highlighted in section 2.1.1). These issues were already pinpointed in the 2017/18annual report to the AF: "the complex cross-ministerial and cross-institution mechanism for project activity planning, cost estimates, approval and implementation was a major bottleneck to be addressed in order to get activities implemented in a faster and efficient manner". Each line agency has their own targets to achieve, and was therefore not fully able to prioritize this project.

61. As acknowledged by KIIs from both WFP and MEWR, the inclusion of UNDP as an implementing partner did greatly enhanced the implementation process. The decision to include UNDP as an implementing partner was proposed by the CO as a way to mitigate the slow pace of implementation. This United Nations collaboration was innovative in this context and a pivotal moment for the project. In addition, WFP CO was able to mobilize funds from the budget delegated to UNDP for the CCAP implementation to hire a resource person as a consultant for the finalization of the project. This position was then funded through CO-budget when the project was extended in 2020. This was an efficient use of resources to mitigate the effects of the project extension. In fact the original budget included funds for a position to manage the coordination at WFP CO, but these funds were used during the first years of the project that saw limited implementation.

Key findings and conclusions – Question 1

- Mixing different types of interventions for adaptation, including income diversification, was a relevant strategy in a context marked by long agricultural off-seasons with no income, and increasingly adverse climatic conditions (in particular, recurrent droughts).
- CCAP was effective in providing new cash sources, notably for women. Some of the most promising sources of income include food preservation, direct/short marketing channels, mushroom cultivation and bee keeping.
- UNDP followed a methodical way in deciding on which value chains to focus. However, it generated mixed results in the present context. CCAP made some high risk investments in community enterprises, and the majority of the 36 enterprises are not yet fully operational.
- Most irrigation-related works were very effective in providing more secure water access, increasing the farming intensity, and increasing the cultivation extent. This was made possible by increased availability of water but also more efficient water use.

- The objective to build farmers' capacities and bring change in their practices was relevant, but CCAP initial timeframe (3 years) was too short, and several innovations were introduced too late.
- The first phase of the project, from 2013 to 2017, suffered huge delays. Despite a marked acceleration in the pace of implementation after UNDP joined the project, a pivotal moment recognized by all stakeholders, the overall project efficiency remained low, mainly due to multiple implementation layers and the Sri Lankan administrative structures.

2.2. Evaluation Question 2 – What are the risks to sustainability of CCAP outcomes and their linkages towards impacts?

Financial and economic risks: Are there any financial or economic risks that may jeopardize sustainability of CCAP outcomes and reduce the likelihood of long-term impacts?

62. As per AF evaluation guidelines, the ET rates the financial and economic risks as moderately high for outcome 1, moderately low for outcome 2, and moderately low overall.

63. There are no major financial or economic risks associated with the development of irrigation infrastructure, other community assets such as agri-roads, and the capacity building component (outcome 2) of CCAP. In the case of agricultural equipment or other material support, it was foreseen that beneficiaries would contribute 20 percent, collected through their FOs. There are two legitimate purposes for this: to have a wider coverage in terms of beneficiaries, and to increase the ownership of project activities. However, in one instance in Walapane, it was observed that the beneficiary contribution to renovate dairy cattle sheds had negatively affected the beneficiaries' economic situation.[32] While they are highly relevant to mitigate the unpredictability of rainfall, prevent crop failure and secure yields even during off season, solutions such as polytunnels represent high initial investments which are not within the reach of rainfed smallholders. The replicability of such activities, in the absence of external funding, is therefore low.

64. The economic sustainability is questionable for some of the alternative livelihoods promoted by CCAP. Value chains were mapped, and considerable investments were made in some processing units with a rather low volume of production. Related business risks could have been better anticipated. For example, the production of handlooms is still too low and this activity does not provide enough income for all members to maintain an interest in the activity, so membership is already declining. In one of the handloom business the ET visited, 30 to 40 people were initially trained, but only 6-8 people are still fully engaged. In addition, there was probably a lot of focus on the production side of community enterprises and too little attention given to marketing. Some risky activities such as yoghurt processing have been supported, although it is difficult to obtain market share as many companies are already well established.

65. UNDP has been proactive in supporting community enterprises during the COVID-19 lockdown (by facilitating the flow of products from these enterprises) and afterwards (by developing business plans and providing tailored advice and recommendations for each of them).[33] UNDP also actively looked for partnership options, including private companies, to sustain the community enterprises. Without calling into question the good work done, it has to be mentioned that most of the community enterprises supported will find it very hard to market their products, particularly in the post-COVID-19 era. Furthermore, interviews with the members who ran these enterprises clearly show that they do not have clear adaptive marketing strategies to ensure business continuity. Most enterprises are affected by the lack of working capital to continue or expand their operations, and are on the verge of losing the commitment of workers due to inadequate wages.

66. In addition to UNDP-supported community-based enterprises, eleven women self-help groups, already supported by the DoA outside the framework of this project, have received a CCAP contribution to their revolving funds in Polonnaruwa. All these women groups are performing well. The CCAP contributions have permitted an increase in the number of loans. The small loans are often used for farming purposes e.g. to obtain seeds or other inputs to start groundnut cultivation or home gardening, thus directly contributing to crop and food diversification. Unfortunately, these microcredit groups were not directly linked to other activities of CCAP. It was not a planned activity and remained rather insignificant compared to the scale of the project.

67. Willingness to continue/scale up the project was expressed by several stakeholders at government level. WFP is exploring new funding opportunities, including with the AF, together with MEWR, and that it is developing a new

[32] Some farmers had to sell one or two cows to renovate the cattle sheds. The sale of productive assets obviously has negative financial implications for farmers.

[33] Acknowledging the gravity of shock posed by COVID-19 on these enterprises, UNDP invested approximately USD 20,000 beyond the AF grant to assist businesses in their revival and to ensure business continuity. The process involved conducting an assessment on post-COVID-19 impacts on micro enterprises and recommendations for revival of enterprises.

proposal building on the CCAP. At the time of the evaluation, no further information was shared with the ET on the content of the proposal.

Socio-political risks: Are there any social or political risks that may jeopardize sustainability of CCAP outcomes and reduce the likelihood of long-term impacts?

68. As per AF evaluation guidelines, the ET rates the socio-political risks as moderately high for outcome 1, moderately low for outcome 2, and moderately low overall.

69. The overall lack of awareness about CCAP at community level led to a certain degree of confusion amongst beneficiaries about who provides what. Most of the beneficiaries met by ET were not fully aware of CCAP objectives and approach. They think that the support they received is part of usual government donations and assistance. Interviews carried out in the field by the ET attest to the existence of a 'dependency mentality' for many of the beneficiaries but also for the officials involved in the project. According to this mentality, the project should bring direct material benefits to people, and trainings are seen as not so interesting. This mentality is likely to reduce the level of beneficiaries'/communities' ownership and the sustainability of climate-resilient farming practices, alternate livelihoods and assets supported by CCAP. In some instances, in Polonnaruwa, political influence had a negative impact on project implementation, but CCAP staff eventually managed to mitigate this issue. A clearer sequence of project activities, including a thorough awareness-raising phase on its objectives and means, should have been decided upon at the beginning to ensure that communities as well as government partners on the ground really understand CCAP objectives and build their own capacities as the project progresses.

70. Community assets such as tanks and agri-roads will certainly be safeguarded because the DAD and other line agencies were directly involved in the project. According to the project management team, (i) all these community assets were handed over to relevant stakeholders and line agencies (with written handover documents); and (ii) these stakeholders will take over and make sure there is proper maintenance of tanks and other infrastructures built/renovated by the project. However, the ET is concerned with the ownership of these assets at community level, and with FOs' capacities to ensure the maintenance by themselves, with minimal external support. This risk is all the more likely since the social mobilization phase did not take place prior to irrigation asset rehabilitation. Observations and interviews carried out in the field with FOs – and then triangulated during the debriefing sessions at district level – show that a certain number of shortcomings already exist and may jeopardize the sustainability of the infrastructures rehabilitated by the project. In both Polonnaruwa and Walapane, a majority of FOs met by the ET had internal disputes and/or faced at least one of the following problems: poor leadership, lack of rules/guidelines to manage the assets, difficulty in bringing users together to carry out maintenance work, users considering the rehabilitation work carried out by the project as something that does not concern them.

71. In connection with the preceding point, the ET observed in the field that the FOs are already facing difficulties in managing the community infrastructures supported by the project. This applies not only to irrigation works but also to at least two drinking water projects that the ET visited in Yonbuwalatenna, Walapane DSD, where no adequate system has been put in place for the maintenance of the facility and water charges. Some of the users receive a water service without any contribution. The FO has not received any guidelines or support in this respect.

Box 3. Social mobilization difficulties facing Rathya Ulpotha FO in Ellekumbura, Walapane DSD

Following the rehabilitation of Ellekumbura tank, the availability of water has increased, allowing cultivation during the two seasons of Yala and Maha. However, FO leaders, who are all women, are facing problems in maintaining the conservation area, managing the forest species planted around the tank and removing silted sand from the supply channels. These leaders have difficulty enforcing the rules, and some farmers even graze their cows on the tank bunds. Some voluntary work campaigns have been carried out, but participation has been very low, notably due to poor leadership, the FO polarization, and the fact that some people try to obtain benefits without compensation. Although they are members of this FO and also benefit from the irrigation water, the beneficiaries at the downstream end have not been involved in the rehabilitation process and do not participate in any of the joint activities. FO leaders have not been able to take action against the many members who do not follow the established management rules.

Source: ISO and FGD with 11 members of Rathya Ulpotha FO.

72. Operation & maintenance (OM) plans of minor irrigation schemes have not been formalized before the project end. However, having annual OM plans at FO level seems non-essential as FOs are not given sole authority to operate or maintain minor irrigation infrastructure without the supervision of DAD. The latter is the competent authority for OM of minor irrigation schemes, FOs are considered to be users and custodians. FOs have been trained on OM, and 3 percent of the construction/renovation costs have already been placed in a separate bank account at the Agrarian Development Bank for future maintenance of the works. These funds are already allocated and cannot be

used for other purposes. The concrete operationalization of OM plans will in fact depend on how active FOs are. The risk is that DAD becomes too overbearing towards the FOs and thus undermines the independence of these FOs.

73. The level of satisfaction of FOs and users regarding the quality of work varies greatly from one site to another, as shown in Table 5. According to site observations and discussions with FO leaders and members, the quality of work tends to be lower when implemented by a third party than when FOs is directly involved. In Polonnaruwa, the rehabilitation of larger tanks was done by external contractors[34], with no to very little involvement of FOs. As a consequence FOs have less ownership of these infrastructures, and they are less interested in their maintenance. Where FOs were directly implementing, the sense of ownership is much higher and FOs are motivated to extend the work that they have done. For the future maintenance of the infrastructures a strong involvement of the FOs is essential. For instance, the sustainability and robustness of the tank bunds depends on the demarcation and protection of an area called *kattakaduwa*, which the FOs must enforce.[35]

74. In addition to the leadership issues that are described under section 2.2.3, FGDs with members of community enterprises showed that it is difficult to establish a formal organizational hierarchy (reporting lines) for these enterprises because their members are already part of a social hierarchy. It is clear that this has caused several social problems and that some community enterprises have become unattractive working environments for workers. For instance, a key informant involved in establishing apparel enterprises indicated that they faced challenges in retaining the trained workers and assigning specific responsibilities to some based on their competencies. For instance, a young woman in Medirigiriya, who was trained and identified by the trainers to function as the manager of the factory, was challenged when she was discharging the functions of her position. Apparently, some elderly women, who were also fellow villagers, did not like to work under her command. Finally, the workplace culture had become toxic and unattractive for people to work in the factory.

[34] This is justified by the fact that FOs generally lack the financial, physical and human capacities to carry out heavy work and/or requiring strong technical expertise.

[35] *Kattakaduwa* is the area demarcated in each tank between the bund and the paddy fields (i.e. a reservation area outside of the tank bunds). CCAP has done many efforts to develop these areas by planting *kumbik*, *mee* and other forest plants. By developing such an area, it is expected that the seepage water from the bund will be desalinated before reaching the paddy fields.

Table 5: Level of satisfaction of FOs regarding the quality of work in 14 locations visited by the ET

DSD	Location	FO name	Type of work	Entity in charge of the work	Level of satisfaction	Type of problem observed during the evaluation
Walapane	Ellekumbura	Rathya Ulpotha	Rehabilitation of tank & construction of agri road	FO	High	No problem, but low participation in maintenance
Walapane	Werallapathana	Ekamuthu Youth FO	Rehabilitation of 3 tanks (cascade system): Pambemada, Maha Kandagahamadiththa & Kandagahamadiththa	FO	Moderate for Pambemada tank; high for the two other tanks	The 3 tanks are well rehabilitated. However, in the absence of rehabilitation of a fourth tank (Halmillawewa) located upstream and silted up, the Pambemada tank dries up during the Yala season.
Walapane	Welahinda	Welahinda FO	Construction of 2 embarkment walls & stairs for bathing, renovation of gate, desilting, planting cover crops on bunds and trees/bamboos in kattakaduwa, renovation of agri road	FO	High	Approximately 30% of the water retained at the time of observation
Walapane	Ambagaspitiya	Mahasen FO	Renovation of canal and of 3 agri roads, water source protection by planting forest trees	FO	Moderate	The canal flows through many villages and estate communities before reaching Ambagaspitiya, which receives limited amount of water. No proper mechanism established in order to share the water.
Walapane	Udagama	Gemunu FO	Renovation of upper canal in 2016 and lower canal in 2018	FO	High	No problem
Medirigiriya	Nikahena	Samagi FO	Henawewa tank reconstruction (raised bund, new spill & sluice gate)	External contractor	Low	Since the works in 2016, water is insufficient during the dry season due to a leak in the tank. Lack of maintenance since then.
Medirigiriya	Peterwettu	Peterwettu FO	Rehabilitation of main canal, 1st, 2nd & 3rd canals, spill, bund, and basin; canal cleaning; drainage canal & anicut	FO	High	No problem
Medirigiriya	Kahabmiliyawa	Pubudu FO	Rehabilitation of Bambara Ela anicut, canal, sluice gate & side wall	FO	High	No problem

DSD	Location	FO name	Type of work	Entity in charge of the work	Level of satisfaction	Type of problem observed during the evaluation
Medirigiriya	Gurugodella	Arunalu FO	Tank rehabilitation	FO	Moderate	Only 35% of the command area can be cultivated during the Yala season.
Medirigiriya	Pathokwewa	Pathokwewa FO	Rehabilitation of bund, desilting, construction of sluice gate & small bridge over the spill	External contractor	Very low	No involvement of FO. No water in the tank during the Yala season. Currently the tank is fully empty.
Medirigiriya	Wadigawewa	Wadigawewa FO	Rehabilitation of downstream bund, desilting and removal of aquatic plants	External contractor	Very low	The construction was already damaged and some elements were not successfully completed. The aquatic plants were not removed.
Medirigiriya	Elabatuwewa	Elabatuwewa FO	Main step & downstream bund reconstruction	External contractor	Low	Low quality of rehabilitation work of downstream bund. No community participation.
Lankapura	Sangabodhigama	Pragathi FO	Bund and anicut rehabilitation	FO	High	No problem
Lankapura	Pansalgodella	Ulkatu Ela FO	Rehabilitation of main canal bund (500 m), river bund & road	External contractor	Low	Low quality of rehabilitation work of main canal bund. Lack of maintenance.

Source: ISOs and FGDs with FO members and leaders.

Institutional framework and governance risks: Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of CCAP outcomes and reduce the likelihood of long-term impacts?

75. As per AF evaluation guidelines, the ET rates the institutional framework and governance risks as moderately high for outcome 1, moderately low for outcome 2, and moderately low overall.

76. According to interviews conducted during the evaluation, the level of technical know-how of local stakeholders (FO, government officers, ASC, etc.) on key CCAP topics such as resilient livelihoods, climate risk reduction, or watershed management, has improved, although this cannot be ascertained by pre- and post-intervention assessments. Stakeholder awareness of the existence of an EWS for climate induced risks is stronger in Walapane than in Polonnaruwa, where most agriculture extension officers, other field-level government officers and communities are not fully aware of the EWS stations (though some officers are getting data from it). A new CCA plan was designed at the national level after the project started (NAPCC 2016-2025). However, considering that CCAP achievements were limited before 2016, it is very unlikely that CCAP informed this national adaptation plan.

77. Government policies are supportive of traditional activities such as handloom weaving, which may reduce the risks to sustainability for this type of activity. However, the institutional framework chosen raises major concerns about the viability of community enterprises as a whole. All social enterprises were initially registered at the DS office as community-based societies. For most of them, business premises are provided for free by a government entity. There is no shared investment capital for any of these businesses. Most of the businesses collect membership fees from the members to meet the current administrative expenses. For non-agricultural businesses working capital is sorely lacking. Businesses are not in a position to access banks for credit. This is a critical issue that impacts the business operations and constitutes a big risk to their sustainability.

78. As a general issue for all the businesses, the community is given the leadership, management, and worker responsibilities without anyone being able to distinguish them. Job descriptions and qualifications for key positions are not defined. Community members may be able to bear these responsibilities up to a certain level, but they essentially lack management capacities and business intelligence to navigate through the volatile, uncertain, complex and ambiguous business environment of today. The post-COVID-19 era will pose further challenges for them to succeed.

79. After several rounds of discussions between CCAP partners, it was decided to register community enterprises under the Department of Cooperative Development (DCD). The ET considers this may not be the best legal statute for the community enterprises. By registering at the DCD, the businesses will have a legal personality and a governance framework based on cooperative principles. It will hopefully be effective in safeguarding assets, setting protocols on record keeping, and decision-making. However, registering the community businesses as cooperatives with the DCD will not address any of the above-mentioned pressing issues. This is all the more problematic as most of these enterprises operate in highly competitive markets. The following table provides an overview of the potential effects of cooperative society arrangements on critical business issues.

Table 6: Effects of cooperative society arrangements on critical business issues

	Critical business issues	**Effects of cooperative society arrangements**		
		Negative Influence	No Effect	Positive Influence
1	Provide an organizational framework with protocols, rules and regulations, governing principles			✓
2	Improvements in business management capacities of community members		✓	
3	Improvements in technical capacities, specific to each business	✓		
4	Working capital requirements of businesses		✓	
5	Attracting private partners, who would bring technical competencies and capital into businesses	✓		

6	Collaborations with government entities at local level	✓		
7	Business agility and quick decision making	✓		

Environmental risks: Are there any environmental risks that may jeopardize sustainability of CCAP outcomes and reduce the likelihood of long-term impacts?

80. As per AF evaluation guidelines, the ET rates the environmental risks as low for outcome 1, low for outcome 2, and low overall.

81. KIIs, FGDs, and ISOs did not capture any increased pressure on land, water or other natural resources as a result of project activities. Beneficiaries were able to harvest rainwater through water tanks, and to better control irrigation, which lead to a more rational use of resources. No negative externalities or impacts on the environment were reported throughout the project, or observed by the ET.

82. Cultivation techniques that were introduced, including irrigation and drought resistant paddy varieties, are meant to decrease the dependency of farmers on rainfall. As climate change in the target region is expected to increase the frequency and severity of droughts, this introduction is in line with the changing climatic conditions. More information on these practices that were introduced as part of the project, and deemed highly relevant, can be found in section2.1. In Walapane, the ecological restoration work completed around 4 tanks had a wide range of benefits for farmers as well as for the environment, conserving the watershed areas by reducing the soil erosion, and ensuring more vegetation cover.

Uncertainties on climate change impacts & baselines: Were the vulnerability, adaptive capacity and other assessments conducted at CCAP design stage appropriate, scientifically based and sufficient to allow interventions to be sustained or linkages to impacts analysed?

83. As per AF evaluation guidelines, the ET rates the uncertainties on climate change impacts and baselines as moderately low for outcome 1, outcome 2, and overall.

84. The project proposal included an important analysis of climate change in Sri Lanka and in the target region, with information based on scientific articles and on climate models recognized by the Sri Lankan government and the Intergovernmental Panel on Climate Change. This work was relevant and ensured that the issues related to climate vulnerability (made worse by climate change), which were already well known by local stakeholders, were assessed and quantified. Vulnerability assessments were conducted in each DSD and annexed to the project proposal. Accounts of the perception of climate change by the community, including their effects on their livelihoods and their coping strategies were included in the baseline reports, and consultations with farmers and communities were held during the project inception phase in 2015. In addition, a further study on the spatial variation of vulnerability to climate change in the three target DSDs was published in March 2018, to identify the most vulnerable GN divisions so as to improve the targeting of the project.

85. However, the ET did not find evidence of any assessments of the capacities of communities to adapt their cultivation methods and adopt alternative livelihoods. The project did follow a demand-based approach on the development of these new livelihoods, based on community consultations, but there was no evidence that communities' capacities and capacity building needs were assessed. In addition, the ET did not find evidence that the impacts of climate change on the alternative livelihoods proposed were assessed.

Key findings and conclusions – Question 2

- Most community enterprises supported by CCAP face several pressing issues relevant to their sustainability. This includes inadequate managerial experience or capacity of members to lead these business ventures, their lack of working capital and technical knowledge, and varying levels of success in the selected market strategies, while many are facing strong competition.
- Some women self-help groups were successfully supported by the DoA, linking crop diversification with microcredit.
- Due to the lack of a social mobilization phase prior to irrigation asset rehabilitation, a number of shortcomings were observed at FO level, such as internal disputes, poor leadership, lack or rules/guidelines to manage the assets or difficulty in bringing users together to carry out maintenance work. This may jeopardize the sustainability of these infrastructures.

- FOs' sense of ownership and interest in future maintenance of community assets is higher when they directly implemented the works (instead of going through external contractors).
- The project has not had any major externalities or negative impacts on the environment. The pilot ecological restoration of some tanks had a wide range of benefits for the environment (watershed conservation, reduction of soil erosion, and increase in vegetation cover).

2.3. Evaluation Question 3 – What are the key internal and external factors influencing the achievement of CCAP results?

Preparation, readiness and use of lessons learnt: Was the CCAP well prepared and did it make use of lessons learnt during implementation?

86. CCAP objectives and components were relatively clear. However, the project was quite ambitious, with a large number of activities in different sectors (irrigation, animal husbandry, innovative agricultural practices, non-agricultural livelihoods, etc.). The initial timeframe of the project (3 years) was too short, especially when compared to the stated objectives of capacity building and change of practices. As the CCAP was the first project of its kind in Sri Lanka, most of the government staff involved had little or no previous experience of CCA, which partly explains why the project was implemented as a conventional rural development project before 2017, with little consideration given to the externalities of climate change. The decision to have UNDP on board to accelerate project delivery but also to bring in new perspectives was a major positive change and demonstrates the ability of WFP and MEWR to adapt their project management.

87. The MTR had four main recommendations, the first three being sequential and attached to each other: i) revisit the results framework to identify achievable targets for the remaining project period; ii) develop a combined 'Action Plan' with joint implementation mechanism for efficient disbursement of funds for intended target actions; iii) develop a sustainability plan and an exit strategy for smooth completion of the project; iv) reinstate governance structures of the project at national and local levels and ensure more connectivity to stakeholders in the private sector. A rapid assessment of progress has indeed been carried out in 2019, in line with one of the actions required under the first recommendation. However, as per KIIs with WFP staff, no specific steps were taken to revise the targets. Also, the ET did not find documentary evidence to determine whether there have been substantial changes in the project approaches afterwards. The inclusion of UNDP in the execution was not based on the recommendations of the MTR, as UNDP was already a partner by the time MTR was conducted. A sustainability plan and exit strategy was developed. However, it was hardly utilized and/or irrelevant in the context of the COVID-19 situation that CCAP partners encountered by the end of the project. There is a positive note concerning the 4th recommendation as MEWR recruited a full-time project director and project manager to lead CCAP.

88. As highlighted in the rapid assessment of the progress of the project conducted in 2019, there were significant shortcomings in the implementation of the project when compared to its results framework, mainly due to coordination issues at field level, lack of understanding of project targets and objectives by project officers and field-level implementing partners. This is particularly obvious for the cash-for-work component of Output 1.5, the approach of which was not well understood by government counterparts. In that sense, the MTR can be seen as a missed opportunity to realign the project and focus on more realistic and promptly achievable targets. More activities could probably have been outsourced, in particular to obtain support from an external agency to implement these cash-for-work activities.

89. As each government department already had a certain amount of work in its portfolio, the implementation of the CCAP created extra workload on their staff. Although there were mixed responses during KIIs on this topic, several government officers indicated that they were overburdened due to CCAP. This was also confirmed by the CCAP management team at MEWR level. To overcome this challenge, the project decided in late 2018 to offer government officers involved in its implementation an honorarium as an incentive. This was done within the government provisions (i.e. LKR 1000 per day). CCAP management team found that there was a greater involvement of these officials in CCAP activities as a result of this decision.

Partnership and stakeholder involvement: Were the partnership arrangements and level of stakeholder involvement conducive for achieving CCAP results?

90. There was no specific assessment of the capacities of MEWR and other government entities to implement this type of project during the design stage of CCAP. However, the direct involvement of government officers in field-level implementation contributed to build a sense of ownership for most CCAP activities, while also increasing their technical knowledge.

91. With the exception of the last year of the project, which saw the creation of a programme coordinator position at WFP, the level of supervision and backstopping by WFP was insufficient throughout CCAP implementation. In the

project documents (e.g. Table 7 of the CCAP proposal and the agreement signed between WFP and UNDP), the respective roles and responsibilities of WFP and its implementing partners have been clearly defined. However, the supervisory role of WFP was not adequately resourced in the initial budget, particularly in terms of coordination staff at the CO level. In addition, WFP engagement in M&E was minimal because no specific resources had been budgeted for that. WFP did not possess adequate human resources to frequently monitor the project. Except for the project director and the project manager, field level monitoring visits from MEWR were quite rare too, even from the Climate Change Secretariat (CCS). Only UNDP staff conducted field visits frequently. While the added value of the two international agencies (WFP as AF implementing partner, and UNDP as executing agency) compared to government agencies should be to provide project structure and rigor, they have not been very successful at that. It is also fair to note that the monitoring requirements of the AF were weakly enforced as well.

92. The divisions of activities and tasks between WFP, UNDP and MEWR were agreed upon when UNDP joined the project, as part of the interagency agreement signed between WFP and UNDP, and a part of the project budget was allocated to UNDP accordingly. However, executing agencies were working somewhat in silos in the early stage after UNDP joined, but coordination has improved afterwards. When UNDP was brought into the project, they had their own understanding of the project concept, different from what was originally intended. Their selection criteria for project sites were different from those used by MEWR. UNDP selected GN Divisions while MEWR made the beneficiary selection through FOs. This has led to some confusion at the beginning, but those were resolved through mediation. It became clear after the MTR that the Ministry and UNDP needed to develop joint action plans, so there was subsequently a coordinated collective effort for planning. Most decision making and information sharing on CCAP was done during coordination meetings (including the National Project Steering Committee meeting), which were held on a regular basis and at different levels. However, it is not clear how management decisions were made, and on which basis, considering the lack of data from the monitoring system (see EQ5).

93. There were variable degrees of field-level coordination: in Walapane, the ET observed a good level of interaction between line agencies. In Polonnaruwa, collaboration and communication could have been stronger between line agencies, to avoid some duplication of work. For instance, agro-wells were implemented by DoA and DAD sometimes in the same locations without coordination.

94. The project was designed to implement field activities under the direction of DSD-level Project Support Units housed within the respective DS. Regarding the design of project activities, FOs were involved through the development of proposals and feasibility studies, notably for the rehabilitation of community assets such as minor tanks and agri roads. FOs functioned as project implementing community-based organizations (CBOs) responsible for keeping activity accounts, regular monitoring, and updating of field level progress. However, this operational mechanism was not always fully functional and most of the subprojects were implemented in two different modes: (i) direct contracting of respective technical agencies to implement the subprojects; (ii) under the supervision of respective Divisional Secretariats.[36] FOs were also involved in the selection of beneficiaries for different types of project activities. In terms of coordination, FO leaders normally take part in divisional agriculture coordination meetings, and liaise with ASC and other relevant line agencies for routine monitoring of work progress and problem sharing.

Gender equality and women empowerment: What approaches were applied to ensure the participation of women in the project, and to what degree did CCAP contribute to gender equality and women empowerment?

95. Despite not having an explicit approach on gender transformation, CCAP has had important impacts on the lives of women in the targeted communities. The ET did not find any indications that a specific gender assessment was conducted at the project design stage or in the initial project stages. However, several activities were targeted directly at women, like output 1.4. In addition, many activities linked to agricultural production benefitted women and women farmers' unions. As mentioned in section 1.2, many women are engaged in farming in the area, also because men have migrated to find non-agricultural work in urban settings. According to the perception of the women beneficiaries interviewed by the ET, the project has given them an important role. The home-gardening activities were designed almost exclusively for women. Mushroom cultivation, micro-finance support, as well as most of the actions to support value chains (garments, handicrafts, etc.) were designed to meet the needs of women. Most of the beneficiaries who have received polytunnels, and the majority of those running small-scale poultry farms are women.

96. There is anecdotal evidence that the project did take into account specific constraints faced by women in implementing interventions. For instance, it was reported that the work hours for micro garment factories were adjusted so that women could also complete their housework and take care of their relatives. However, the ET did not find any evidence of a systematic approach to integrating differences linked to gender roles or specific

[36] 2017-2018 annual report to AF.

constraints faced by women (or other marginalized groups) as part of the project implementation. UNDP produced a gender action plan for the project, but it was more of a review of existing actions and of the logical framework, and it did not provide additional actions to be undertaken. UNDP reports that gender was integrated at the different stages of project implementation, as per standard operating practices, but documented evidence of this approach beyond the gender action plan was not available at the time of project evaluation.

97. Limitations of the M&E framework mean that all changes that occurred over the project lifespan could not be captured. However, beyond the inclusion of women in the project to achieve its objective, the project seems to have had an important transformative impact on the lives of women beneficiaries. The failure to capture this is linked to weaknesses in the M&E design, but also in the implementation of M&E, as not all indicators were measured throughout the project (see EQ5). Beneficiaries and project staff report that the project brought skills to women, on financial literacy, marketing, and increased confidence, as highlighted in the box below. However, no indicator was included in the logical framework to capture these changes. These impacts do not seem to have been explicitly planned for by the project, which saw the involvement of women as a means to building diversified livelihoods and ultimately resilience rather than as a goal by itself. The choice of the target for outcome 1: "women's contribution to household income increased by 50% in target households" can also be questioned, as the income increase was not measured, and it could be seen to bring pressure on women to generate income in addition to their unpaid work.

Box 4. Field evidence of CCAP contribution to GEEW

Field interviews in Medirigiriya and Walapane areas show that there were many women entrepreneurs who engaged in horticulture after getting CCAP support and who now substantially contribute to household income. As per FGDs and HHIs with female beneficiaries, additional income earned by women enabled them to provide well for their children, families and themselves. That reinforced their overall household financial position. In addition, women were able to utilize their time and skills in productive ways, probably also giving a boost for their self-esteem and confidence. This is the case for Ms. S., in Walapane, who is earning a considerable income (around LKR 50,000 per month) from her cultivations under the polytunnel that enabled her to provide a quality education for her two children in reputed schools in Kandy city. She has received recognition from various government / private institutions for her gardening efforts (especially for ornamental plants), and she has further extended her influence by becoming a demonstration farm for many new entrants into the business.

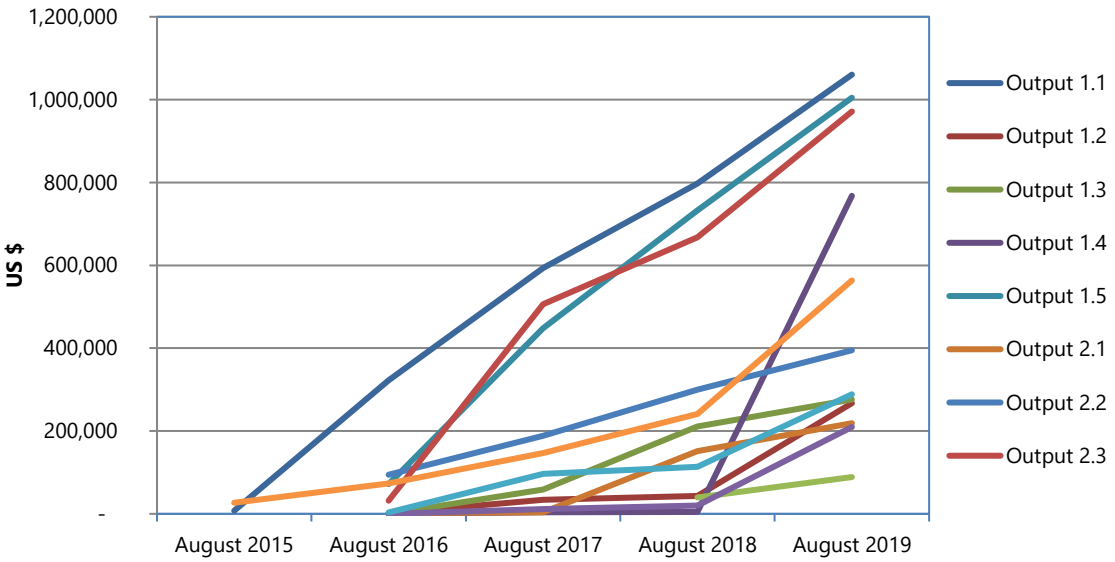
Source: FGD with female vegetable growers; HHI with polytunnel beneficiary in Harasbedda, Walapane.

98. One of the main communication products of the CCAP was a policy brief on "gender and climate change" which represents an important contribution to the awareness raising on gender issues linked to climate change in Sri Lanka. It included a conceptual framework and general policy guidance, as well as case studies from the CCAP, which highlighted the positive results of the support by the DoA to micro-credit groups and the involvement of women in non-agricultural income generating activities. Challenges and recommendations were explored, and this document will represent an important resource for future projects and policies.

Financial resources and management: Were CCAP financial resources available on time and properly managed?

99. WFP put in place effective control procedures. To minimize financial risks, WFP increased the number of financial trenches from 3 to 10, and funds are released only when activities are completed. In addition, WFP demanded all supporting documents related to expenditures. Annual audits have been conducted as planned. Financial resources were timely released by WFP. The problem was the delay in disbursements, which was mainly due to the capacities of MEWR, as noted in several annual reports to AF and confirmed by KIIs at both national and field level. One of the main challenges faced by implementing partners in the field, such as DAD or the Veterinary Office, was the delay in transferring funds from CCAP/MEWR to these partners. As a consequence, expenditure levels were much lower than originally planned. In 2017, the CCAP budget was significantly under-utilized. Figure 2 details expenditure trends by outputs. Expenditures started quite slowly, with only output 1.1 and 2.1 starting between 2014 and 2015. The project picked up pace in 2015-2016, and a drastic acceleration of expenditures was observed in the 2017-2018 reporting year, which coincides with UNDP joining as an implementing partner. The ET did not have access to financial data that would have allowed for an estimate of the proportion of funds disbursed in the last months of CCAP implementation. However, judging from the volume of activities implemented in the very last months of CCAP, it is clear that this proportion was high.

Figure 2. CCAP expenditure trends by output



Source: annual reports to the AF.

100. While the ET recognizes the rationale for a contribution from beneficiaries when they receive individual support, it believes that there was a lack of transparency regarding the modalities of this contribution in some cases. In Walapane, recent beneficiaries of polytunnels assumed that their contribution would take the form of work, but were surprised when project staff asked for a monetary contribution. The process was not clearly explained to them at the beginning. In addition, they did not receive a receipt for the cash payment they made to CCAP staff. Inconsistencies were reported, with some being asked to pay different amounts. The ET came across four project beneficiaries who paid in cash to receive polytunnels at the very end of the project. None of them received a receipt for their payment. It is not clear where exactly the funds collected went. The situation is all the more unclear in the recipients' view, because different contribution modalities were used by the two executing partners. In the same project locations in Walapane, UNDP purchased drip irrigation systems to be provided free of charge to all polytunnel beneficiaries.

101. The project was extended several times through no-cost extensions approved by the AF board. The requests were presented initially based on the low level of disbursements and then due to external factors hindering project implementation (Easter bombings, governmental lockdown, COVID-19). Extensions were granted to complete project activities and to allow for sufficient time for handover of project realizations to the Sri Lankan authorities. However, this succession of no-cost extensions, in large part due to external factors, did not provide additional resources for planning and coordination. The recruitment of a resource person at WFP CO (with UNDP and WFP funding) was recognized by stakeholders as an important value added to the project, and could have been requested earlier as part of the extensions.

Timeliness: Did the delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?

102. There were considerable implementation delays at the start of the project, mainly attributed to government 'red tape' during the recruitment processes and the mobilization of resources. This is clearly mentioned in the different annual reports to AF and was confirmed by KIIs. The initial management team had many other responsibilities at MEWR besides this project. In addition, high staff turn-over and unavailability of key project staff members during the early stages of the project contributed to further delays. Channelling project funding through different layers of government institutions caused delays in receiving them (as mentioned in section 2.3.4). As observed by the ET during the fieldwork, this has led to increased pressure to complete certain actions within a shorter period of time than desired. Another key internal factor influencing CCAP results is the governance structure of the project, which had many shortcomings. Over the past seven years, many government staff have been replaced (national project steering committee members, project director, management committee members, implementation staff) for a variety of reasons, resulting in serious delays, and frequent changes in priorities and in the approaches used.

103. The main external factors that affected the results of the project are the 2019 political crisis, the Easter Sunday attacks in 2019, and the COVID-19 crisis. These factors disrupted and/or interrupted project implementation. In the case of training and social mobilization activities, the discontinuity in implementation reduced their effectiveness. This was exacerbated by the various successive extensions of the project. As a consequence of both internal and

external factors, many activities, including infrastructure works, were rushed in the last weeks of CCAP or not completed before project closure. Polytunnels were still under construction during the ET visit (week of project closure). The distribution of materials for polytunnels was also still ongoing in Walapane (with some materials in MEWR storage). In Lankapura, rainwater harvesting material had been procured, but not yet distributed by the end of the project. In one location, sprinklers were distributed to 62 farmers in one location, most of them without water sources, and the pumps to access water from a power station were not installed yet. The activity was delayed due to the late delivery of solar panels. According to CCAP management, the distribution of about 20 percent of drip irrigation materials had not yet been completed by the first week of October 2020. This delay was attributed to political issues, which CCAP eventually managed to handle. All distributions would reportedly be completed by the end of October 2020. The ET found that solar panels for EWS stations were also not yet fully operational. By the end of September 2020, three EWS units were completed in Polonnaruwa. In Walapane, two units had yet to be fixed; the Electricity Board was working on it.

104. During the last months of the project, when many activities were left to be implemented, COVID-19 had strong influence on project implementation and achievements. As mentioned during KIIs with both UNDP and WFP, this is particularly true in the context of community businesses. They faced limitations to exercise their regular business-related activities, including production and marketing, due to lockdown restrictions imposed by the COVID-19 outbreak in the country. For instance, the dairy processing plant in Lankapura had produced its inaugural lot of flavoured bottled milk in early March 2020 and had to dump the whole lot without any sales. According to FGDs with beneficiaries, vegetable farmers suffered losses when they were unable to sell their organic produce during the early days of lockdown, due to uncertainties over transport arrangements. Factory workers could not come into work and conduct their production activities. However, these businesses were not functioning effectively prior to the COVID-19 restrictions either. Most of them have begun business operations during the second part of 2019. COVID-19 restrictions were an unexpected blow for their business forecasts and planned actions.

Key findings and conclusions – Question 3

- The project was relatively ambitious, with a large number of activities in different sectors and including innovative ones. The decision to bring UNDP on board to accelerate project delivery and bring in new perspectives was a major positive change.
- Following the MTR, there was a missed opportunity to realign the project and revise its targets, especially as regards the cash-for-work component.
- Limited resources meant that WFP engagement in the coordination efforts were not sufficient, despite efforts to improve this dimension, culminating with the recruitment of a resource person at WFP CO level.
- There were variable degrees of field-level coordination, with a better level of interaction between line agencies in Walapane than in Polonnaruwa.
- Livelihood diversification and group work are likely to have had positive impacts on GEEW through income generation and confidence-building, but these impacts were not captured due to limitations in the M&E framework.
- WFP put in place effective control procedures and released financial resources on time. The problem was the delay in disbursements, mainly due to the capacity of the MEWR.
- There were considerable implementation delays at the start of the project, for a variety of reasons at government level, including human resources issues.
- Several external factors, in particular the 2019 political crisis, the Easter Sunday attacks in 2019, and the COVID-19 crisis, disrupted project implementation. Discontinuity was exacerbated by the various successive extensions of the project.
- As a consequence of both internal and external factors, many activities, including infrastructure works, were rushed during the last weeks of CCAP or not fully completed before project closure.

2.4. Evaluation Question 4 – Has CCAP contributed to increase the resilience to climate variability and change at community, sub-basin and national levels?

Alignment with AF objectives, indicators and targets: To what extent has CCAP indicators aligned with AF strategic outcomes and output indicators and targets?

105. As per AF evaluation guidelines, the ET rates the contribution of CCAP to AF targets, objectives, impact and goal as satisfactory.

106. The project is strongly aligned with the objectives of the AF. It is in line with its mandate, to allow developing countries to finance adaptation action to mitigate the impacts of climate change for their populations, through initiatives at the local level and the empowerment of local populations to preserve their environment and livelihoods. In addition, the execution mechanism of the CCAP, which is reliant on the MEWR and the relevant line agencies, is very much in line with the government-owned focus of the AF.

107. Despite the limitations of the M&E framework highlighted under EQ 5, it should be noted that the logical framework of the CCAP is very much in line with the impact and outcome wordings suggested in the AF Results Framework and Baseline Guidance for projects of 2011, in particular with outcomes 1, 3 and 6, as detailed in the table below.

Table 7: Linkages between AF standard indicators and CCAP logframe

AF expected results (2011)	CCAP expected results
Outcome 1: Reduced exposure at national level to climate-related hazards and threats	
Output 1: Risk and vulnerability assessment conducted and updated at a national level	**Output 2.1:** Train and mobilize officers at village, division and provincial level to design, and monitor local adaptation strategies **Output 2.3:** Pilot integrated watershed management plans to safeguard climate sensitive livelihood assets such as land and water **Output 2.4:** Conduct Risk Assessment and Adaptation Planning with target communities **Output 2.6:** Design and implement early warning systems for climate induced risk of landslide and drought in Mahaweli Basin
Outcome 3: Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level	**Outcome 2:** Strengthened ownership of climate risk reduction processes and increased replication potential of adaptation strategies at local level and basin/sub national level
Output 3: Targeted population groups participating in adaptation and risk reduction awareness activities	**Output 2.2:** Strengthen Farmer Organizations with information, training and equipment to implement adaptation strategies **Output 2.5:** Document and disseminate lessons of climate resilient livelihood development and watershed management approaches and best practices
Outcome 6: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas	**Outcome 1:** Diversified and strengthened livelihoods and sources of income for vulnerable farm families in minor irrigated and rain fed areas
Output 6: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	**Outputs 1.1, 1.2, 1.3, 1.4**

Source : AF Results Framework and Baseline Guidance - Project-level (2011), CCAP logical framework

Contribution to Sri Lanka CCA plans: To what extent is CCAP aligned and contributing to government climate adaptation strategies and plans?

108. The CCAP was in line with the government priorities on CCA, and the capacity building component was very relevant to the needs of government stakeholders. A specific section of the project proposal was dedicated to the alignment between the project and the national policies, as highlighted in the table below. The variety of stakeholders and government agencies involved in CCA action was also highlighted at the project proposal stage, which led to the multi-stakeholder implementation approach of the project.

Table 8: Linkages between the project and national policies as per project proposal

Key national policy and responsible agency	Project elements consistent with policy
1. National Development Policy (Mahinda Chintana 10 year Horizon Development Framework 2006-2016) – Department of National Planning	Increasing irrigation water availability and efficiency, Reducing rural poverty and dependence on marginal livelihoods, increasing agricultural productivity and reducing post-harvest losses, increasing household food security and nutrition, drought early warning, rehabilitation of degraded lands
2. National Agricultural Policy – Department of Agriculture	Irrigation water management, soil moisture conservation, soil conservation, land conservation in watersheds, organic agriculture, home gardening, integrated pest management and integrated plan nutrition systems, conserving agro-biodiversity and promoting tolerant species
3. National Disaster Management Policy	Early warning systems linked to community preparedness and risk assessment
4. National Forest Policy	Increasing tree cover in non-forest areas, reducing pressure on natural forests by supporting community woodlots, management of multiple-use forests
5. National Environmental Policy	Restoration and conservation of ecosystems, conservation of native species and agro-biodiversity

Source : CCAP project proposal.

109. The project is also aligned with government priorities in 2020. Indeed, the 2016-2025 National Adaptation Plan for Climate Change in Sri Lanka (NAPCC) has a strong focus on community capacity building and investments in livelihoods (objective 4), and highlights the food security and water resources sectors as its top two for priority actions, which includes the development of drought resistant paddy varieties, the promotion of water efficient farming methods, the implementation of watershed management plans, increasing the efficiency of irrigation, the mapping of areas vulnerable to drought and floods and, under the cross-cutting section, the training of government officers, civil society members and private sector employees on CCA.

110. Although the ET did not find evidence of any formal coordination mechanisms between the different adaptation projects and policies, or of the participation of CCAP staff in such mechanisms, the involvement of a large number of government stakeholders through the reinforcement of their planned activities, and the strong linkages between WFP and UNDP, together with effective coordination mechanisms for CCAP at the national level, have led to a good level of information sharing on the adaptation strategies that were applied in the activities of the CCAP.

Contribution to climate resilience: To what degree have the project outputs and outcomes contributed, or are likely to contribute, to progress towards more resilient communities?

111. Several outcome level indicators seem to have been achieved by the project, pointing to a positive contribution of CCAP to climate resilience of the target communities. Indeed, at the result level, the project completion report states that 98 percent of the target households practice at least one climate risk reduction measure, either i) responding to early warning forecasts; ii) engaging in non-farm income generating activities; iii) introducing and promoting drought-tolerant crop varieties and agronomic practices to counter effects of rainfall variability; or iv) engaging in home garden-based agroforestry systems to secure food production. In addition, the prevalence of households with a borderline food consumption score decreased from 16 to 1% in the project areas between the baseline and endline report, although this cannot be attributed only to the CCAP. Under outcome 1, the development of home gardens led to the generation of income in 90% of households. 54% of the women surveyed at the endline were contributing to the household income, far above the initial assumption of 20% or less, although it is difficult to ascertain whether the initial assumption was correct as these data were not collected as part of the baseline. Under outcome 2, the indicators were more quantitative and linked to the provision of information and training, it is more difficult to link these to impacts. A follow-up assessment of the use of the trainings would be needed to ascertain the impact of this component.

112. As revealed through our discussions with key informants, government officials at relevant organizations are conscious about climate change and promote adaptation strategies among farmer communities. Notably, DAD promotes efficient use of water through trainings for FOs, and sprinkler irrigation. Other relevant organizations promote drought relevant crop varieties as alternative income sources, such as coconut and cashew. Support received through CCAP has enabled them to enhance their capacities in climate adaptation strategies and to enhance their reach into unreached segments of the community.

113. Overall, beneficiary farmers are more knowledgeable about adaptation measures and specifically water saving techniques, as the endline survey tends to show and as observed in the field by the ET during the FGDs and HHIs. Based on the endline survey, 71% of households indicated that their FO received information, training and equipment to implement adaptation strategies. This information mainly relates to the efficient use of water (49% of respondents), the types of crops to be planted (30%), and the awareness on climate change (29%). Within CCAP, DoA tried to promote drought tolerant paddy varieties as well as farming practices (e.g. 'parachute' planting method). Seed processing equipment was also provided. This will certainly contribute to improve the quality and availability of drought tolerant paddy seeds. Processing and certification of paddy seeds covered 3 ASCs in Polonnaruwa. Improved seeds have been introduced to farmers, but there was not enough time to tell whether it was successful (only one growing season since this activity was implemented). In addition, traditional seed varieties such as okra, maize, and sorghum have rightly been promoted for mixed cropping.

114. Target communities have diversified their income and thus started to increase their adaptive capacities thanks to CCAP interventions. One of the main strengths of the project that was mentioned by key informants from WFP, UNDP and MEWR, was the introduction of non-agriculture livelihoods in CCA strategies of rural communities. According to them, this is a new approach in Sri Lanka, and an important step to improve communities' resilience to climate variability and shocks. However, project monitoring data, including the endline survey, do not capture this type of impact. Another concrete result in terms of resilience is the increase in cultivated land area in target communities. This is mainly because more water was made available and losses were reduced. However, there is only anecdotal evidence and no systematic data on this subject.

115. CCAP did not take clear steps or specific activities to promote wider dissemination across communities within or around the project area. There is also no evidence of spontaneous replication of CCAP-promoted adaptation strategies by non-recipients and/or in non-targeted areas. Several exposure visits and farmer-to-farmer exchange visits were organized, but it was generally for the purpose of gaining some knowledge, not specifically for cross-dissemination.

Key findings and conclusions – Question 4

- The project is strongly aligned with the objectives of the AF, and remained in line with government priorities on CCA from the design stage till the end, notably the priorities set in the NAPCC 2016-2025.
- Beneficiary farmers are more knowledgeable about adaptation measures and specifically water saving techniques, but CCAP did not take clear steps or specific activities to promote wider dissemination across communities within or around the project area.
- A concrete result in terms of resilience is the increase in cultivated land area in target communities, mainly because more water is available and losses are reduced, but there is no systematic data to support this achievement.
- According to project stakeholders, introducing non-agriculture livelihoods in strategies of rural communities is an important step to improve climate resilience in Sri Lanka.

2.5. Evaluation Question 5 – How was the quality of CCAP monitoring and evaluation systems?

116. As per AF evaluation guidelines, the ET rates the M&E system of CCAP as unsatisfactory.

M&E plans: Have the M&E plans of CCAP been designed and implemented in a comprehensive manner to track the progress towards objectives, with timeliness for various M&E activities and clearly defined tools?

117. There was no M&E plan from the project outset and WFP had no dedicated monitoring framework for this project. UNDP developed a separate M&E plan when they joined, maintaining a logframe for their component of the project. However, there is no distinguishable separation of the UNDP component from the main project logframe, and the lack of a M&E plan for the whole project from the outset compromised the quality of M&E of the project.

118. CCAP was characterized by an overall lack of human resources and financial means for M&E: both MEWR and UNDP M&E officers were relatively new to M&E, and MEWR had no proper system to compile the data. Human resources also lacked at the field level to monitor project activities and collect data on a regular basis. Additional field officers

(two in each targeted District) came in when UNDP joined, until February 2020, but with no clear definition of their roles in addition to the two field coordinators. At MEWR, the M&E officer joined in January 2019, with no access to the previous data as the previous M&E officer had not properly handed over the databases. She received some guidance from WFP but not in compiling the data on an indicator basis. Most beneficiary data were received on paper and were not digitized in a timely manner, resulting in a considerable backlog. The M&E officer summarized the data on the basis of activities (e.g., infrastructure development). As this was not done systematically (by completion authority, chronological order, or area of intervention), retrieving information was a real challenge. The organizing of data on an output basis was done, but not in such a way that enabled the monitoring of the indicator values.

119. The baseline was conducted in 2017, when the project had already started, and the ET did not find any evidence of a process of periodic data collection other than the data aggregated in the project records for the annual reports. There were no specific tools designed or used for periodic data collection. The ET therefore cannot assess that data collection was done in a timely manner, and lacks the information to ascertain whether it was implemented using a participatory and cost-effective approach. For the UNDP component, the risk logs were regularly maintained and updated on the Project Management Portal of UNDP in line with their corporate requirements. Risks are regularly monitored and management arrangements are taken on regular intervals. Risks have not been really measured / followed for activities managed by MEWR.

120. As a consequence, CCAP monitoring and decision making was rather linked to financial progress, which was well documented, and on feedback from field staff, rather than indicator progress. Annual reporting, aggregated to be presented to the AF, did not allow for a clear view of progress made. This can be partly explained by the weaknesses in the project logframe and baseline data collection, and by the format of the AF reporting, an excel document with limited space for describing processes and activities, which were easier to report on than outputs and outcomes. The reports do not provide information on how M&E was used for decision making.

121. The ET observed that beneficiaries and communities in the project areas often lack information about the project, are not familiar with its objectives or, in some cases, the criteria established to benefit from project activities. In addition, beneficiaries were unaware of any procedures for raising concerns or lodging complaints without fear of retaliation. According to project staff, there were mechanisms that addressed complaints and feedbacks of beneficiaries: in Walapane, for instance, committees were formed in late 2015 in each of the five targeted Agrarian Service Center (ASC) divisions; these committees bring problems reported by the communities back to the development officer (DO), who liaises with the district-level project coordinator, who in turn informs the line agencies. However, the ET met with several beneficiaries who had grievances linked to the project and did not know where to turn to. This was particularly the case for some polytunnel beneficiaries in Walapane, who did not know how and to whom they could report the problems they faced. From the observations, and in line with well-established accountability principles in the non-profit sector, there was no adequate system resembling a complaints and feedback mechanism (CFM), with established protocols to ensure the confidentiality of the process, that enables beneficiaries to raise their voices, and that upholds the accountability principles of the project.

Indicators: Whether the indicators defined in the CCAP M&E plan are able to reflect the most accurate picture towards the progress, well-defined, are designed to retrieve relevant information through a mixture of quantitative, qualitative and narrative tools, and incorporated the AF standard/core indicators?

122. Components of the logical framework are clear. However, the disconnect between indicators and outputs/outcomes made the indicator measurements inconsistent throughout CCAP implementation. Logframe indicators and targets are vaguely defined, disjointed and do not capture the level of impact. It is also not clear on what basis the project targets were set. The relevance of the food consumption score – a proxy indicator measuring food security at household level – to measure CCAP progress towards its objective is questionable. There were no clear guidelines on indicators, so there were different ways to collect the data. There was no compendium of indicators to give a clear and shared definition of each indicator. Indicator calculation methods have also not been clearly set. To overcome some of the above issues, WFP has advised the executive entities to report against the targets rather than the indicators, when needed. This allowed the team to better know whether they were moving towards the results that they were trying to achieve. However, it is doubtful whether the generated results were adequately reflected through the indicators or targets set to measure the progress.

123. The M&E plan and approach did not strongly integrate gender issues. Gender disaggregated data was not collected for all indicators related to beneficiaries, and, when it was collected, it was done only at the endline (not for all indicators planned to be gender segregated), thereby not capturing progress over time. Annual reports did not include gender-related data in a systematic manner. In addition, the ET did not find any evidence of a rationale for the assumptions underlying the gender-related indicators, which should be linked to the absence of assessments of gender dynamics before and throughout the project.

Baseline: Were the project baselines planned and conducted considering cost effective mechanisms, utilizing available information, with reference to adaptation scenarios?

124. The baseline survey was outsourced and conducted long after the project started, in 2017. Two separate reports have been produced for the two geographic locations. The consultants did not collect data pertaining exactly to the indicators defined in the logframe, which made it difficult to monitor progress against the planned indicators, and therefore was not very useful for the project management team. Indeed, even though the baseline was conducted three years before the project ended, the ET did not find evidence that the findings or recommendations were used afterwards. Key informants from executing partners did not report that the baseline supported any shift in their approach to the project, or helped them monitor progress.

Alignment: Were CCAP M&E systems aligned with existing M&E frameworks, in particular the National Adaptation Plan?

125. The ET has not found evidence of linkages between the M&E of CCAP and other national level monitoring processes. However, some project outcomes and indicators are aligned to indicators of the NAPCC, and could be used for reporting against the NAPCC, as described in the following table.

Table 9: Linkages between National Adaptation Plan indicators and CCAP logframe

Sector Action Plan	NAPCC indicator	CCAP output/indicator/target
Food Security	Number of micro-irrigation initiatives Number of water efficient farming methods developed Number of on-farm rainwater harvesting initiative	(2.3) Increased extent cultivated under pilot minor irrigation schemes
	Forecasting system developed Money allocated for strengthening the early warning system	(2.6) Development and functioning of early warning systems
Water resources	Number of watershed plans developed	(2.3) Availability of watershed-level irrigation management plans
	Number of awareness campaigns on promoting means of reducing wastage and losses in irrigation	Outcome 2
	Money allocated/spent on improving the maintenance of existing reservoirs Number of village tanks rehabilitated	Output 1.5

126. The M&E system mainstreaming and the development of the institutional structure to sustain it did not take place. The CCAP has not followed a quality M&E framework since its inception and has not appointed M&E staff at the WFP level. UNDP developed its own M&E framework, but MEWR did not have one. Although each of the two executing agencies had an M&E officer, WFP was unable to lead, guide and coach them in measuring outputs and outcomes through the use of indicators, assessing levels of risk and maintaining the required databases. WFP provided AF with indicators based on annually generated data, but this proved insufficient to meet AF requirements.

Key findings and conclusions – Question 5

- Overall, M&E lacked human and institutional resources. MEWR had no proper system to compile the data. For the UNDP component, M&E system was relatively robust, albeit over a short period of time relative to the total project duration.

- Components of the logical framework are clear. However, logframe indicators and targets were weakly defined, and the CCAP was implemented without a clear M&E plan, nor guidelines on indicators and data collection processes. Gender disaggregated data collection was very limited.
- Project steering and decision-making at management team level would have been easier if better M&E data (including the project baseline) had been available.
- An efficient complaint and feedback handling mechanism to allow beneficiaries' voices to be heard and uphold the accountability principles of the project was missing.

3. Conclusions and Recommendations

127. Based on the findings presented in the previous section, an overall assessment that responds to the EQs is provided below, with a table assessing CCAP as per AF rating grid. This is followed by: i) a section on lessons learnt and good practices; ii) 10 recommendations on how WFP, MEWR, UNDP and lines agencies involved in CCAP can build on the key conclusions and lessons learned.

3.1. Overall Assessment/Conclusions

Evaluation Question 1 – Has CCAP achieved relevant and significant outcomes in the best possible way?

128. In terms of relevance, the project was considered satisfactory. Despite the fact that the needs assessment conducted at the beginning of the project was limited in scope, and no additional needs assessments were conducted later on, the activities of the project were mostly relevant for the targeted communities throughout the extended project period. The project was also well aligned with government priorities. CCAP provided a wide range of adaptive options, both agricultural and non-agricultural, and its livelihoods diversification strategy is particularly adapted to the local context marked by long agricultural off-seasons with no income.

129. In terms of effectiveness, the project was considered moderately satisfactory. Despite the limited availability of usable monitoring data, the ET found through ISOs, KIIs, FGDs, and HHIs, that the effectiveness of several activities was compromised. Reasons for this were late implementation (delivery of irrigation materials), suboptimal beneficiary selection (livestock), and limited adaptability (cash for work). Nevertheless, the project delivered significant outcomes, notably on irrigation infrastructure, home gardening, soil erosion control, and livelihood diversification.

130. In terms of efficiency, the project was also considered only moderately satisfactory. Some activities were implemented efficiently, like the rehabilitation of irrigation infrastructure, which is a familiar activity for the involved government entities. However, for other activities there were significant gaps and delays in the implementation of activities, leading to inefficiencies. For instance, there was often a disconnect between the provision of materials and the required trainings or demonstrations to explain beneficiaries how to use the materials (e.g. pitcher irrigation, cow rearing, and polytunnels). These gaps and delays seem to be partly linked to the multiplicity of government entities involved in the project, and their different administrative layers.

Evaluation Question 2 – What are the risks to sustainability of CCAP outcomes and their linkages towards impacts?

131. Financial and economic risks to the sustainability of the outcomes of the project are rated as moderately high for outcome 1, moderately low for outcome 2, and overall. No major financial or economic risks were identified for the development of irrigation infrastructure, other community assets such as agri-roads, women self-help groups, and the capacity building activities of outcome 2. UNDP has been proactive to support the community enterprises during the COVID-19 lockdown, and it aims to continue to support them under its GCF funded project. However, the economic sustainability of some of the alternative livelihoods units is doubtful (e.g. handloom, yoghurt).

132. The socio-political risks are rated as moderately high for outcome 1, moderately low for outcome 2, and moderately low overall. In particular the sense of ownership among some FOs of infrastructures that were supported was found to be low, which risks compromising the proper maintenance of these assets. Also, the functioning of some FOs is at risk due to their weak capacities and internal organization. Late implementation, delays and discontinuous capacity building meant that some of the gains were not fully consolidated.

133. Institutional framework and governance risks are rated as moderately high for outcome 1, moderately low for outcome 2, and moderately low overall. The level of technical know-how of local stakeholders, including government officers, on key CCAP topics such as resilient livelihoods, climate risk reduction, or watershed management, has globally improved. Registering the community enterprises as cooperatives raises major concerns about their viability, and will not address critical business issues they are facing.

134. Environmental risks are rated as low for outcome 1, outcome 2, and overall. No increased pressure on land, water or other natural resources were found as a result of project activities. Uncertainties on climate change impacts and baselines are rated as moderately low for Outcome 1, moderately low for outcome 2, and moderately low overall. The assessments and analyses that were conducted at the design stage were generally appropriate and scientifically based. However, communities' capacities and their capacity development needs were not assessed.

Evaluation Question 3 – What are the key internal and external factors influencing the achievement of CCAP results?

135. The operationalization of the project has faced many challenges, both in terms of external factors (impact of COVID-19, Easter Sunday attacks, constitutional crisis), and in terms of internal factors (low implementation capacity at the beginning of the project, discontinuity between project extensions, multiple administrative layers at government level). CCAP was well prepared and it made to a certain extent use of lessons learnt during

implementation, including the MTR. However, some important opportunities to adapt were missed, in particular to improve coordination and to reform the cash-for-work activities.

136. The partnership arrangements were only moderately conducive for achieving CCAP results. With exception of the last year, the level of supervision and backstopping by WFP was deemed suboptimal. After UNDP joined the consortium, MEWR, UNDP and WFP worked initially somewhat in silos, but coordination improved later. Field level coordination between different government entities varied between the targeted areas.

137. Despite not having an explicit approach on GEEW and the limited (gender disaggregated) M&E data, it appeared that CCAP has had important positive impacts on the lives of women in the targeted communities. Although no specific gender assessment was conducted at the beginning of the project, several activities were targeted directly at women, and they also benefitted from other activities. Although there was no systematic approach to take into account the specific roles and constraints of women, anecdotal evidence was found that they were to some degree.

138. Financial resources were timely released by WFP, but there were many delays with the disbursements by MEWR, which was mainly due to the capacities of MEWR, as noted in several annual reports to AF. WFP put in place effective financial control procedures. Coherent and transparent management of financial contributions by beneficiaries seems to have been a weak point though. There were considerable implementation delays at the start of the project, mainly attributed to government 'red tape' during the recruitment processes and the mobilization of resources, as well as later on in the project. This has led to increased pressure to complete certain actions within a shorter period of time than desired. Many materials (e.g. for drip irrigation) had not been delivered, or only recently, during the field visits of the ET.

Evaluation Question 4 – Has CCAP contributed to increase the resilience to climate variability and change at community, sub-basin and national levels?

139. The contribution of the project to the AF targets, objectives, impact and goal was considered satisfactory. CCAP was strongly aligned with the objectives of the AF, and remained in line with government priorities on CCA from the design stage until its completion. In target communities, CCAP has increased resilience by introducing drought tolerant crop varieties, by promoting improved agronomic practices for both paddy and other crops, and by developing the processing of drought tolerant seed paddy. The most successful adaptation measures could have benefited from wider dissemination across communities and district-wide. CCAP initiatives in income diversification are highly relevant and beneficiaries – in particular women – have started to diversify their incomes, thereby increasing their adaptive capacities to droughts and other climate stressors.

Evaluation Question 5 – How was the quality of CCAP monitoring and evaluation systems?

140. The project M&E system was considered unsatisfactory. There was no M&E plan from the outset of the project and CCAP was characterized by an overall lack of human resources and financial means for M&E. Although the components of the logical framework are clear, the disconnect between indicators and outputs/outcomes made the indicator measurements inconsistent throughout CCAP implementation. The mechanisms for monitoring processes and achievements were not strong enough. The M&E system put in place by the executing and implementing agencies was insufficient to produce clear and focused evidence to enable timely decision-making. Mechanisms to disseminate project information, such as beneficiary selection criteria, and proper mechanisms to receive and resolve any complaints or feedbacks, were also insufficient.

CCAP ratings as per the criteria of the Adaptation Fund

141. The ET provided rankings for the CCAP based on AF criteria, which have been translated into EQs for this evaluation. They are presented in Table 10 below.[37] For risks, the phrasing has been changed from "Likely/Unlikely" to "Low/High" for more clarity. The ranking reflects the overall conclusions by EQ presented in this section.

Table 10: AF CCAP ratings

		Outcome 1	Outcome 2	Overall rating
Achievement of outcomes	Relevance	Satisfactory	Satisfactory	**Satisfactory**
	Effectiveness	Moderately Satisfactory	Moderately Satisfactory	**Moderately Satisfactory**

[37] For achievement of outcomes, contribution to AF targets, objectives, impact and goal, and for M&E system, the AF rating system is as follows: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

	Efficiency	Moderately Satisfactory	Moderately Satisfactory	**Moderately Satisfactory**
Risks to sustainability of outcomes	Financial and economic risks	Moderately High	Moderately Low	**Moderately Low**
	Socio-political risks	Moderately High	Moderately Low	**Moderately Low**
	Institutional framework and governance risks	Moderately High	Moderately Low	**Moderately Low**
	Environmental risks	Low	Low	**Low**
	Uncertainties on climate change impacts/baselines	Moderately Low	Moderately Low	**Moderately Low**
Contribution to AF targets, objectives, impact and goal				**Satisfactory**
M&E system				**Unsatisfactory**

For risks, the table should be read as follows: Low : there are no or negligible risks that affect this dimension of sustainability/linkages; Moderately Low: there are moderate risks; Moderately High: there are significant risks; High: there are severe risks.

3.2. Lessons Learned and Good Practices

142. The project model has a high potential to improve adaptive capacity and resilience to mitigate vulnerability in each context (Walapane and Polonnaruwa). The project could have reached its full potential if operational problems had been minimized. These are largely related to the systemic administrative structures of government within which the project operates. This is a lesson that is undoubtedly found in many projects of this nature in Sri Lanka. For improved implementation efficiency, WFP should create a strong dialogue/understanding with its government counterparts at an early stage of the process (tendering stage) in future joint projects. Since WFP is taking a risk vis-à-vis the donor agency, WFP should be convinced that the government partners are also willing to commit beyond their normal activities to achieve common goals. WFP could develop a 'check-up' of partners and work on weak points before moving forward.

143. There were limited funds allocated to WFP for oversight and management, especially as the project was extended over such a long period with no cost increase. The ET finds that the role of WFP in influencing the results of CCAP could have been greater if dedicated resources had been allocated. A designated programme officer for CCAP was recruited only during the first and the last year (out of seven). The absence of a M&E Plan for the project meant that the CO was not able to follow WFP protocols, which have greatly improved since the project was designed.

144. The project targeted two types of landscapes located in different parts of the river basin, and these two areas have different vulnerabilities to climate change: an upcountry upstream area (Walapane), with issues of soil erosion and land degradation due to heavy rainfalls, and a downstream floodplain area (Polonnaruwa), which suffers from water scarcity and prolonged droughts. Activities have been implemented independently in these locations, without exploring much the linkages between upstream and downstream areas, e.g. how good catchment management practices upstream can provide better opportunities for downstream communities, such as sustainable water supply for irrigation. This is an area for improvement in future adaptation projects at the watershed level.

145. The CCAP was a relevant component of WFP portfolio in Sri Lanka, as it targeted food insecure populations and aimed at addressing the underlying causes of food insecurity and malnutrition, looking specifically at marginalized communities. The intervention was therefore clearly aligned with WFP mandate and strategic results 1, 2 and 3, and it represented an important contribution to strategic outcome 4 ("Vulnerable communities and smallholder farmers have strengthened livelihoods and resilience to shocks and stresses all year round") of the WFP 2018-2022 CSP. However, its impact could have been increased through better linkages with the other portfolio/CSP activities, for example with specific messaging to communities on best nutrition practices, development of rice fortification as a food processing activity, linked to WFP-supported work of the Ministry of Health, and the Thriposha programme, or linking home gardens developed by CCAP with the WFP-supported school meal programme.

146. CCAP promoted several climate-smart agriculture practices which are promising and could be further disseminated or replicated in future projects. Rice transplantation using the 'parachute system', which is both a water- and labour-saving (and therefore cost-saving) technique, is one of them. Beneficiary farmers interviewed during this evaluation have already adopted this system. The practice has also spread spontaneously among untrained farmers. It could be even more widely spread in future similar projects if adequate dissemination mechanisms are in place.

147. Among the tanks and other irrigation infrastructures renovated/developed by the project, the ones where FOs were strongly or directly involved in the works show a higher level of satisfaction from beneficiaries regarding the quality of work, less technical issues, and a stronger sense of asset ownership (cf. Table 5). Although going through external contractors is indispensable in some cases, particularly due to the limited financial, technical and human resources of the FOs, future projects of this type should ensure that FOs are consulted at the various stages of implementation, participate in certain works, and are strengthened in terms of future maintenance of these assets.

3.3. Recommendations

148. Based on the findings and conclusions of this evaluation, the recommendations of the ET are outlined below. The target group for each recommendation is clearly identified. Where appropriate, the implication(s) of each recommendation are also indicated. The recommendations are divided into two categories: recommendations to ensure sustainability of CCAP achievements, and recommendations to improve future projects. They are ordered by priority level, from very high to medium.

149. Preliminary recommendations were presented and discussed during the November 6 2020 remote validation workshop, where participants were separated in working groups to provide feedback on each recommendation, including on its usefulness, feasibility and overall priority ranking. This feedback was used by the ET to further refine the recommendations. Unfortunately, there was not sufficient time during the workshop to discuss all recommendations.

	Recommendation and implications	Rationale	Target group (lead agency)	Timeline	Priority
Objective : ensure the sustainability of CCAP results					
1	Consolidate activities related to livelihoods diversification and short/direct marketing channels by continuing, after the end of the project, the follow-up of these activities and by providing beneficiary households and groups with the technical guidance needed to sustain the activities independently.	CCAP initiatives in income diversification are highly relevant and beneficiaries – in particular women – have started to diversify their incomes, thereby increasing their adaptive capacities to droughts and other climate stressors. However, late implementation, delays and discontinuous capacity building meant that some of these gains were not fully consolidated.	Each relevant line agency (Dept of Animal Production & Health, Dept of Agriculture, NAQDA, etc.)	As soon as possible, during at least 2 years after project closure, until 2022	Very high
2	Attract external investors who could fulfil the requirements (in terms of capital, management, technical capacities) to consolidate the investments made during the project and make community businesses operational, based on the plans developed in 2020 when facing the COVID-19 crisis. Implications: The inclusion of UNDP and WFP is imperative in order to conduct the necessary negotiations with government entities, which have provided premises for community enterprises to operate.	The future of many community enterprises as cooperative societies is uncertain. There is a clear need to consolidate/save the investments made during the project. Members do not yet have adequate management capacities. The DCD, under which they are now registered, will provide administrative and legal support, but it is doubtful whether they will be able to make effective contributions to sustain these businesses, given their weak financial position and lack of management capacity. This is all the more problematic as most of these enterprises operate in highly competitive markets.	UNDP, WFP, MEWR & cooperative societies	As soon as possible, during at least 2 years after project closure, until 2022	Very high
3	Set up close monitoring of beneficiary FOs (without being overbearing) and continue to build their capacities on irrigation infrastructure maintenance, water management, management, and collective actions, especially where rehabilitation was done by external contractors.	The relevance and effectiveness of the activities that supported irrigation infrastructures (tank, canal and anicut rehabilitation) is considered high. Increased water availability and more efficient water use made it possible to increase the intensity of farming, which is the primary source of income in the target areas. Future maintenance of irrigation infrastructure will depend in part on the sense of ownership of these assets at the community level, the level of activity of FOs and their ability to mobilize users, as well as on technical support from DAD.	Department of Agrarian Development in both target areas	As soon as possible, during at least 2 years after project closure, until 2022	High

	Recommendation and implications	Rationale	Target group (lead agency)	Timeline	Priority
4	Monitor and complete micro-irrigations systems set up in CCAP target areas with adequate demonstration and training sessions. In other areas, replicate activities promoting micro-irrigation systems piloted through CCAP and accompany beneficiaries with more intensive demonstration, capacity building, and awareness-raising sessions in order to ensure adoption of water saving innovations.	The use of advanced technologies for irrigation (drip irrigation and sprinklers) has increased water use efficiency. Due to late implementation but also due to lack of demonstrations, trainings, and awareness, some of the irrigation materials distributed by the project remained unused.	Dept of Agriculture	In CCAP areas: 2021 Yala season In other areas, as soon as possible, over the next 2-3 years	Medium
5	Promote wider dissemination of adaptation measures at district or sub-basin level through exposure visits and farmer-to-farmer exchanges (with particular attention to include female farmers), so as to start information dissemination and capacity building of communities and government officials, and at the same time identify and address the main barriers for replication of these adaptation measures.	In target communities, CCAP has increased resilience by introducing drought tolerant crop varieties, by promoting improved agronomic practices for both paddy and other crops, and by developing the processing of drought tolerant seed paddy. The wider dissemination of adaptation measures (across communities and district-wide) has remained limited.	WFP and collaborating government agencies	Future programming on CCA (AF-funded project at design stage and GCF funding, WFP upcoming CSP)	Medium
Objective : improve the design of future specific interventions in this field for better impact					
6	For projects that primarily address the needs of farming communities, provide a greater role for the Ministry of Agriculture in the management and coordination of field activities, and ensure that joint planning with other stakeholders is systematic and regular at both national and field level. Implications: WFP, as an existing partner of the Ministry of Agriculture, will need to support its capacity strengthening in field management and coordination, and ensure a stronger presence of its staff in the field to support the Ministry of Agriculture in these tasks.	Coordinating committees at national, district and divisional levels governed the project. However, field-level coordination between the various implementing agencies was low to moderate.	MEWR	Future similar projects in Sri Lanka	High

	Recommendation and implications	Rationale	Target group (lead agency)	Timeline	Priority
7	Invest in establishing effective M&E systems, and assigning qualified designated persons for M&E from the beginning of the project. The M&E systems should include proper complaints and feedback handling mechanisms (CFM) that ensure confidentiality and that are centrally channelled to the M&E unit of the project, with specific communication targeted at women and other marginalized groups. Implication: AF Secretariat/any funding or design support entity should ensure that sufficient information and guidance is provided at the proposal stage on this topic. Existing CFM structures (hotline, community monitoring, email) developed by WFP CO and its current efforts to improve CFM across all WFP activities (e.g. through systems to automate, record and track all feedback and complaints into a centralized database) should be shared with executing partners and integrated in future projects.	The mechanisms for monitoring processes and achievements were not strong enough. The M&E system put in place by the executing and implementing agencies was insufficient to produce clear and focused evidence to enable timely decision-making. Mechanisms to disseminate project information, such as beneficiary selection criteria, and proper mechanisms to receive and resolve any complaints or feedbacks, were also insufficient.	AF, MEWR, UNDP & WFP/ leading agency should be the one coordinating the project	Replication of similar projects through MEWR or other central government entity	High
8	Formulate public-private partnerships or other relevant arrangements at a very early stage of establishing community businesses in future programming of similar nature, and follow an incremental approach to business support and take into account the need for local communities to acclimatize to the business culture, taking into account the differentiated needs of social groups (based on gender, age, or other vulnerability factors). Implications: there is a risk of exploitation of communities when public-private partnerships are established and this should not be overlooked.	The business channels that were identified have the potential to develop into profitable businesses. However, the UNDP approach is considered to have been too ambitious given the short project duration; diversification into a large number of different activities has proven too difficult to manage.	UNDP, WFP, DAD	Future programmes supporting value chains	High
9	Provide technical and business development guidance for emerging and new women savings & loan groups, identified through a mapping of livelihood support initiatives at the beginning of any project.	In addition to the community enterprises supported by UNDP, the DoA has also successfully supported a few enterprises run by women groups that have received less attention in the CCAP enterprise development process. In addition, women self-help groups that provide loans to their members (including for farming activities) are performing well.	WFP & UNDP / leading agency should be the one coordinating the project	Future livelihood diversification programming in Sri Lanka	Medium

	Recommendation and implications	Rationale	Target group (lead agency)	Timeline	Priority
10	Reinforce the climate resilience objective in the next CSP of WFP, making explicit linkages with other key strengths and activities of WFP, including nutrition (through nutrition sensitive programming), school feeding (home grown school feeding), and government capacity strengthening, integrating gender and equity considerations.	The CCAP was a relevant component of the portfolio of WFP in Sri Lanka, but its impact could have been increased through better linkages with the other portfolio/CSP activities.	WFP	Future programming on CCA and next CSP (2022 for design of the CSP, 2023 onwards for implementation)	Medium

Annexes

Annex 1: Terms of Reference

1. Introduction

1. These Terms of Reference (ToR) are for the final project evaluation of the "Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka" (CCA) project. The operational evaluation is commissioned by World Food Programme (WFP) Sri Lanka and will cover the project implementation period from November 2013 to September 2020.

2. The USD 7.9 million CCA development intervention is aimed at securing community livelihoods and food security against climate change-induced rainfall variability and executed through the Ministry of Mahaweli Development and Environment (MMDE)[38] and United Nations Development Programme (UNDP). The activities were designed to address specific vulnerabilities faced by 14,039 rain-dependent farming families in three hazard-prone Divisional Secretary Divisions (DSDs) of Sri Lanka, namely Walapane of Nuwara Elyia district, and Medirigiriya and Lankapura of Polonaruwa district. These included strategies to mitigate broad-base risks and overcome dry season food and income insecurity. The project aimed at achieving this through the introduction of diversified income sources; improved water storage and irrigation techniques to cope with uncertainty of rainfall; improved soil quality and fertility for increased production; and timely provision of quality agriculture advice and extension.

3. These ToR were prepared by WFP Sri Lanka based on an initial document review and consultation with stakeholders. The purpose of the ToR is threefold. Firstly, it provides key information to the Evaluation Team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation. Lastly, it ensures that the scope of the evaluation is in line with the Adaptation Funds' (AF) Guidelines for Final Evaluations.[39]

2. Reasons for the Evaluation

2.1 Rationale

4. As the CCA project comes to a close in September 2020 after seven years[40], a final evaluation is being commissioned to independently review the project in accordance with the AF requirements.

5. This is the first project in Sri Lanka funded by the Adaptation Fund and therefore the evaluation is an opportunity to assess the effectiveness of the proposed approach in addressing climate change and enhance climate change adaptation.

6. The evaluation is coming at the mid-way point of WFP implementation of a five-year Country Strategic Plan (CSP 2018-2022) in which building resilience and climate adaptation and preparedness is a core part of the strategy of WFP in Sri Lanka. The findings will therefore be used by WFP and its partners to inform the implementation of the CSP and for future programming in Sri Lanka.

2.2 Objectives

7. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning. These factors are given equal considered in this evaluation in order to assess performance and draw lessons learned for both the donor and key stakeholders at the close of the project.

    - **Accountability –** The evaluation will assess and report on the performance and results of the CCA project, meeting internal and external accountability requirements.
    - **Learning –** The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings to inform operational and strategic decision-making of project partners and stakeholders. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

[38] Ministry of Mahaweli Development and Environment (MMDE) has now been renamed the Ministry of Environment & Wildlife Resources (MEWR), however in this document is referred to by its initial name.
[39] Adaptation Fund Guidelines
[40] Project period from November 2013 to September 2020

8. The evaluation will assess the relevance, efficiency, performance, management methods and success of the project, examining the impact[41] and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental objectives.

9. The main objectives of this final evaluation are:

    - Promote accountability and transparency within the Fund, and systematically assess and disclose the levels of the project achievements for women and men.
    - Assess the relevance, effectiveness, efficiency, impact (to the extent possible), and sustainability of project design, objectives and performance.
    - Organize and synthesize experiences and lessons that may help improve the selection, design, implementation and evaluation of future AF-funded interventions.
    - Understand how project achievements contribute to the mandate of the AF and AF targets, objectives, impact, and goal.
    - Provide feedback on the decision-making process to improve current and future projects, programmes and policies.

2.3 Stakeholders and Users

10. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Annex 2 provides a preliminary stakeholder analysis, which should be deepened by the Evaluation Team as part of the Inception phase.

11. The primary users of this evaluation will be:

    - The WFP Sri Lanka and its partners in decision-making, notably related to programme implementation and/or design, Country Strategy and partnerships. The CO will use the evaluation findings for learning of climate adaptation implementation and to inform future programming.
    - Given the core functions of the WFP Regional Bureau (RB), the RB is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight.
    - WFP HQ may use evaluations for wider organizational learning and accountability on climate change adaptation and for parallel and future AF projects.
    - WFP Office of Evaluations (OEV) may use the evaluation findings, as appropriate, to feed into evaluation syntheses as well as for annual reporting to the Executive Board.
    - Beneficiaries and community leaders, including religious leaders and teachers (and those not directly involved in the project activities) may be interested in the evaluation findings to better understand the community involvement and sustainability of the activities.
    - The Adaptation Fund as the donor will use findings for accountability and learning purposes.
    - The Government of Sri Lanka (GoSL) may use findings to assess improvement in the adaptive capacity of their own institutions, as well as the relevance of the project activities.
    - The United Nations Country Team (UNCT) would be interested to learn how partnerships between UN Agencies are conducted to draw lessons and inform the One UN Reform Agenda.

12. Accountability to affected populations is tied to WFP's commitments to include beneficiaries as key stakeholders in WFP's work. As such, WFP is committed to ensuring gender equality and women's empowerment (GEEW) in the evaluation process, with participation and consultation in the evaluation by women and men from different groups.

3. Context

13. **National context**: As an island nation, Sri Lanka is highly vulnerable to climate change, ranked 6th among 176 countries most affected by extreme weather events by the Global Climate Risk Index (GCRI) in 2018 up from second the previous year. Extreme weather events and recurrent natural hazards, such as droughts, floods and landslides, adversely impact socio-economic progress. Long-term impacts of climate change affect public

[41] The Adaptation Fund's RBM defines impact as "the increased resilience at country level to climate change, including climate variability."

health, nutrition, agriculture and infrastructure development, including hydropower,[42] impacting women, men, girls and boys differently.

14. Rural vulnerable households take longer to recover and amongst them, female-headed households, persons with disabilities and the elderly particularly struggle with recovery. Further, women in Sri Lanka are generally disproportionately affected by climate change and more vulnerable to risks induced by climate change. This is due to traditional societal roles, lack of access and control over resources, and socio-economic factors such as poverty, livelihood security and health that impact their capacity to cope and adapt to adverse effects caused by climate change. Gender inequality that persists in decision-making, development planning, and political participation, constrain women from meaningfully contributing to climate-related planning, policy making and implementation.[43]

15. Analysis by the Sri Lankan Department of Meteorology indicates an increasing trend in rainfall variability over most parts of the island. Recent decades have seen an overall increase of extreme rainfall events, which are interspersed with longer dry spells and periods of drought. Consequentially, this pattern causes greater erosion of arable soil and more frequent flooding events. Shifts in weather patterns, coupled with a continuous rise of ambient temperature across the country and increasing variability of rainfall were projected to have large-scale effects on agricultural productivity, food and water security.

16. Four consecutive years of climate-related disasters, including floods and landslides in 2015, 2016, 2017 and 2018, coupled with dry zone droughts throughout 2017 and 2018 - the worst in 40 years - have undermined the resilience of affected vulnerable communities. The climate shocks resulted in significant loss of harvests and livelihoods (mainly agriculture-based), severe food insecurity, malnutrition among vulnerable groups, and indebtedness.

17. **Mahaweli River Basin Context**: Of Sri Lanka's 103 rivers, around 20 are considered perennial. Of these, the largest draining area, some 10,000 square kilometres, belong to Mahaweli River Basin. This comprises over one sixth of the total land area of the country. The Mahaweli River rises in the mountainous south central part of the island, which receives an annual rainfall of 4000-5000 mm and discharges an average runoff of 8,600 million m3 annually into the sea. It is the principal source of water for irrigation in the dry zone. 40 DSDs in six districts and four provinces belong to the Basin.

18. Climate change in the Mahaweli Basin is manifested in increased natural hazards such as landslides, drought and floods, increased land degradation in the upper and mid elevations and reduced agricultural productivity. These problems are attributed to both temperature increase and rainfall variability. As is the case nationally, rainfall variability is by far the most important contributory factor to increased climate risk in the Mahaweli Basin.

19. Food insecurity and poverty in different regions of the Mahaweli Basin are linked to production patterns, income, disaster exposure, education, and other socio economic conditions, including number of family members. Water scarcity, especially irrigation water availability is directly and negatively associated with poverty.

20. Women, as well as men, in the Mahaweli Basin practice traditional rain fed farming. The total employed women in labour force are 36% and 63% among them are involved in traditional rainfed farming.

21. Rain-fed farming communities have often been ignored by extension services and lack basic infrastructure such as electricity, communications and road networks to enable them to engage in more productive alternate livelihoods. In rain-fed and minor irrigated areas, climate change induced weather anomalies have the combined impact of hazard amplification and livelihood insecurity. As rain-fed farming areas are generally poorer, these impacts lead to further economic and social marginalization.

22. There are a number of actors implementing projects directly linked to agriculture and climate resilience in Sri Lanka. The World Bank is implementing multi-phase climate resilience programmes with focus on forecasting and early warning of high impact weather and promotion of climate smart agriculture. The Asian Development Bank (ADB) is active in the water management sector. Their Integrated Water Productivity Improvement Project builds resilience to climate change through irrigation and water resource management interventions, including improving the governance of national water management. The International Water Management Institute

[42] Sri Lanka Country Strategic Plan (2018-2022): https://documents.wfp.org/stellent/groups/public/documents/eb/wfp293168.pdf?_ga=2.253238026.201008435.1592466180-1225321030.1562824082

[43] Initiating Gender Mainstreaming in Climate Change Process in Sri Lanka: http://www.cansouthasia.net/initiating-gender-mainstreaming-in-climate-change-processes-in-sri-lanka/

(IWMI) is the lead centre for the CGIAR research program on water, land and ecosystems. Ongoing IWMI interventions focus on drought monitoring and forecasting and climate resilient integrated water management. The FAO implements Country Programming Framework (2018–2022) which addresses sustainable management of natural resources, forests and ecosystems, taking account of climate change, and increasing resilience of the most vulnerable to shocks, natural hazards and climate variability. FAO's work also focuses on the capacity of concerned stakeholders to undertake policy formulation and to collect, analyse and utilize data and information for evidence based decision making.

23. **National Capacity and Policy Context**: For the GoSL, climate change is a relatively new intervention area - efforts to mainstream identified actions sector-wide have been weak and currently there are no national stakeholders responsible for adaptation, beyond the Climate Change Secretariat (CCS). At present the CCS is the national focal for climate adaptation, however has self-identified it's limited capacity in this area and is looking to enlist support from national stakeholders for implementing the National Adaptation Plan for Climate Change (NAP).[44]

24. From a broader perspective, the GoSL Vision 2025 was built upon prosperity, peace and reconciliation, which prioritized agriculture and sustainable development as a means of addressing food insecurity, malnutrition and poverty through reform, inclusive growth and the development of underserved districts. Vision 2025 also aimed to ensure environmental protection and disaster management in order to mitigate climate change. Environmental sustainability and disaster resiliency are key elements in the new National Policy Framework Vistas of Prosperity and Splendour issued in at the end of 2019[45].

25. The Government strives to meet its international commitments under the Kyoto Protocol and Paris Agreement, the Sendai Framework for Disaster Risk Reduction, the Beijing Declaration and Platform for Action, the Convention on the Elimination of all Forms of Discrimination against Women, the World Health Assembly targets, the Scaling Up Nutrition movement, the 2030 Agenda and other agreements that prioritize improved food security and nutrition for the most vulnerable through risk-informed strategies for climate-change adaptation, disaster risk reduction and advanced gender equality. However, as the NAP highlights, the existing plans and policies lack climate change adaptation as a specific focus area.

26. The GoSL has put in place several national policies that have linkages and alignment with the CCA project. These include but are not limited to[46]:

    - The National Climate Change Policy[47] (NCCP) outlines Sri Lanka's goal to adapt and mitigate climate change impacts within the frameworks of sustainable development. The policy articulates the broad national policy statements which will guide decisions taken at national and sub-national levels against climate change. It presents policy statements in key areas related to climate change including vulnerability, adaptation, mitigation, sustainable consumption and production, and knowledge management.

    - The National Adaptation Plan for Climate Change[48] 2016-2025 (NAP) is a national initiative to address the impacts of climate change and outlines priority actions related to food security and water management, which include developing tolerant varieties and breeds; water efficient farming methods; systems for timely climate information to farmers; assessing water management practices; and implementing management plans for critical watershed areas. The CCS of the former MMDE spearheads this initiative as the national focal point for the United Nations Framework Convention on Climate Change (UNFCCC).

    - Draft Overarching Agriculture Policy[49] (OAP) 2019: The presently available draft framework of the National Agriculture Policy recognizes natural resource management and climate change adaptation as a key strategic areas.

27. While climate change impacts have been receiving policy attention in national plans, the efforts towards mainstreaming the identified actions sector-wide and follow through in implementation of plans has been weak. Implementation of the CCA project through multiple government organisations proved challenging, resulting in delays in implementation due to individual organisation targets. This meant that government line ministries were not fully able to prioritise this project. Implementing challenges also occurred due to the significant financial and approval procedures for implementing partners.

[44] National Climate Change Policy Sri Lanka: http://www.climatechange.lk/CCS%20Policy/Climate_Change_Policy_English.pdf
[45] Vistas of Prosperity and Splendour: http://www.treasury.gov.lk/documents/10181/790200/FinalDovVer02+English.pdf/3873cb76-8413-47dd-9691-bd80439d5a10
[46] Further desk research of current policy to be conducted by the Evaluation Team
[47] Ibid.
[48] National Adaptation Plan for Climate Change Impacts in Sri Lanka: http://www.climatechange.lk/NAP/NAP%20For%20Sri%20Lanka_2016-2025.pdf
[49] Agriculture Policy (draft): http://www.agrimin.gov.lk/web/images/Information_Act/Development/2019_08_19_Draft_OAP.pdf

28. Over the course of the project design and implementation many of the key ministries have undergone significant changes due to political changes. As a result, some of the former ministries no longer exist. Following the recent 2019 elections, some of the government structures are still in a transitioning period and may shift slightly in the coming months.

29. **The Adaptation Fund**: Within the context of increasing climate variability and climate related hazards, the Adaptation Fund is an international fund that finances countries that are parties to the Kyoto Protocol with programmes that enable vulnerable communities to adapt and build resilience to climate change. The AF was created under the United Nations Framework Convention on Climate Change (UNFCC) and has concrete adaptation activities in over 90 countries.[50]

3.1 Subject of the evaluation

30. The AF CCA project (2013–2020) has aimed to minimize climate-induced livelihood risks and develop livelihood capital to overcome income poverty and food insecurity through delivering a menu of adaptive actions. The targeted villages are particularly vulnerable to food insecurity in the low-rainfall months of Yala (minor season) when farm work is scarce. Due to remoteness, access to markets and constraints of technology (and finances) other livelihood options are unavailable to these farm families. There are documented instances where families have just one small meal a day during the dry months, or forgo free medical facilities due to unavailability of funds for bus fare. Women are affected worse due to unavailability of water for domestic chores and sanitation during the dry season.

31. The project targeted 14,039 rain-dependent farming families in three hazard-prone DSDs in the Mahaweli Basin identified through the vulnerability analysis detailed in the map in Annex 1. The different target groups include farm families, FOs, provincial, divisional, and village level government officers, and agrarian service centres, which were identified through the databases of the Department of Agrarian Development.

32. The CCA project was approved in December 2012 by the Adaptation Fund, an international fund set up under the Kyoto Protocol of the UNFCCC. Project implementation was delayed due to political and administrative reasons and only commenced in November 2013. In December 2019, WFP and the executing entities requested a four month no cost extension to allow for adequate time for project handover. Due to the recent Covid-19 pandemic and the suspension of the remaining programme activities, WFP has requested an additional no cost extension until 30 September, 2020 which is yet to be approved by the donor. The total project approved budget is USD 7.9 million with current expenditure at 92%.

33. The goal of the project is to build diversified and resilient livelihoods for marginalized farming communities in the Mahaweli River Basin through effective management of land and water resources. The project aims to mitigate effects of climate change induced rainfall variability and its impacts on livelihood and food security on farm households in two vulnerable divisions of the Mahaweli River Basin by:

    - Developing household food security and build resilient livelihoods for rain-fed farming households and;
    - Building institutional capacity in village, local and regional service delivery to reduce risks of climate induced rainfall variability.

34. Key Activities: Training extension officers, farmers, building community seed banks, promoting climate resilience alternative income sources, assessing water availability and soil conditions and nutrition practices, provision of agriculture equipment and linking to micro-credit programmes, establish post-harvest centres and provide technology demonstrations, Provide equipment and tools for climate risk management, management plans for every minor irrigation scheme

35. The outcomes and outputs (refer to logframe in Annex 4) were designed to address specific vulnerabilities faced by rain-dependent farmers; strategies to overcome dry season food and income security; introduction of diversified income sources to broad-base risk, improved water storage and irrigation to overcome uncertainty of rainfall, improved soil quality and fertility for increased production, and timely, quality agriculture advice and extension. The interventions were derived through field consultations held in three locations of the Mahaweli Basin. The assumptions on the results chain still hold, however challenges were identified with the operational model of the logframe. The first being the lack of social behaviour change communication and community involvement regarding capacity strengthening. The second being the focus on food access but missing the element of food utilization and improved dietary practices.

[50] https://www.adaptation-fund.org/

36. The project has currently benefitted approximately 13,700 households or 54,800 beneficiaries (97.58% of the targeted population) who practice at least one climate risk reduction measure and have benefited from at least one climate resilient livelihood strategy. Of these, at least 1,826 women have benefitted from the alternative income generation programmes. 1,753 farm women against the 760 target have been linked with local livelihood incentive programs in 60 villages and four traditional food stalls (Hela Bojun Centres) in Polonnaruwa and Walapane. Only 463 households (148 men, 315 women) of a planned 1,500 households were supported through cash for work initiatives on construction of community assets as the cash for work scheme was difficult to administer and significantly delayed implementation.

37. In June 2018, a Midterm Review determined the project had a moderately satisfactory level of progress, identifying some gaps in project execution. These included lack of proper coordination among divisional level executing partners, and weak link or lack of complementarity in implementing the two project components. Inadequate technical inputs to the project interventions, delays in approval procedures, weak monitoring and recording mechanism and frequent changes in the project management at the central level also challenged the project.

38. Based on recommendations from the review, the implementing structure was adjusted to improve the delivery and effectiveness of results, with WFP as implementing entity, MMDE and the addition of UNDP as executing entities. UNDP was incorporated as a joint executing entity to accelerate implementation and provide technical support on women's livelihood interventions. In addition, on the request of the National Designated Authority (NDA) of the Adaptation Fund, WFP secured a no-cost extension for the project for 18 months.

39. The project implements field activities under the directions of Divisional-level Project Support Unit housed within the respective Divisional Secretariats. Farmer Organizations functioned as project implementing CBOs are responsible for keeping activity accounts, regular monitoring and updating of field level progress. The Project Management Unit (PMU) of the ministry acts as the coordinating body of the various government departments.

40. The project contains elements that focus on women's participation and employment in farm work, as well as non-agriculture activities, targeting developing avenues of income for rural women through provision of knowledge, skills, tools and market access. Through a gender sensitive approach based on key learning from previous WFP programmes, the project aimed at introducing post-harvest technologies as an adaptive strategy that contributes to climate resilient livelihoods for women and improved household incomes, and subsequent increased adaptive capacity.

41. While gender aspects are included in the project, with certain livelihood resilience and value chain activities focused exclusively on women, there is no available gender analysis.

42. During the months March to May 2020 the intervention was put on hold due to COVID-19. It resumed in June 2020.

4. Evaluation Approach

4.1 Scope

43. This evaluation is classified as a WFP Operation evaluation which is focused on an in-depth assessment of community resilience to climate change impacts, with both learning and accountability objectives. The evaluation will cover:

    - Timeframe: The evaluation will cover the period 2013-2020.
    - Geographical coverage: Three project DSDs - Walapane, (Nuwara Eliya District) and Medirigiriya and Lankapura (Polonnaruwa District).
    - Activities: All project activities implemented from 2013 to 2020, targeting 14,039 families farming in minor and village irrigation systems.

44. This final evaluation will concern the following dimensions:

    - Achievement of project outcomes (including secondary or medium-term), including ratings, and with particular consideration of achievements related to the proposed concrete adaptation measures;
    - Evaluation of risks to sustainability of project outcomes at project completion and progress towards impacts, including ratings;

- Assessment of processes influencing the achievement of project results, including preparation, readiness, country ownership, stakeholder involvement, financial management, supervision and backstopping of the multilateral implementing entity, and project start-up and implementation delays;
- Evaluation of contribution of project achievements to the AF targets, objectives, impact and goal, including a report on AF standard/core indicators; and
- Evaluation of the M&E systems and implementation

45. The two AF standard/core outcomes below will be evaluated according to two dimensions: 1) Achievement of outcomes, 2) Risks to sustainability of outcomes and linkages towards impacts. Each of these aspects will be given an overall rating based on a multi-dimensional analysis and justification in accordance with the donor requirements, as clearly outlined in the Adaptation Fund Final Evaluation Guidelines.[51]

    1. Strengthened awareness and ownership of adaptation and climate risk-reduction processes at the local level;

    2. Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas.

46. In addition, the final evaluation report should include the following:

- Conclusions, lessons and recommendations
- Other information such as timing and duration of the evaluation, places visited, people involved (sex and age disaggregated), key questions, methodology and references used.

4.2 Evaluation Criteria and Questions

47. Evaluation Criteria: The evaluation will apply the international evaluation criteria focusing on relevance, effectiveness, efficiency, impact, and sustainability.[52] When evaluating the project outcomes and objectives, relevance, effectiveness, and efficiency are the critical criteria as outlined by the AF. The evaluation questions fall under all five of the DAC criteria and are organized in Table 2 below according to the Adaptation Fund evaluation structure. Refer to Annex 5 for mapping of the evaluation questions against the five DAC criteria.

48. **Evaluation Questions:** Allied to the evaluation criteria, the evaluation will address the following key questions, which will be further developed by the evaluation team during the Inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the CCA project, which could inform future strategic and operational decisions. The questions are a combination of prescribed final evaluation questions from the Fund and more exploratory questions of interest to the various stakeholders.

49. While acknowledging a gap in gender considerations and analysis incorporated into the design phase of the project from the outset, the evaluation should analyse to what extent GEEW has been taken into consideration by WFP into the design and implementation of the project and how this can be improved.

Table 2: AF dimensions and evaluation questions

AF Dimensions	Evaluation Questions
Achievement of project outcomes	To what extent were the planned outputs and outcomes of the intervention achieved?[53] Did the extent of achievement differ among men and women participants? - How does the project respond to the different needs of the target groups, including women and men? - How well does the project complement the work of other actors focusing on water management, climate-smart livelihoods? - What are the unintended (negative and positive) results of the project on gender equality and women's economic empowerment?

[51] Guidelines for final evaluations: http://www.adaptation-fund.org/wp-content/uploads/2015/01/Guidelines%20for%20Proj_Prog%20Final%20Evaluations%20final%20compressed.pdf

[52] For more detail see: http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm and http://www.alnap.org/what-we-do/evaluation/eha

[53] How do these rank against the AF rating system?

	- What are the unintended (positive/negative) effects of the project on targeted individuals, households and communities? Did these differ among men and women? - How do extension services address the unique needs of women? - To what extent has the project supported the establishment of alternative livelihoods that contribute to the financial security of families?
Evaluation of risks to sustainability of project outcomes	What is the likelihood that the results of the project will be sustainable after termination of external assistance? Are there systems and/or mechanisms that have been built to support the continuation of the interventions beyond the life of the project? Which national stakeholders are responsible? - Financial and economic risks and assumptions: Are there any financial or economic risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources being available once the AF grant ends? - Socio-political risks and assumptions: Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives - Institutional framework and governance risks and assumptions: Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place? - Environmental risks and assumptions: Are there any environmental risks that may jeopardize sustainability of project/programme outcomes? - Is there evidence that the project supported the implementation or the development (or its changes) of the partners' policy/actions? - Was the vulnerability assessment conducted at the beginning of the project appropriate, scientifically based?
Evaluation of processes influencing the achievement of project results	Were the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) conducive for achieving the expected results? - Were the project's objectives and components clear, practical, and feasible within its time frame? - Were the capacities of the executing entities and its counterparts properly consulted when the project was designed? Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval? - What approaches were applied to ensure, at minimum, equal participation of women in the programme? - Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? - Was there due diligence in the management of funds and financial audits?

	- Did local partners provide the inputs (human or physical) that would be required to enable the project to be effective?; To what degree were resources (inputs) available on time from other stakeholders? - Did Implementing Entity staff provide quality support and advice to the project, approve modifications in time, and restructure the project when needed? - Did the delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages? - To what extent were recommendations, including from the MTR, implemented?
Evaluation of contribution of project achievements to the Adaptation Fund targets, objectives, impact and goal	To what extent were the project results consistent with the goal, objectives and strategic priorities of the AF, as well as the country priorities? - To what extent does the project contribute to increasing the resilience of communities vulnerable to climate change? - To what extent have the project indicators aligned with AF strategic outcomes and output indicators and targets? - To what extent are the interventions aligned and contributing to government climate adaptation strategies and plans? - To what degree have the project outputs and outcomes contributed, or are likely to contribute, to progress towards more resilient communities? - Has the project increased the target communities' ability to mitigate effects of climate change induced rainfall variability and its impacts on livelihood and food security? If so, how? - How did the project build diversified and resilient livelihoods for marginalized farming communities in the Mahaweli River Basin through effective management of land and water resources? - What were the main factors influencing achievement/non-achievement? - How did the main barriers and facilitators to achievement vary among men and women? How did the project influence women's decision-making power and access and control of resources? - What have been the main challenges or risks to attain increased resilience? And main challenges or risks to adaptive capacity of the institutions and communities?
Evaluation of the M&E systems	How was the quality of the project M&E systems according to 1) M&E plans, 2) indicators, 3) baselines, and 4) alignment with national M&E frameworks? - Was there a clear M&E plan laying out what needs to be monitored based on pre-defined programme logic? - Were the indicators well defined and relevant to measure the achievement of the objectives? Were relevant indicators sex-disaggregated? - Did the project M&E system make the best use of existing (local, sectoral, national) monitoring and evaluation systems, including existing indicators? - Could these systems be used as they are, do they need to be revised, or are new and additional systems required? - Has data collection been designed through a participatory approach, using cost-effective and accessible information? - Did the project include plans for feedback and to disseminate results from monitoring and reporting implementation as to allow for lessons learned and good practices identified to be shared with the wider community of

	adaptation planners and practitioners at all levels and other existing M&E systems? - Were annual project reports complete and accurate, with well-justified ratings?

4.3 Data Availability

50. The project endline survey was commissioned for January 2020 to measure results against the baseline, thereby addressing the evaluation questions related to achievement of project outcomes. This report is still under finalization with the consultant. It was expected to include outcome level results and analysis against the logical framework to measure the impact of the project on beneficiary households, the environment and against the objectives of the project. Gender-sensitive data collection was carried out with a statistically representative sample and that closely mirrored the baseline methodology. This included both primary and secondary data obtained from quantitative and qualitative data collection methods. While has not yet been made available to the project team, there are serious concerns of the possibility that the endline quantative data is not reliable and valid. This should be taken into consideration by the Evaluation Team in the proposal, which should include proposed mitigation measures. The final report will be made available to the Evaluation Team.

51. Data is stored through the CCA project's executive entities – MMDE and UNDP. While UNDP has captured sex disaggregated data from 2016-2020, the MMDE database is inconsistent, beyond indicators that explicitly required this information. The project has conducted an end-of-project survey and disaggregated data to draw analysis on the impact on women and men as it relates to the outcomes of the project, access and control of resources and decision-making power.

52. The Evaluation Team will have access to:

- Relevant policy and programme documents both from WFP and GoSL
- Project Agreement between Adaptation Fund and WFP
- Project Proposal
- Logic Model and Budget
- Beneficiary list per output
- Final Completion Report[54]
- Annual project reports (2015 – 2019)
- Baseline reports and data sets
- Mid-term review report, July 2018
- Case study: Strengthening Market Linkages

53. Project documents of the executive entities are primarily in the local language – this includes monitoring / field reports, meeting minutes, beneficiary lists, and attendance records.

54. Concerning the quality of data and information, the Evaluation Team should:

- Assess data availability and reliability as part of the inception phase expanding on the information provided in this section. This assessment will inform the data collection.
- Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4 Methodology

55. The evaluation is expected to use a mixed method approach to ensure triangulation of information through a variety of means, which will be further elaborated by the Evaluation Team during the Inception phase. This may include outcome Harvesting, Most Significant Change (MSC), key informant interviews (KIIs), and focus group discussions (FGDs), predominantly qualitative in nature, that can be used to help supplement quantitative information collected through the project endline survey. They give participants the space to share their

[54] Refer to paragraph 50 on possible limitations on the endline report

experiences and acknowledge that they are able to identify and measure their own personal indicators of change, which may generate more relevant results than pre-identified indicators. They are well suited for identifying both intended and unintended changes from the perspective of the participants or stakeholders themselves. Methods such as Outcome Harvesting puts emphasis on understanding the outcomes achieved and the process of change, rather than focusing primarily on activities carried out through the programme, aligning with the nature of the evaluation questions outlined above focusing on communities' experience and resilience to climate change.

56. Desk research and review will also be a key component to addressing questions around the effectiveness and efficiency of processes. Many of the evaluation questions are prescribed by the AF are more administrative in nature, including those on evaluation of processes influencing the achievement of project results and assessing the M&E systems – these can also be addressed primarily through desk review.

57. Referring to the aforementioned concerns of the reliability and quality of household level quantitative data from the endline survey, the Evaluation Team should propose an approporiate methodology with this in mind. At minimum, analysis of the quantitative data will be required to answer the questions on effectiveness related to the extent to which planned outputs and outcomes have been achieved.

58. The overall methodology will be designed by the Evaluation Team and agreed upon with the Evaluation Manager during the inception phase and presented in an evaluation matrix, together with all data collection instruments. It should:

    - Employ the relevant evaluation components against the AF evaluation structure and requirements, including the AF ratings.
    - Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.). The selection of field visit sites will also need to demonstrate impartiality.
    - Use a mixed methods approach (quantitative, qualitative) to ensure triangulation of information through a variety of means.
    - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.
    - Ensure using mixed methods that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used in order to feed into a gender-sensitive evaluative analysis.
    - Develop (through desk top review) and use a Theory of Change to further inform the final research questions during the Inception phase.

59. The methodology should be GEEW-responsive, indicating what data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women and marginalised/vulnerable groups, for example Samurdhi beneficiaries.[55] The methodology should ensure that data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both males and females are heard and considered, including perspectives at the different administrative levels; village/community, district, and national.

60. Looking for explicit consideration of gender in the data after fieldwork is too late; the Evaluation Team must have a clear and detailed plan for collecting data from women and men using gender-responsive approaches before fieldwork begins. Gender-responsive methodology will be assessed in the consultant's inception report.

61. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/challenges/recommendations for conducting gender responsive evaluation in the future.

62. The following mechanisms for independent and impartiality will be employed:

    - An Evaluation Committee (EC) has been appointed and involved through all the evaluation phases. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the Chair for approval;
    - An Evaluation Reference Group (ERG) has been set up to steer the evaluation, comment on all evaluation deliverables, and exercise oversight over the methodology;

[55] Samurdhi is a Government social security programme providing assistance to low income families.

- All tools and products from the Evaluation Firm will be externally and independently quality assured (both by the ERG and the DEQAS); and
- The Evaluation Firm will be asked to set out how ethics can be ensured at all stages of the evaluation and that they seek appropriate ethical clearances (institutional and local) for the design ahead of going to the field.

63. There are several identified key risks that will be mitigated through the following;

    - The recent Covid-19 pandemic poses a substantial risk to the data collection phase. While it is anticipated based on GoSL directives that foreigners will be able to visit Sri Lanka without quarantining from August 2020 onwards, there is the possibility that international travel to the country may be restricted, as well as internal travel. It is therefore important that the evaluation firm partners with a reputable local institution or company to collect the qualitative data in-country. If internal travel will not be allowed either or not be advisable for ethical reasons, data collection should be postponed but needs to be finalized by latest October 2020. As a last resort, remote data collection will be considered. Phone numbers of participating households are largely available, but limitations in remote qualitative data collection and sampling bias would likely limit the scope of the evaluation. Alternative options for a remote data collection phase should be considered and methodological implications clearly addressed by the Evaluation Team with the submission of proposals.
    - The contracts of the direct CCA project team at the MMDE, UNDP and WFP should expire on September 30, 2020, pending approval of a no-cost extension. WFP has requested a three month no-cost extension from the donor which will ensure key project staff are retained and will be able to engage in informational transfer on the evaluation and with the Evaluation Team.
    - The endline survey has been carried out by an external team in early 2020 (Jan – Mar). The final report has not yet been submitted, however WFP is working with the consultant and partners to ensure this is available for the inception phase.

4.5 Quality Assurance and Quality Assessment

64. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) and AF guidelines define the quality standards expected from this evaluation and sets out processes with in-built steps for quality assurance, templates for evaluation products and checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.

65. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the DEQAS process guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

66. WFP has developed a set of quality assurance checklists for its decentralized evaluations. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs. Both external and internal stakeholders will be involved in the review of documents at key stages of the evaluation (ToR, inception, data collection, and reporting) to further strengthen the quality of the products and processes.

67. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft ToR). The Evaluation Manager will review the feedback and recommendations from QS and share with the Team Leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards[56], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.

68. The Evaluation Team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP's Directive CP2010/001 on Information Disclosure.

[56] UNEG Norm #7 states "*that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability*"

69. The final evaluation report will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the report will be made public alongside the evaluation report.

5. Phases and Deliverables

70. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

71. **Preparation Phase** (Nov 2019 – July 2020)[57]: The Evaluation Manager will conduct background research and consultation to frame the evaluation; prepare the ToR, finalise provisions for impartiality and independence, quality assure, consult and finalise the ToR with the EC and ERG, select the Evaluation Team and finalise the budget; and draft a Communication and Learning Plan. MMDE and UNDP will prepare the document library and provide all relevant project documents by start of contract.

    Deliverables: Approved Evaluation ToR; EC ToR; ERG ToR; document library; and contracted Evaluation team.

72. **Inception Phase** (Aug – Sept 2020): The purpose of this phase is to ensure that the evaluators have a good grasp of the expectations for the evaluation as outlined in the approved ToR in order to appropriately plan how to conduct the evaluation. As such, the Evaluation Team is responsible for conducting a comprehensive desk review of available data. The phase will include; orientation of the Evaluation Team, desk review of secondary data by the evaluators, development of Theory of Change; initial remote interaction with the main stakeholders; discussion with EC on the methodological approach and review of the programme design and implementation approach; and detailed design of evaluation, including evaluation matrix, methodology, data collection tools and field work schedule.

    Deliverables: Inception Report and methodology in alignment with WFP's template, evaluation matrix, data collection tools, field schedule, and comments matrix detailing how the Evaluation Team dealt with stakeholder comments.

73. **Field Work Phase** (Oct 2020)[58]: The fieldwork will include visits to project sites and primary and secondary data collection from stakeholders. An in-country debriefing and presentation of preliminary findings to stakeholders will be done at the end the field work or as soon as initial data analysis.

    Deliverables: PowerPoint briefing/ Presentation of Preliminary Findings

74. **Reporting Phase** (Nov 2020 – Jan 2021)**:** After cleaning and analysing the data, the Evaluation Team will hold an online or in-person validation workshop to discuss findings and recommendations with the WFP Country Office before drafting the report. After drafting the evaluation report, the Evaluation Team will submit to the Evaluation Manager for quality assurance. Stakeholders including the EC and the ERG will be invited to provide comments, which will be recorded in a matrix by the Evaluation Manager and provided to the evaluation team for their considerations and feedback before the report is finalised. The Evaluation Team is expected to deliver a final evaluation report in July 2020 based on the draft version feedback received following completion of the quality assurance protocol.

    Deliverables: Final Evaluation report in accordance with WFP and donor guidelines; evaluation brief; cleaned datasets; comments matrix detailing how the Evaluation Team responded to stakeholder comments.

75. **Dissemination and Follow-up Phase** (Feb – Mar 2021): The approved Evaluation report will be published on the WFP public website and shared with relevant stakeholders. The WFP CO management will respond to the evaluation recommendations by providing actions that will be taken to address each recommendation and estimated timelines for taking those actions. Findings will be disseminated, and lessons will be incorporated into other relevant lessons learnt sharing systems and processes.

    Deliverables: Management Responses & Published Evaluation report; other products as required

6. Organization of the Evaluation & Ethics

6.1 Evaluation Conduct

[57] Extended due to COVID-19 pandemic

[58] Primary field level data collection will need to be reviewed with the EC during Inception phase based on access of the Evaluation Team to the country and project areas.

76. The Evaluation Team will conduct the evaluation under the direction of its Team Leader and in close communication with the WFP Evaluation Manager. The team will be hired following agreement with WFP on its composition.

77. The Evaluation Team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

78. The Evaluation Manager has not been involved in managing the AF intervention.

6.2 Team composition and competencies

79. The Evaluation Team is expected to include the team leader and any other relevant members (2-3). To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR.

80. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Recent experience with result-based management and evaluation methodologies
- Master's degree or higher in the field of Agriculture, Social Science, Environmental Management, Forestry, or other related fields
- Gender Equality expertise / good knowledge of gender responsive methodology
- Expertise in climate change adaptation, agriculture, and livelihoods (value-chains)
- Strong quantitative and qualitative analysis skills
- Experience in remote qualitative and quantative data collection
- All team members should have strong analytical and communication skills, evaluation experience and familiarity with Sri Lanka and/or the Asia Pacific region.
- Experience conducting Adaptation Fund evaluations will be considered an advantage
- Local language proficiency of at least one team member

81. The Team Leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.

82. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS and AF guidelines.

83. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

6.3 Security Considerations

84. **Security clearance**

- As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

85. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.

- The team members observe applicable UN security rules and regulations – e.g. curfews etc.

6.4 Ethics

86. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities. In regards to the ongoing COVID-19 pandemic, the evaluation team will be expected to carefully consider ethical considerations in close collaboration with WFP, should face-to-face data collection take place.

87. The Evaluation team is responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

88. The inception report should be submitted to the Project Steering Committee housed under the Project Management Unit in the Ministry of National Policies and Economic Affairs.

89. Training on data collection must include research ethics, particularly how to ensure that i) all participants are fully informed of the nature and purpose of the evaluation and their involvement, and ii) they are protected from contracting COVID-19 during this evaluation. Only participants who have given informed written or verbal consent should be involved in the evaluation.

7. Roles and Responsibilities of Stakeholders

90. **The WFP Country Office Sri Lanka** is the commissioning entity of the AF final evaluation. The key responsibilities of the relevant stakeholders are summarized below and further detailed in Annex 9;

    - WFP Deputy Country Director: Compose the EC and ERG, ensure independence and impartiality, approve final documents at key stages
    - Evaluation Manager: Manages the evaluation process through all phases, consolidates comments on key documents, and facilitates access and information for the evaluation team
    - Evaluation Committee (EC): Support the EM in decision-making, reviewing and providing input to evaluation process and draft deliverables (ToR, inception report, evaluation report) See Annex 7 for further details on membership.
    - Evaluation Reference Group (ERG): Reviews and comments on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. See Annex 8 for details.
    - WFP Regional Bureau: Advise the EM and provide support to the evaluation process where appropriate, participate in discussions with the evaluation team on design, comment on key evaluation documents, support the management response to the evaluation.
    - WFP Headquarters: Comment on evaluation ToR, inception and evaluation reports, as necessary.
    - Government and UN agencies: Participate in the ERG and review and comment on evaluation documents.
    - WFP OEV: Advise the EM and provide support to the evaluation process when required, provide help desk function upon request.
    - Beneficiaries/Farmer Organizations: Act as key informants, responding to interview questions. Facilitate access to sources of contextual information and data, and to other stakeholders

8. Communication and budget

8.1 Communication

91. To ensure a smooth and efficient process and enhance the learning from this evaluation, the Evaluation Team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

92. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the report and management response will be made publicly available on WFP's website and shared with key stakeholders through external debriefing sessions. A Communication and Learning plan will be developed by the evaluation team and evaluation manager to share and disseminate learnings. The plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.

93. Data collection tools and written consent forms should be translated into the local language.

94. Final evaluation report will be submitted in English (no translation required) to the Adaptation Fund Secretariat, by WFP, within nine months after project/programme completion or as stipulated in the agreement between the Board and the Implementing Entities.

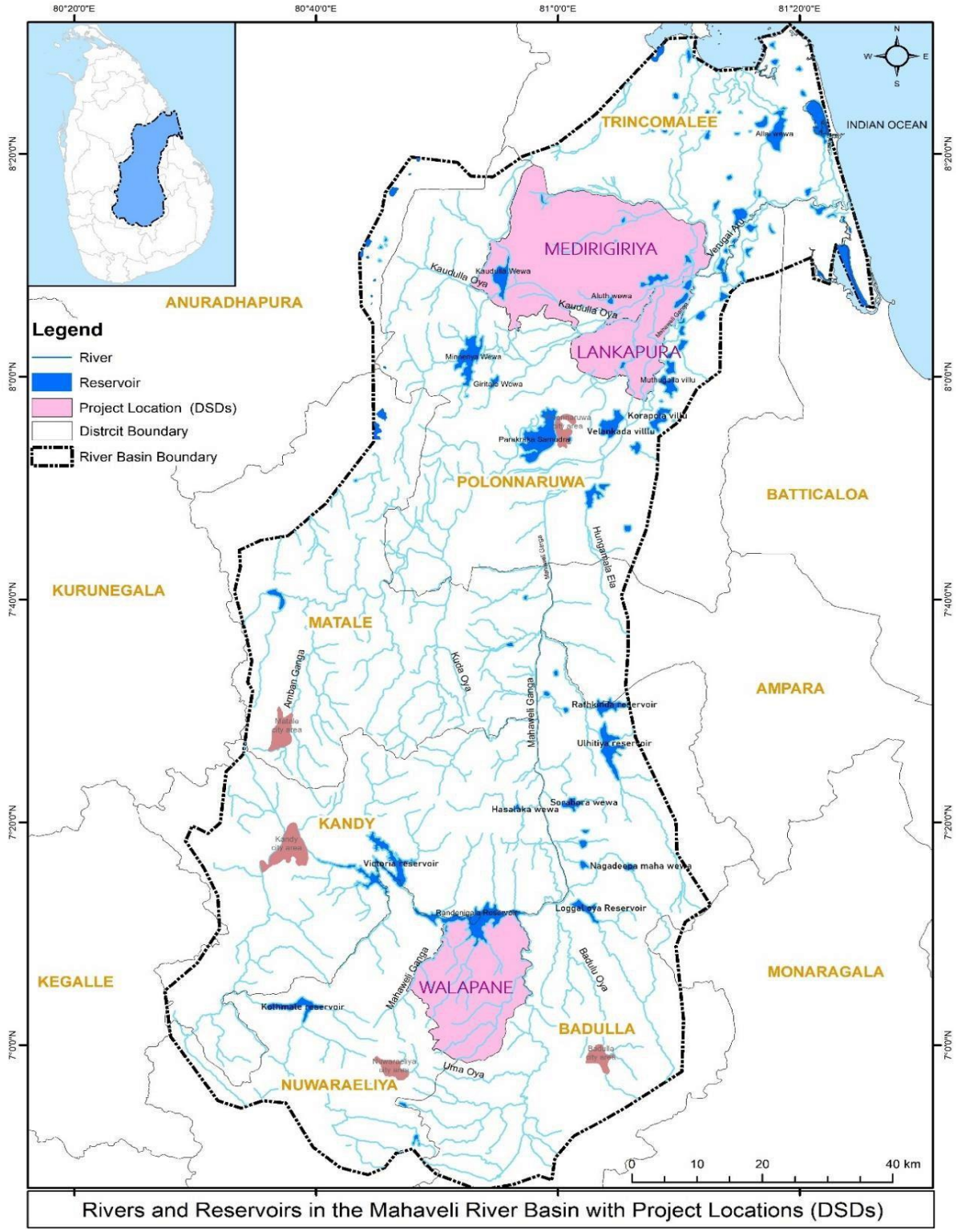
8.2 Budget

95. **Budget:** For the purpose of this evaluation, WFP Sri Lanka will:

- Procure the Evaluation firm through WFP Long-term Agreements, based on pre-agreed rates. The final budget and handling will be determined by the option of contracting that will be used, the rates that will apply at the time of contracting and depend on factors such as the number and rates of team members, as well as the extent of primary data collection required.
- The budget covers any costs related to production of communication materials. The evaluation is expected to produce the following materials: an inception report with Theory of Change, PowerPoint presentation following the inception report, the final evaluation report and a 3-page summary that explains the evaluation and main findings.
- The Evaluation firm should utilize the provided proposal template when submitting the technical and financial proposal.

Please send any queries to Arjun Sivayogan, Procurement Associate, at sivayogan.arjun@wfp.org

Annex 2: Map of activities



Annex 3: Analysis of the available monitoring data

Table 11: Planned and actual numbers of beneficiaries, according to the logical framework and the final completion report

Outcome/ output	Planned number of beneficiaries	Actual number of beneficiaries	Gender-disaggregated data :
1	14 039 households	Over 14 039 households	Planned (women contribution to income) / Collected at endline
1.1	14 039 households	Over 14 039 households	Not planned / Not collected
1.2	500 farmer families	1876 beneficiaries for farmers field trials, 3273 (or 4130 ? including 2000 who received a handbook on best practices)) beneficiaries for drought tolerant practices	Not planned / Not collected
1.3	No target number	1648 beneficiaries (or 2490 households (51% women))	Planned (number of women who participated in livelihoods trainings) / Number of women benefitting collected at endline
1.4	760 farm women	767 farmers including 63% of women	Planned / collected at endline
1.5	1500 households	694 (448 women)	Planned / collected at endline
2	14 039 households All FOs (no target number) All relevant local and divisional-level officers (no target number)	9 967 households (71% of target), All FOs (no number) 725 officials	Planned (% of Community Risk Assessment meetings including women) / not collected (marked as tbc on completion report)
2.1	250 officials	987 officials	Not planned / Not collected ?[59]
2.2	All farmers organizations (no target number) At least 6 members per FO trained	81 farmers organizations (1583 farmers[60]), 300 village level officers	Not planned / not collected
2.3	N/A	N/A	N/A
2.4	14039 households (through FOs)	14039 households (through FOs)	Planned / not available to the evaluation team (marked as TBC in completion report)
2.5	N/A	N/A	N/A

[59] The completion report says that 1103 grassroots officers (48% female) were trained to develop VDPs, conduct soil testing, and monitor micro irrigation and geo-informatics but it is unclear under which output this activity was done in the reporting.
[60] 800 farmers trained on vulnerability assessments and 783 on minor tank construction supervision, operations, maintenance, and ecosystem development

Outcome/ output	Planned number of beneficiaries	Actual number of beneficiaries	Gender-disaggregated data :
2.6	N/A	N/A	N/A

Table 12: Achievements at output level, based on the project completion report

Green = achieved, yellow = partially achieved, red = not achieved, blue = indicator missing or mismatch

Results	Indicator	Baseline	Target	Endline	Limitations
Output 1.1					
Develop home garden based agro forestry systems in target DSDs to diversify livelihoods and build adaptive capacity of households to climate change	No of diversified home gardens created through project intervention	Home garden diversity low - medium Low- >10 species of food and multipurpose tree species Medium-10-25 High- <25 species	14039 rain-fed farming families benefit from home garden improvement	More than 14,039 rain-fed farming families benefited from home garden Improvement	
	Value of food and income generated through diversified home gardens		Diversity (no of multipurpose tree species) in home gardens improved	Diversity (no of multipurpose tree species) in home gardens have not improved	
			Household income from home gardens increased	Household income from home gardens increased 62% earned less than 5000 rupees per month, while 10% earned between 5000-10,000 rupees per month.	
Output 1.2					
Introduce and promote drought tolerant crop varieties and agronomic practices to	No and type of drought mitigation practices introduced	Low awareness and adoption of drought tolerant agronomic practices	All Farmer Organizations trained to engage in drought tolerant agriculture	11 drought tolerant practices introduced that supported 3273 beneficiaries.	No target number indicated as baseline

Results	Indicator	Baseline	Target	Endline	Limitations
counter effects of rainfall variability			Farmer field trials conducted with national technical agencies for 500 farm families selected by FOs	70 farmer field trials on climate resilient agriculture practices among 1876 beneficiaries	
			Seed banks and seed distribution established in each ASC	3 seed banks, covering 3 ACSs.	Use of seed banks is unclear
Output 1.3					
Identify and promote climate-resilient alternate income sources such as livestock, perennial cash crops and inland fisheries	No and type of alternate livelihood assets created	Low level of access to non-farm livelihood assets including Information Training/skills Market linkage Finance	Six technical assessments for climate resilience and market chain analysis conducted	5 technical assessments for climate resilience and market chain analysis conducted.	
			Training provided to all FOs on selected livelihood options per DSD by specialized state agencies	Training provided to all FOs on viable climate-resilient alternative livelihoods	
	No of women participated in livelihood training		Livelihood support equipment provided to six viable livelihood proposals from every FO	28 types livelihood support equipment provided for proposals from selected beneficiaries and FOs	Mismatch between indicator and baseline/endline data collected Gender disaggregation missing.
Output 1.4					

Results	Indicator	Baseline	Target	Endline	Limitations
Promote improved postharvest technologies as viable climate-resilient livelihood sources for farm women	No of farm women engaged in project introduced postharvest livelihoods	Non availability of information and training on postharvest technologies at ASCs	Post-harvest centers established (equipped and staffed) in 08 ASCs in the two project DSDs	10 post-harvest centers were established, equipped and staff, across the two DSDs	
			One post-harvest village established in each ASC area	Post-harvest centers have been established in 7 ASC areas	
			760 farm women in 08 villages linked with local livelihood incentive programs	767 farmers (63% F) have been linked with local livelihood incentive programs	
Output 1.5					
Build Community Assets and Livelihood resources through cash for work to support	Percentage and level of community participation cash for work system	0% participation in PES schemes in target area	1500 households benefit from cash for work schemes in two micro catchments in target DSDs	914 households (668 women) benefited from cash for work schemes in two micro catchments in target DSDs	Mismatch between indicator and baseline/endline data collected
	Number of women participating in cash for work program				No target for the number of women to be reached through this output
Output 2.1					
Train and mobilize officers at village, division and provincial level to	No of village, divisional and provincial officers trained to	Training programs on climate risk management are not available at regional and local level	One training module developed	3 training modules have been developed.	
			Six TOTs developed and conducted	4 TOTs have been developed and conducted	

Results	Indicator	Baseline	Target	Endline	Limitations
design, and monitor local adaptation strategies	address climate risks		250 officials trained at provincial, divisional and village engaged in rural development	987 officials trained at provincial, divisional, and village engaged in rural development	
			All Agrarian Service Centers in project DSDs receive climate risk management tools	All Agrarian Service centers in project DSDs have received climate risk management tools.	
Output 2.2					
Strengthen Farmer Organizations with information, training and equipment to implement adaptation strategies	Capacity of farmer organizations to respond to climate risks	Farmer Organizations lack information on risks, and lack planning capacity to address them	All farmer organizations in target DSDs have developed management plans for local irrigation management and catchment conservation	81 FOs in target DSDs have developed management plans for local irrigation management and catchment conservation	No target number for target FOs, difficult to assess results
			Management plans are funded through community and government input	FOs developed proposal based on management plans and were funded through community contribution, government input and project support.	
		Some villages do not have formalized farmer organizations	All FOs in the target divisions are registered with Agrarian Services and have elected representatives	All FOs in the target divisions were registered with Agrarian Services and have elected representatives.	

Results	Indicator	Baseline	Target	Endline	Limitations
			At least six members each FO trained to conduct vulnerability reduction assessments as input to 2.4	300 village level officers covering 60 villages were trained on vulnerability assessment	No target number for target FOs, difficult to assess results
Output 2.3					
Pilot integrated watershed management plans to safeguard climate sensitive livelihood assets such as land and water	Availability of watershed-level irrigation management plans	No cluster/cascade level watershed management plans exist	Management plans for two micro watersheds developed and implemented Farmer Organizations	Management plans for 11 micro watersheds have been developed and is being implemented by Farmer Organizations.	Level of implementation is not easy to assess
	Increased extent cultivated under pilot minor irrigation schemes	CI in village tanks in lower catchment <90% CI in anicut systems in middle catchment <70%	Increase cropping intensity in both systems to over 100%	It is estimated that the pilot minor irrigation schemes have safeguarded 1506 acres of cultivation and is expected to increase cropping intensity due to renewed soil health.	Mismatch between target and endline
Output 2.4					
Conduct Risk Assessment and Adaptation Planning with target communities	Level of awareness among target group of climate risks	Target population unaware of climate risks and adaptive measures	VRAs conducted in all Farmer Organizations targeting 14039 households	VRAs conducted in all Farmer Organizations targeting 14039 households	
	Capacity of community to plan and prioritize adaptive actions		>45% female participation	(tBC)	Endline information missing
Output 2.5					

Results	Indicator	Baseline	Target	Endline	Limitations
Document and disseminate lessons of climate resilient community-based watershed management	No of news outlets in the local press and media reported on project lessons	Reporting on climate adaptation in national media poor	10 case studies generated	10 case studies Generated	
			05 Policy Briefs Produced and shared with NPSC	05 Policy Briefs Produced and shared with NPSC	
			50 media reports on project outcomes (35 print and 15 electronic)		Endline information missing
			02 Provincial Workshops to share project learning	2 Provincial Workshops conducted	
			National Workshop to share project learning	National Workshop conducted	
	No of new project proposals/ new community-based adaptation initiatives generated within and outside the DSDs	No such project proposals exist	20 CBA proposals from other vulnerable communities generated through exchange visits	41 new project proposals were received through exchange visits	
Output 2.6					
Design and implement early warning systems for climate induced risk of landslide and drought	Development and functioning of early warning systems	No community based landslide warning in project DSDs	Developed and implemented drought forecasting and timely dissemination model for Mahaweli Basin	Developed and implemented drought forecasting and timely dissemination model for Mahaweli Basin	Indicator is broad /difficult to measure

Results	Indicator	Baseline	Target	Endline	Limitations
in Mahaweli Basin		No drought/seasonal forecasting systems in place	15 Community based landslide early warning systems with telemetric rain gauges are operationalized in Walapane DSD	Installed 10 telemetric rain gauges and 5 extension meters to monitor rainfall pattern and monitor land slips in 5 identified locations	Level of use of the weather station is unclear

Discussion on the project monitoring data as presented in the annual reports to the AF

150. In order to get a complete picture of the project implementation progress, the ET has used the annual reports provided to the Adaptation Fund, the Progress Reports, as they should aggregated data from both implementing agencies, UNDP and the MEWR.

151. These reports are presented as excel documents with separate tabs for financial data, procurement, risk assessment, rating and project indicators, lessons learned, etc. The two tabs of interest to find progress on indicators are "project indicators" and "results tracker". The template of these tabs follows the logical framework, and there is space to provide quantitative data on each specific indicator. However, these sections are either not filled consistently, or with some text which does not always provide numerical figures on the indicators as indicated in the logical framework.

152. For example, in the Progress Report 5, for the period September 2018-2019:

- Data in the "results tracker", which should be completed for the baseline and midterm, and with targets for the end of the project, has several gaps:
    - no baseline for indicator 4.1.1, 5.1, 6.1.1, 6.1.2, 7.2, no gender disaggregated at the baseline level for indicators 6.1, 6.2.
    - no mid-term data for indicator 4.1.1, 6.1.1, 6.1.2, 7, 7.2, no gender disaggregated data at the mid-term for the core indicator, indicator 1, 6.1, 6.2.
- Data in the "project indicator" tab :
    - is not always aggregated, some cells include several tables pasted as images (extracted from other reports), some include only some text, but not the planned indicator (e.g. indicators for output 1.3
    - Several key indicators have not been measured throughout the project (women's participation in livelihoods training) and/or remain to be measured by the endline survey (household consumption score, percentage of women's contribution to household income, value of food and income generated through home gardens, percentage of population aware of climate risks)
    - Some indicators reported do not match the output indicators/targets. For example, under output 2.3, the indicator to be measured is "availability of watershed-level irrigation management plans, and increased extent cultivated under pilot minor irrigation scheme". Yet the progress reports include the number for roads constructed to improve market linkages.
    - Some planned activities are included in the reporting (case studies and policy papers planned in the remaining project timeframe).

153. In the different reports, different progresses are reported under the same "indicators", which makes it difficult to track progresses on specific topics. Below is an example, on output 1.4, indicator "No of farm women engaged in project-introduced post-harvest livelihoods."

154. In PR 2, the information reported is: "Initial discussions with the Institute of Post-Harvest Technology (IPHT) have been held to train entrepreneurial members in the target population to promote post-harvest technologies. Postharvest Centre will be established at Nildandahinna ASC once the ownership issues of the identified building are resolved."

155. In PR 3: "Post-harvest women trainings were conducted. Initial discussions with the Institute of Post-Harvest Technology (IPHT) have been held to train entrepreneurial members in the target population to promote post-harvest technologies. 225 farm women have been involved in post-harvest development activities »

156. In PR 4 : « A total 100 farming women were selected for nutritious rice production, processing and marketing for the farmer's market in Medirigiriya and Lankapura with the technical assistance of Provincial Department of Agriculture North Central Province and Inter Provincial Department of Agriculture. The capacities of the group are being improved with required trainings, asset transfers (rice processing mill, home rice steam equipment) and market access improvement. Further, maize threshing machines are also to be supplied to aid the improvement of post-harvest techniques in Polonnaruwa, while horse gram peeling machines are to be supplied to support the said processes in Walapane. 150 women were selected from 3 DSDs and training is planned on natural food processing techniques using traditional post harvesting technologies such as milling of grains, fruit and vegetable dehydration, spice drying and preservation. Additionally, 100 women were selected for the

preparation of food in the traditional food stalls (Hela Bojun Centers) scheduled to be set up in the four market places selected under the project. These aforementioned groups would further reinforce the strengthening of existing self-help groups and social enterprises through the development of the said market-driven post-harvesting techniques. Women Based Micro Finance project and promotion of traditional food Items project are being conducted under the Inter-Province Agriculture Department with the support of PMU. Under the project assistance, the Provincial Agriculture Department provided Tarpaulin ground sheets for seed paddy cultivation and lentil processing machines. Many related sub-projects were developed and under feasibility review for approval. Four Hela Bojun food cafeterias and 5 farmers markets which are under construction will be used as post-harvest sales centers. ». Here, it is difficult to understand how the number of women "involved" is reported. What is the link between the 225 farm women involved in PR3 and the women selected for various activities in the PR4? Are some women involved in several activities? Some activities are disaggregated by location, but not all of them.

157. In PR5, the following information is included: "5 post harvesting centers have been established (4 food processing centers and One Rice paddy processing center). Post-harvest center has been established in 7 ASC areas. This target has been a challenge to implement as these are subsistence farmers who lack an entrepreneurial spirit. Furthermore, the target may not be achieved in all ASCs as locating suitable marketable spaces to establish centers has been a challenge. 1753 farm women in 60 villages have been linked with local livelihood incentive programs and 4 traditional food stalls (Hela Bojun Centers) in Polonnaruwa and Walapane." Here the information is fully aggregated, and cannot be completely compared to the previous period. In addition, it is unclear whether 5 or 7 post-harvest centers have been established.

Annex 4: Detailed logical framework of the CCAP

Goal	Build diversified and resilient livelihoods for marginalized farming communities in the Mahaweli River Basin through effective management of land and water resources.				
Objective:	**Indicator**	**Baseline**	**Target**	**Means of Verification**	**Risks and Assumptions**
To mitigate effects of climate change induced rainfall variability and its impacts on livelihood and food security in rain fed farming communities in three sub watersheds of the Mahaweli River Basin	Percentage of target population adopting risk reduction measures	Less than 10% of target population (14039 households) practice climate risk reduction measures	75% of target population (14039 households) practice at least one climate risk reduction measure introduced through project interventions such as. Responding to early warning and forecasting, household level nonfarm income sources, home-garden food production, improved water management, post- harvest technologies, resistant crop varieties, knowledge of climate risks and adaptation strategies	Household survey at the start and end of project	Climate risk information and Livelihood demonstrations convince farm families of the need to and possibility of adaptation at household and community level
	Household consumption score	Both DSDs indicate food insecurity in VAM (Vulnerability Analysis and Mapping Data) Walapane- Very High Medirigiriya- Moderate A more sensitive index similar to household consumption score will be developed through the project's initial household consumption surveying	14039 farming households indicate improved levels of food security compared to the initial consumption survey	Household survey at the beginning and at the final quarter of the project	Household level consumption patterns will deviate from the Divisional aggregate. Food insecurity is linked to livelihood insecurity and risk exposure of rainfed farm families

Outcome 1 Diversified and strengthened livelihoods and sources of income for vulnerable farm families in minor irrigated and rain fed areas	Percentage of target households with sustained climate resilient livelihoods No of women with new source of income	Farm families under minor irrigation/rain fed conditions highly exposed to climate change related livelihood insecurity Threat level: Very High Women in target areas practice tradition rain fed farming	14039 target households have developed at least one climate resilient livelihood strategy or alternate source of income -Home gardens generate income in 50% of target population - Women's contribution to household income increased by 50% in target households	Field monitoring reports End of project survey	Selected livelihood options are complimentary to state and other development interventions in the identified DSDs. Access to financing and markets for better livelihood targeting
Output 1.1 Develop home garden based agro forestry systems in target DSDs to diversify livelihoods and build adaptive capacity of households to climate change	No of diversified home gardens created through project intervention Value of food and income generated through diversified home gardens	Home garden diversity low medium Low- >10 species of food and multipurpose tree species, Medium-10-25 High- <25 species	14039 rainfed farming families benefit from home garden improvement -Diversity (no of multipurpose tree species) in home gardens improved -Household income from home gardens increased	Village level data sheets maintained by Farmer Organizations Field monitoring reports by Agriculture Extension Officers	Community interest and investment in developing and maintaining home gardens Active marketing chains for home garden produce (raw and processed food, spices, fuel wood and medicinal herbs) readily available at community level
Output 1.2 Introduce and promote drought tolerant crop varieties and agronomic practices to counter effects of rainfall variability	No and type of drought mitigation practices introduced	Low awareness and adoption of drought tolerant agronomic practices	All Farmer Organizations trained to engage in drought tolerant agriculture Farmer field trials conducted with national technical agencies for 500 farm families selected by FOs Seed banks and seed distribution established in each ASC	Before and after survey of participating officials on level of climate risk awareness Focused group discussions with FOs End of project survey	Information, models and seeds stocks for drought resistant agriculture, applicable and appropriate for project target area, is available with Department of Agriculture and Agrarian Services or with State Universities

Output 1.3 Identify and promote climate-resilient alternate income sources such as livestock, perennial cash crops and inland fisheries	No and type of alternate livelihood assets created No of women participated in livelihood training	Low level of access to non-farm livelihood assets including Information, Training/skills, market linkage, Finance	Six technical assessments for climate resilience and market chain analysis conducted Training provided to all FOs on selected livelihood options per DSD by specialized state agencies Livelihood support equipment provided to six viable livelihood proposals from every FO	Report on market chain analysis DSD level monitoring committee reports/ meeting minutes	Community willingness to uptake alternate livelihoods Level of interest in local service delivery to encourage and follow up on livelihood diversification
Output 1.4 Promote improved postharvest technologies as viable climate-resilient livelihood sources for farm women	No of farm women engaged in project introduced postharvest livelihoods	Non availability of information and training on postharvest technologies at ASCs	Post-harvest centers established (equipped and staffed) in 08 ASCs in the two project DSDs One post-harvest village established in each ASC area 760 farm women in 08 villages linked with local livelihood incentive programs	DSD level monitoring committee reports/ meeting minutes ASC Centre monitoring reports Training attendance and small group microfinance reports	Adequate local production for postharvest food processing available Marketing networks connected with ASCs Micro finance based credit available to small groups to develop business
Output 1.5 Build Community Assets and Livelihood Resources through cash for work to support climate risk reduction measures	Percentage and level of community participation cash for work system Number of women participating in cash for work program	0% participation in PES schemes in target area	1500 households benefit from cash for work schemes in two micro catchments in target DSDs	Attendance records Incentive disbursement records at FO level	Adequate monitoring oversight and fiscal control mechanisms in place for effective PES delivery through existing village service delivery and farmer organizations

Outcome 2 Strengthened ownership of climate risk reduction processes and increased replication potential of adaptation strategies at local level and basin/sub national level	Percentage of target population (Gender Disaggregated) aware of predicted impacts of climate change and appropriate responsive adaptive actions to safeguard livelihood assets	Lack of awareness of climate impacts and adaptive actions at household and community level Extension officers and CBO officials have no training on climate proofing local community development	All 14039 households participate in climate risk assessment in target area receive climate change awareness At least 50% of community risk assessment meetings consist of women All FOs in target area receive information and tools to develop local adaptive strategies to safeguard livelihood assets All local and divisional- level officials engaged in agriculture, fisheries, forestry and disaster management receive at least one training on supporting adaptive strategies	Field and DSD monitoring committee reports End of project survey of Households Final Project Evaluation Feedback reports of officials received training/TOT	Demand for climate change awareness and adaptive strategies among communities Capacity and motivation of local service delivery to implement and monitor adaptive actions
Output 2.1 Train and mobilize officers at village, division and provincial level to design, and monitor local adaptation strategies	No of village, divisional and provincial officers trained to address climate risks	Training programs on climate risk management are not available at regional and local level	One training module developed Six TOTs developed and conducted =>250 officials trained at provincial, divisional and village engaged in rural development All Agrarian Service Centers in project DSDs receive climate risk management tools	Training module published Evaluation reports from faculty and participants DSD monitoring committee reports	Climate risk screening and climate proofing is an identified need in local development sectors

Output 2.2 Strengthen Farmer Organizations with information, training and equipment to implement adaptation strategies	Capacity of farmer organizations to respond to climate risks	Farmer Organizations lack information on risks, and lack planning capacity to address them Some villages do not have formalized farmer organizations	All farmer organizations in target DSDs have developed management plans for local irrigation management and catchment conservation Management plans are funded through community and government input All FOs in the target divisions are registered with Agrarian Services and have elected representatives At least six members each FO trained to conduct vulnerability reduction assessments as input to 2.4	DSD monitoring reports Field monitoring reports Agrarian Service Centre records on FO registration	Farmer organizations represent the most climate vulnerable segments of the rural population in the two DSDs Farmer organizations are motivated to invest time and effort in project implementation at village level
Output 2.3 Pilot integrated watershed management plans to safeguard climate sensitive livelihood assets such as land and water	Availability of watershed-level irrigation management plans Increased extent cultivated under pilot minor irrigation schemes	No cluster/cascade level watershed management plans exist CI in village tanks in lower catchment <90% CI in anicut systems in middle catchment <70%	Management plans for two micro watersheds developed and implemented Farmer Organizations Increase cropping intensity in both systems to over 100%	Technical reports from supervising agencies on completion DSD monitoring committee reports Focused group discussions among FOs End of project evaluation	Support of national technical agencies to design and implement watershed management plans Cropping intensity is directly related to water availability
Output 2.4 Conduct Risk Assessment and Adaptation Planning with target communities	Level of awareness among target group of climate risks Capacity of community to plan and prioritize adaptive actions	Target population unaware of climate risks and adaptive measures	VRAs conducted in all Farmer Organizations targeting 14039 households at three month, eighteen month and end of project >45% female participation	VRA data sheets in each FO Report on results analysis	High level of participation in VRA exercise

Output 2.5 Document and disseminate lessons of climate resilient livelihood development and watershed management approaches and best practices	No of news outlets in the local press and media reported on project lessons No of new project proposals/ new community based adaptation initiatives generated within and outside the DSDs	Reporting on climate adaptation in national media poor No such project proposals exist	10 case studies generated 05 Policy Briefs Produced and shared with NPSC 50 media reports on project outcomes (35 print and 15 electronic) 02 Provincial Workshops to share project learning National Workshop to share project learning 20 CBA proposals from other vulnerable communities generated through exchange visits	Steering committee meeting minutes Media monitoring Reports DSD monitoring committee reports	Media interest in climate adaptation remains high Exchange visits will generate sufficient interest in corresponding FOs
Output 2.6 Design and implement early warning systems for climate induced risk of landslide and drought in Mahaweli Basin	Development and functioning of early warning systems	No community based landslide warning in project DSDs No drought/seasonal forecasting systems in place	Developed and implemented drought forecasting and timely dissemination model for Mahaweli Basin 15 Community based landslide early warning systems with telemetric rain gauges are operationalized in Walapane DSD	Project mid-term review and end of project evaluation	Timely meteorological information generated and disseminated Households ready to modify behaviour according to forecast/warning

Annex 5: Detailed methodology and fieldwork of the evaluation

158. This annex further develops the methodological approach used by the ET, to complete section 1.3.

159. **Rationale for the evaluation criteria and questions.** The evaluation used the standard DAC[61] criteria of Relevance/Appropriateness, Effectiveness, Efficiency, Impact and Sustainability. Considering the need to assess whether CCAP was aligned with AF objectives, indicators and targets, and its contribution to country-level climate change adaptation plans, the criteria of Coherence has also been considered for this evaluation. Gender equality and empowerment of women (GEEW), a central consideration of WFP's response for community-based protection, has been mainstreamed throughout all evaluation criteria and questions. AF evaluation guidelines put a specific emphasis on the quality of M&E systems. Several criteria related to this have therefore been defined. Another important dimension for AF project evaluations relates to the factors influencing the achievement of project results. To address this AF dimension, the following criteria have been applied: Preparation, readiness and use of lessons learnt; Partnership and stakeholder involvement; Financial resources and management; and Timeliness. As requested in the ToR, the ET organized evaluation questions in the evaluation matrix according to AF evaluation structure.

160. **Site and sample selection.** Table 13 shows the main activities implemented by the CCAP in the three target DSDs based on the information made available to the ET during the inception phase. Project activities were grouped by the ET under the following broader intervention categories: agricultural roads, agriculture, aquaculture, cash for work, community enterprises, disaster risk reduction (DRR), irrigation, livestock, microfinance, post-harvesting, social & environmental projects. While it was possible during the inception phase to identify the types of activities by DSD, Table 13 clearly highlights gaps in terms of beneficiary figures and other outputs for each specific location. For many of the interventions, the exact number of beneficiary information was not available in the project documents and it was not feasible within the timeframe of this evaluation to review and consolidate hard copies of beneficiary lists housed in MEWR. While selecting fieldwork sites using purposive sampling, the ET made sure that the three targeted DSDs (Walapane, Medirigiriya and Lankapura) were covered. The main entry point for selecting intervention sites to be visited in each DSD was the above-mentioned intervention categories, so that the different types of activities implemented and/or of livelihoods supported by the project (e.g. climate-resilience alternative income sources, agricultural equipment, post-harvest centers, irrigation and water management plans, etc.) were covered. Another point of entry or sampling unit was the farmer organizations (FOs) or community enterprises through which most of the CCAP activities were channelled. However, there was no project document or dataset that provided an exhaustive list of FOs, the activities in which they participated, and where.

161. At the beginning of the data collection phase, to finalize site visit sampling, the ET then conducted preliminary interviews with key stakeholders to specifically identify the most relevant key informants and intervention areas. Based on this information, ET populated a list of thematic area and interventions that MEWR/UNDP worked on, with relevant and potential information sources to be explored. The selection of the sample was purposive to ensure diversity and richness of qualitative information. Moreover, while conducting interviews with key informants and FGDs, ET derived certain leads to be further explored and included those also in the sample. Daily review discussions among the ET team members ensured that data collection continue until in reach the saturation point.

Table 13: Site mapping done at the inception stage, as the basis for site visit selection

Type of support	Intervention Categories	Unit of Measurement	Medirigiriya	Lankapura	Walapane
Agricultural roads	Agri Roads	Agri Roads	12	4	17

[61] Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD).

Seeds, plants & tools	Agriculture	Beneficiaries	#	#	#
Polytunnels	Agriculture	Beneficiaries			20*
Bee keeping	Agriculture	Beneficiaries	205*	#	169
Agroforestry	Agriculture	Beneficiaries	346*	#	
Mushroom project	Agriculture	Beneficiaries	#	#	#
Cashew/Coconut	Agriculture	Beneficiaries	#	#	
Home Gardening	Agriculture	Beneficiaries	600	600	600
Drought Tolerant Crop Varieties	Agriculture	Beneficiaries	100	N/A	25
Aquaculture	Aquaculture	Beneficiaries	55		
Cash for Work	Cash for Work	Beneficiaries	40	20	20
Apparel (garment) Enterprises	Community Enterprises	Enterprises	2	2	2
Handicrafts Enterprises	Community Enterprises	Enterprises	2	1	1
Dairy Enterprises	Community Enterprises	Enterprises	2	1	1
Food Processing Enterprises	Community Enterprises	Enterprises	2	2	2
Agriculture Enterprises	Community Enterprises	Enterprises	6	3	5
Land use / hazard zone mapping / Village Development Plans	DRR	Plans	1	1	3
Early Warning System	DRR	Systems			10
Irrigation material (Sprinklers, water pumps, etc.)	Irrigation	Beneficiaries	600	600	600
Agro Wells	Irrigation	Wells	5	3	

Rehabilitation of Minor Tanks	Irrigation	Minor Tanks	13	4	27
Tanks	Irrigation	Tanks	11	1	7
Rainwater Tanks	Irrigation	Rainwater Tanks	50	50	0
Micro Irrigation	Irrigation	Beneficiaries	120*	200	250
Livestock (Poultry, Goats, and equipment)	Livestock	Beneficiaries	#	#	#
Microfinance Support	Microfinance	MF Groups	11*		
Equipment - Post-harvesting	Post-harvesting	Beneficiaries	40	40	40
Soil conservation	Social & Environment projects	Programmes			7
Water Projects	Social & Environment projects	Water Projects	0	0	4

162. **Data collection** in the field took place between September 14 and October 1st. Table 14 shows the data collection tools by location, with the date of the visit by the ET, while Table 15 and 16 detail the number of KIIs, FGDs, HHIs and ISO conducted, by location.

Table 14: Data collection tools by location

Location (District or DSD)	Specific location (town or village)	# of KII	# of FGD	# of HHI	# of ISO
Colombo District	Colombo	24			
Polonnaruwa District (23/09/2020)	Polonnaruwa	8	1		
Polonnaruwa District, Lankapura DSD (24/09 – 01/10)	Pansalgodella		2		
	Sangabodhigama		1		
	Thalpotha	3	1		2
Polonnaruwa District, Medirigiriya DSD (24/09 – 01/10)	Bisobandaragama		1		
	Bisopura	3	4	1	
	Diyasenpura			1	
	Gurugodella				1
	Jayagampura		2		
	Kahambiliyawa		1		1
	Medirigiriya	9	3		1

	Minneriya	1	2		2
	Nikahena		2		
	Palliyagodella			1	
	Pathokwewa		1	1	1
	Peterwettu		1		
	Polonnaruwa	6			
	Senarathpura		1	1	
	Vedagapura		1		
	Vijayapura		2	1	
	Wadigawewa				1
	Weligampura		1		
Nuwara Eliya District (22/09)	Nuwara Eliya	3			
Nuwara Eliya District, Walapane DSD (16-22/09/2020)	Ambagaspitiya		1		
	Diyanilla				1
	Harasbedda		3	1	
	Karandagolla			1	
	Maha Uva		1	1	
	Munwatte	2			
	Muthalkele	1			
	Nelugaha		2	1	1
	Nildandahinna	2	3	1	4
	Palelpathana		1		
	Pambemada				1
	Rathyaulpotha		1		1
	Subodhagama			1	2
	Udagama		1		2
	Walapane	6	1		1

	Werellapathana		1	3	
	Yombuwaltenna		1		1
TOTAL		**69**	**43**	**16**	**23**

Table 15: Number of FGDs by location

	Number of groups	Number of participants (male)	Number of participants (female)	Number of participants (total)
Lankapura				
FDGs	5	19	18	37
FGDs including women	5	19	11	
FGDs with only women	1	0	7	
Medirigiriya				
FDGs	22	70	89	159
FGDs including women	19	48	89	
FGDs with only women	10	0	56	
Walapane				
FDGs	16	62	51	113
FGDs including women	11	39	51	
FGDs with only women	2	0	16	
TOTAL	**43**	**151**	**158**	**309**

Table 16: Number of HHIs and KIIs

Type of data collection method	Number	Number of participants (male)	Number of participants (female)	Number of participants (total)	% of women
HHIs	16	9	7	16	44%
KKIs	69	49	23	72	32%

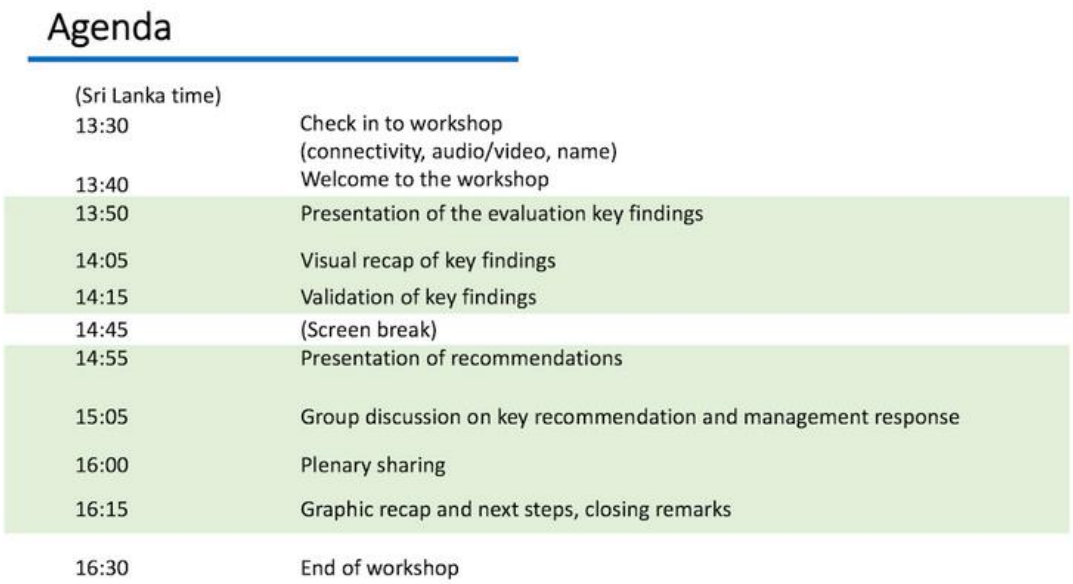
163. **Data triangulation.** The triangulation of data was done in several ways: i) during the data collection process, by using an iterative approach, which involves repeating the same questions with different respondents and using different data collection tools; ii) regular debriefing times between the different team members (daily for national TM, bi-weekly with the full team) in order to compare the data collected by each of them; iii) by regularly comparing data collected from primary sources, during interviews and project site visits, with those in the project documentation (secondary sources); iv) by using an interview

compendium, where all data collected from primary sources was compiled, allowing for example to use the search function to find key words; v) by using the evaluation matrix to record key evaluation findings and conclusions, and track the corresponding sources of information. In addition, follow-up discussion were held by national team members with FO representatives and DAD officials following initial feedback from stakeholders during the validation workshop.

164. **Data analysis** was done using the evaluation matrix, individually by each team members, and collectively during team meetings. Following the data collection phase, and prior to the presentation session and validation workshops, findings were listed for each evaluation question in a single table. They were then reviewed by the ET in an iterative manner, drawing from internal discussions (within the ET) and external feedbacks from project stakeholders. The table was thus amended step-by-step, adding columns such as "Team members' answers or additional comments", "Questions-comments from debriefing session + answers from ET", and finally "Conclusion / Recommendations" associated to a group of findings. Team members were tasked with producing specific analysis on topics that they had specifically covered during the data collection phase, and/or based on their core skills. Because of the lack of quantitative data, the analysis was mainly qualitative, using the triangulation methods described above to ensure the reliability of data.

165. **Debriefings and validation workshops.** To validate initial findings, improve the analysis, and increase the usability of the evaluation, several key moments were planned by the ET to gather feedback from stakeholders. The ET organized two mini-debriefing sessions at DSD level with local stakeholders (with one debriefing session for both Medirigiriya and Lankapura DSD, and one session for Walapane DSD). At the end of the fieldwork period, a remote debriefing was organized with WFP and ERG stakeholders. This steered the ET into the right direction for further triangulation and analysis. In addition, an important step was the validation workshop, which took place remotely on 6 November 2020. This workshop was organized in collaboration with the RBB, and with support of a professional graphic facilitator. Initial findings, conclusions and recommendations were pre-recorded by the ET and shared in advance with participants, to ensure that the workshop was a space for exchanges between the participants. The workshop included both group works and plenary exchanges, which results can be found at: https://sites.google.com/view/wfpvalidationworkshopccap. The agenda of the workshop is included below. Unfortunately, there was not sufficient time to discuss all recommendations.

Figure 3. Agenda of the validation workshop



Agenda

(Sri Lanka time)	
13:30	Check in to workshop (connectivity, audio/video, name)
13:40	Welcome to the workshop
13:50	Presentation of the evaluation key findings
14:05	Visual recap of key findings
14:15	Validation of key findings
14:45	(Screen break)
14:55	Presentation of recommendations
15:05	Group discussion on key recommendation and management response
16:00	Plenary sharing
16:15	Graphic recap and next steps, closing remarks
16:30	End of workshop

166. **An analysis of the main limitations and constraints** of this evaluation is provided in Table 17 below.

Table 17: Limitations of the evaluation process

Limitation & constraint	Implication for the evaluation	Mitigation measures	Impact on the evaluation
Timing			
Closure of the project on Sept 30 Recruitment of the evaluation team in mid-August	Very limited time to complete the inception phase meant that the inception report was not finalized when fieldwork started. Therefore, there was no time for WFP and project staff to prepare for the mission/arrange for interviews. In addition, the field mission was short.	Strengthening of the ET with the recruitment of an additional evaluation expert with the same number of workdays as the rest of the team. Follow-up by phone with farmer organization's representatives and DAD staff. The ET took some time in the field dedicated to make appointments and organize site visits.	The evaluation matrix was quite ambitious with indicators that could not be collected. There were information gaps as interview/FDG/ISO guides were not fully finalized when the mission started. Some follow-ups to address certain information gaps were not successful.
Closure of the project on Sept 30	Limited availability of project staff (busy closing the project): for example, the coordinator in Walapane was not available when the ET visited. Project documents (such as beneficiary lists) were already transferred to the central level and not accessible by the team, which led to difficulty to identify project beneficiaries (besides FOs) and organize meetings.	The ET took time in the field to make appointments and organize site visits. Beneficiaries were identified through discussions with communities.	Decrease in the sampling quality and risk of bias. The ET was not able to conduct interviews/FGDs with non-beneficiaries, as initially planned.
Travel/movement restrictions (COVID-19)			
Travel by the international members of the ET was not possible	2 out of 5 team members, including the team leader, could not participate in the main data collection phase.	Recruitment of an additional Sri Lankan expert to strengthen the team. Bi-weekly remote team meetings during the fieldwork. Conduct of remote interviews when possible (mostly with Colombo-based stakeholders).	Decrease in the quality of data collection as i) it was more difficult to test interview/FGD guides and ii) ET exchanges and coordination meetings (including informal) were less frequent.

Limitation & constraint	Implication for the evaluation	Mitigation measures	Impact on the evaluation
In addition, the rise of COVID-19 cases just after the end of fieldwork limited movement/meeting opportunities for national stakeholders	A participatory in-person debriefing session at the end of the fieldwork, and an in-person validation workshop could not be organized.	Mini-debriefing sessions were organized by the national team in each District during the fieldwork. A remote validation workshop was organized with support from WFP RB.	Decrease in the quality of triangulation and validation of conclusions and recommendations, with risks for their acceptance and use.
Length of the project			
Staff turnover	Most people working for the CCAP at the time of the evaluation were not there at the beginning and only joined during the last 1-3 years, and did not have information on previous decisions.	Focus on the most recent years of the project (post MTR). Efforts were made to contact former staff (including the AF WFP focal point at the time of project design), but unsuccessful.	Limited impact for assessing how the CCAP was implemented, as the project had started up very slowly before the MTR. Important limitations for the ET to understand the rationale for the design and initial institutional arrangements of the CCAP.
Data unavailability			
Monitoring data unavailability	Due to a poorly designed M&E framework and to discrepancies in the way indicators were formulated , it was difficult to obtain coherent numbers of beneficiaries and quantitative data on project achievements. The endline survey data was not yet available during the inception phase, so the ET could not identify where the possible gaps were, and could not design an alternative quantitative data collection method accordingly.	Limited. The ET relied mostly on qualitative sources for the evaluation.	Decrease in the sampling quality. Limited quantitative analysis.
Lack of gender disaggregated data	The M&E framework was not designed to systematically collect gender disaggregated data.	ET conducted KII, HHI and FGDs with women and women groups.	Limited quantitative analysis on GEEW.

Annex 6: Evaluation Matrix

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
Q1. Has CCAP achieved relevant and significant outcomes in the best possible way?					
Q1.1. Relevance: Were the project planned outputs and outcomes relevant to rainfed smallholder needs, the local context of Mahaweli River Basin and country priorities throughout CCAP implementation period?	- Initial assessments including assessments of needs and existing adaptive capacities were undertaken in preparation of the project design, then revised throughout CCAP period - Strong alignment of CCAP outcomes with country priorities as regards climate change adaptation - Perception of target groups – including women and men – that CCAP activities and implementing modalities met their specific needs - Existence and quality of CCAP beneficiary targeting criteria - Existence of implementation difficulties related to the mismatch between planned activities and expectations/needs and capacities of local stakeholders - Evidence that the changing context and needs during CCAP implementation period were duly taken into consideration	Needs and other initial assessments, Project proposal, National Adaptation Plan for Climate Change Impacts in Sri Lanka WFP staff at country and HQ levels CCAP staff (MEWR and UNDP) at both management and field levels Provincial, divisional, and village level government officers, FO leaders and agrarian service centers CCAP beneficiaries and target farm communities	Desk review KIIs FGDs (incl. separate FGDs with women) HHIs	Comparison between existing needs and actual project activities Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Fair Turnover of staff given the long duration of the project made it harder to reconstitute the different steps of the CCAP from initial design to actual implementation

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
Q1.2. Effectiveness: To what extent were the CCAP planned outputs and outcomes achieved?	- Project output indicators **(*)** - Extent to which CCAP supported the improvement of existing livelihoods and the establishment of alternative ones that contribute to the climate resilience and financial security of vulnerable people in CCAP targeted areas - Strong evidence that CCAP primarily benefited to rainfed farming households and communities, especially the ones that are vulnerable to food insecurity in the low-rainfall months of Yala - Rain-fed farming households in the target areas have improved their food security - Strengthened awareness and ownership of adaptation and climate risk-reduction processes at the local level - Positive (intended or unintended) effects of CCAP on target groups are greater than negatives ones	Baseline reports, Final Completion Report, Mid-Term Review, CCAP annual reports, beneficiary datasets WFP core staff at country level CCAP core staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator, Divisional Technical Coordinators Provincial, divisional, and village level government officers, FO leaders and agrarian service centers CCAP beneficiaries and target farm communities Observation of project sites & community assets	Desk review KIIs Paired interviews FGDs (incl. separate FGDs with women) HHIs ISOs	Comparison between planned and actual outcomes Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Fair Limitations in the M&E system meant that quantitative data was difficult to include in the analysis
Q1.3. Efficiency: Has CCAP made the best use of available resources to achieve planned outputs and outcomes?	- Best possible implementation modalities and management approaches were selected to achieve outputs and outcomes, considering the factors of time and cost - Evidences that alternatives were considered to maximize efficiency in achieving CCAP outputs and outcomes	Mid-Term Review, CCAP annual reports, MEWR back-to-office reports & meeting minutes, documents from similar projects WFP core staff at country level CCAP staff (MEWR and UNDP) at management and field levels	Desk review KIIs Paired interviews	Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Good

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
	- Strong complementarities between CCAP and other actors focusing on water management and climate-smart livelihoods	Other actors working on similar projects			
Q2. What are the risks to sustainability of CCAP outcomes and their linkages towards impacts?					
Q2.1. Financial and economic risks: Are there any financial or economic risks that may jeopardize sustainability of CCAP outcomes and reduce the likelihood of long-term impacts?	- Beneficiaries (both male & female), target communities, farmer organizations and decentralized government structures endowed with sufficient financial & economic capacities to sustain CCAP activities (e.g. agricultural equipment renewal, operation & maintenance of community assets, etc.) - There is evidence of spontaneous replication of CCAP-promoted adaptation strategies by non-recipients and/or in non-targeted areas - Rigidity and ownership of financial systems and/or mechanisms built by the project to support the continuation of adaptation strategies once the AF grant ends (e.g. link to micro-credit programmes, stronger market linkages, etc.) - Funding is available (or at least being considered) to pursue and consolidate activities implemented by CCAP once the AF grant ends, notably for early warning system management	Final Completion Report, Mid-Term Review, CCAP annual reports, field monitoring reports, Case study: Strengthening Market Linkages WFP country staff and National Project Steering Committee (NPSC) members CCAP staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator Provincial, divisional, and village level government officers, FO leaders and agrarian service centers CCAP beneficiaries and target farm communities	Desk review KIIs Paired interviews FGDs (incl. separate FGDs with women) HHIs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Good
Q2.2. Socio-political risks: Are there any social or political risks that may jeopardize sustainability of CCAP	- Level of beneficiaries/communities (incl. women and marginalized groups) ownership of climate-resilient farming practices,	Final Completion Report, Mid-Term Review, CCAP annual reports, Management	Desk review KIIs	Qualitative analysis and data triangulation	Fair Lack of a CFM meant that the ET could not

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
outcomes and reduce the likelihood of long-term impacts?	alternate livelihoods and assets supported by CCAP - CCAP has put in place effective mechanisms to avoid or mitigate the risk of political influence and misuse of project outputs for private interests - Existence of discriminations (gender-based or other), social or intercommunal tensions which may hinder the access to land, water and other livelihood resources in CCAP target areas - Farmer organizations showing a strong interest in taking the lead in the implementation of adaptation strategies - Level of interest of national and local authorities and technical departments in the effective management of land and water resources in the Mahaweli River Basin	Committee and NPSC meeting minutes WFP country staff CCAP staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator Provincial, divisional, and village level government officers, FO leaders and agrarian service centers CCAP beneficiaries and target farm communities Observation of project sites & community assets	Paired interviews FGDs (incl. separate FGDs with women) HHIs ISOs	Validation of preliminary results during debriefing sessions	assess whether issues had been raised by beneficiaries over the course of the project
Q2.3. Institutional framework and governance risks: Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of CCAP outcomes and reduce	- Alignment between CCAP activities and relevant legal frameworks and policies on climate change adaptation, watershed management, agriculture, and rural development - Level of satisfaction of communities regarding the approval process, transfer modalities, and community fund management structures of community project funds - Level of technical know-how of local stakeholders (FO, government officers, agrarian services centers, etc.) on key CCAP	Project proposal, watershed management & climate change adaptation policies & legal frameworks, Final Completion Report, Mid-Term Review, CCAP annual reports WFP core staff and National Project Steering Committee (NPSC) members CCAP core staff (UNDP and MEWR): Project Director, Project Manager, Technical	Desk review KIIs Paired interviews FGDs (incl. separate FGDs with women) HHIs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Good

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
the likelihood of long-term impacts?	topics (resilient livelihoods, climate risk reduction, watershed management, etc.) - Awareness and ownership of adaptation and climate risk-reduction processes at the local level - Stakeholder awareness of the existence of an early warning system for climate induced risk of landslide and drought in Mahaweli Basin - Evidence that the project induced the implementation, the development, and/or the modification of relevant MEWR policies/actions	Coordinator, Divisional Technical Coordinators Provincial, divisional, and village level government officers, FO leaders and agrarian service centers CCAP beneficiaries and target farm communities			
Q2.4. Environmental risks: Are there any environmental risks that may jeopardize sustainability of CCAP outcomes and reduce the likelihood of long-term impacts?	- Increased pressure on land, water or other natural resources as a result of project activities - Existence of negative externalities and impacts on the environment that are attributable to project activities - Compatibility of the cultivation and post-harvest methods, and alternative livelihoods that have been promoted with the evolving climatic conditions	CCAP annual reports, WFP country staff and National Project Steering Committee (NPSC) members CCAP core staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator, Divisional Technical Coordinators CCAP beneficiaries and target farm communities Observation of project sites	Desk review KIIs FGDs (incl. separate FGDs with women) HHIs ISOs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing	Limited No secondary data on environment risks and impacts
Q2.5. Uncertainties on climate change impacts & baselines: Were the vulnerability, adaptive capacity and	- Vulnerability, adaptive capacity and other assessments were undertaken to inform CCAP design	Project proposal, Baseline reports	Desk review KIIs	Qualitative analysis and data triangulation	Limited Turnover of staff given the long

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
other assessments conducted at CCAP design stage appropriate, scientifically based and sufficient to allow interventions to be sustained or linkages to impacts analysed?	- Vulnerability, adaptive capacity and other assessments are the result of a consultative, stakeholder-driven process - Climate models used at CCAP design stage are relevant - Compatibility of the cultivation and post-harvest methods, and alternative livelihoods that have been promoted with the evolving climatic conditions, as well as the vulnerability and adaptive capacity of the target groups	AF specialist, WFP core staff and National Project Steering Committee (NPSC)			duration of the project made it harder to reconstitute the initial steps of the CCAP. No secondary information on this topic (other than the one available in the project proposal)
Q3. What are the key internal and external factors influencing the achievement of CCAP results?					
Q3.1. Preparation, readiness and use of lessons learnt: Was the CCAP well prepared and did it make use of lessons learnt during implementation?	- CCAP objectives and components are clear, practical and feasible within the project timeframe - Evidences that lessons from other relevant projects/programmes were properly incorporated into CCAP design and revisions - Degree to which MTR recommendations and lessons learnt during CCAP implementation were implemented	Project proposal, Mid-Term Review, CCAP annual reports, MEWR back-to-office reports & meeting minutes WFP core staff and National Project Steering Committee (NPSC) members CCAP core staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator, Divisional Technical Coordinators	Desk review KIIs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Good
Q3.2. Partnership and stakeholder involvement: Were the partnership arrangements and	- MEWR and local partners' capacities assessed at CCAP design stage	Project proposal, Mid-Term Review, CCAP annual reports, CCAP partners agreements, MEWR back-to-office reports & meeting minutes	Desk review KIIs	Qualitative analysis and data triangulation	Fair Turnover of staff given the long

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
level of stakeholder involvement conducive for achieving CCAP results?	- Roles and responsibilities of each of the key CCAP partners (WFP, MEWR and UNDP) well defined and respected - Required CCAP resources and inputs (human or physical) provided on time by each of the key partners - Adequate level of supervision and backstopping by WFP - Degree to which local partners (farmer organisations, service providers, technical departments, etc.) were consulted and involved in the different project phases (design, implementation, review, etc.)	WFP, UNDP and MEWR core staff Provincial, divisional, and village level government officers, FO leaders and agrarian service centers	Paired interviews	Validation of preliminary results during debriefing sessions	duration of the project made it harder to reconstitute the initial steps of the CCAP
Q3.3. Gender equality and women empowerment: What approaches were applied to ensure the participation of women in the project, and to what degree did CCAP contribute to gender equality and women empowerment?	- Gender-sensitive information collected and used to design CCAP proposal - Female beneficiaries' perception that their voices have been heard and used to design and implement CCAP activities - Evidence that the chosen activities and implementation modalities encouraged the participation of women and had positive impacts on gender relations (e.g. increased decision-making power, financial autonomy, self-organisations, etc.) - Evidence that extension services and other project activities addressed the specific needs of women	Project proposal, Mid-Term Review, CCAP annual reports, field monitoring reports WFP core staff (gender specialist) CCAP core staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator, Divisional Technical Coordinators CCAP beneficiaries and target farm communities	Desk review KIIs FGDs (incl. separate FGDs with women)	Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Fair Gender analysis is not available, and gender disaggregated data was very limited. However the ET was able to consult extensively with female beneficiaries
Q3.4. Financial resources and	- Existence of appropriate financial controls, including reporting and planning, that	Project proposal and budget, Mid-Term Review, CCAP annual	Desk review	Qualitative analysis and data triangulation	Good

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
management: Were CCAP financial resources available on time and properly managed?	allowed management to make informed decisions regarding the budget and allowed for timely flows of funds - Due diligence in the management of funds and financial audits - Proportion of funds disbursed in the last months of CCAP implementation	reports, financial reporting, Management Committee and NPSC meeting minutes WFP core staff and National Project Steering Committee (NPSC) members CCAP core staff (UNDP and MEWR): Project Director, Project Manager, Technical Coordinator, Divisional Technical Coordinators	KIIs	Validation of preliminary results during debriefing sessions	
Q3.5. Timeliness: Did the delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?	- Internal and external factors explaining delays - Consequences of implementation delays and how they were dealt with - Signs that activities were rushed before project closure, and potential consequences on the quality of project activities, and hence on the achievement of project outputs and outcomes	Project proposal, Mid-Term Review, CCAP annual reports, field monitoring reports, Management Committee and NPSC meeting minutes WFP, UNDP and MEWR staff Provincial, divisional, and village level government officers, FO leaders and agrarian service centers	Desk review Paired interviews KIIs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing sessions	Fair Turnover of staff given the long duration of the project made harder to reconstitute the initial steps of the CCAP. Unavailability of project staff as the project was closing made it more difficult to assess some achievements in the field
Q4. Has CCAP contributed to increase the resilience to climate variability and change at community, sub-basin and national levels?					
Q4.1. Alignment with AF objectives,	- CCAP goal, objective, outcomes, and indicators are coherent with the Adaptation	Project logical framework, Adaptation Fund strategies and	Desk review	Qualitative analysis and data triangulation	Fair

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
indicators and targets: To what extent has CCAP indicators aligned with AF strategic outcomes and output indicators and targets?	Fund objectives, strategic outcomes, and output indicators and targets	guidelines, Adaptation Fund Results framework and baseline guidance (2011) WFP staff at country and HQ levels (programme manager, resilience/livelihoods specialist, donor liaison officer) Key informants from Adaptation Fund (focal point for CCAP, sectoral expert on food security/livelihoods related projects, regional expert)	KIIs		Turnover of staff given the long duration of the project made it harder to reconstitute the initial steps of the CCAP. In particular, staff at WFP HQ and AF HQ were changed since the project was designed/started,
Q4.2. Contribution to Sri Lanka climate change adaptation plans: To what extent is CCAP aligned and contributing to government climate adaptation strategies and plans?	- The initial needs assessment takes into account government strategies on CCA, and, if applicable, local technical services action plans - Goal and objectives of the CCAP (including after project revisions) are coherent with government strategies - CCAP indicators and logical framework are based on similar assumptions as government-led adaptation policies and projects - Coordination between CCAP and other government-led actions on CCA was undertaken: evidence of coordination meetings (at national and field level), mention of the project in government documents (including in other project or	Project proposal & logical framework, National adaptation plan and other government strategies and guidelines on climate change adaptation, project documents of other government-led CCA projects, Steering Committee meeting minutes WFP country staff (programme manager, former programme manager present at the CCAP design stage, M&E team members present during the CCAP design stage (if possible), resilience/livelihoods specialist, government focal point)	Desk review KIIs	Qualitative analysis and data triangulation	Fair Turnover of staff given the long duration of the project made harder to reconstitute the initial steps of the CCAP, but documentation was available

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
	policies documents), joint trainings or visits, etc.	CCAP core staff and other key informants from MEWR (e.g. climate change adaptation focal point) Heads of government technical departments involved in CCAP implementation			
Q4.3. Contribution to climate resilience: To what degree have the project outputs and outcomes contributed, or are likely to contribute, to progress towards more resilient communities?	- Selected project objective and outcomes indicators: Household Food Consumption Score; % of household income generated by home gardens; contribution of women to household income; % of households whose FO received information, training and equipment to implement adaptation strategies - Data and/or testimonies show that the impact of recent climate shocks on target communities and on the most vulnerable members of the communities was smaller than before the project - Households have more diversified livelihoods and have developed risk management strategies - Variations among men and women in terms of increased resilience and adaptive capacities - Increased ability of target communities to mitigate effects of climate change induced rainfall variability	Baseline and endline reports, CCAP M&E reports, CCAP annual reports WFP country staff (M&E staff, programme manager) CCAP staff (MEWR and UNDP) at management and field levels CCAP beneficiaries and target farm communities Observation of project sites	Desk review KIIs FGDs ISO	Qualitative analysis and data triangulation Validation of preliminary results during debriefing	Limited Baseline assessment undertaken in 2017, not at the beginning of the project Poor M&E system, with discrepancies between indicators, baseline values and targets, making it difficult to assess the validity and reliability of achievement figures at objective and outcome levels Project activities ended recently, not a lot of time to

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
	- Village, division and provincial officers are aware of, and implementing local adaptation strategies, watershed management plans and risk mitigation plans - Main challenges or risks to attain increased resilience and build adaptive capacity of the institutions and communities - Sharing of results and reporting of lessons learned and good practices with the wider community of adaptation planners and practitioners at all levels				measure longer-term results or impacts

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
Q5. How was the quality of CCAP monitoring and evaluation systems?					

Q5.1. M&E plans: Have the M&E plans of CCAP been designed and implemented in a comprehensive manner to track the progress towards objectives, with timeliness for various M&E activities and clearly defined tools?	- CCAP has developed a comprehensive M&E plan incorporated with all the relevant components based on the project logical framework - Project baseline surveys, periodic monitoring and other M&E related initiatives were implemented in a timely manner - Project M&E plan provides a clear indication as to various tools to be used in collecting relevant information (sex disaggregated), timeliness, sources of information, how the responsibilities were shared among different stakeholders - Data collection been designed and implemented through a participatory approach, using cost-effective and accessible information - CCAP annual reports provide strong evidence as to the progress towards achievement of outcomes with well documented, complete and accurate content - Annual reports provide evidence as to how the CCAP utilized the monitoring information / recommendations provided by M&E system to reduce the vulnerabilities of climate affected targeted communities (adaptive management) - CCAP management has made decisions based on monitoring information, including community feedbacks - M&E activities were adequately financed in annual budgets throughout the project lifetime	Project M&E Plan, Project Logical Framework, Baseline reports, MTR report, CCAP annual reports and results trackers, annual project budgets, annual expense reports WFP M&E staff CCAP M&E staff (MEWR & UNDP) CCAP staff (MEWR and UNDP) at management and field levels CCAP beneficiaries and target farm communities	Desk review KIIs FGDs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing	Fair M&E plans and information on how this aspect was designed was very difficult to retrieve. Information collected was limited, with discrepancies in the annual reporting

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
	- Project expenditure reports reflect the expenses made against M&E activities in adequate amounts				
Q5.2. Indicators: Whether the indicators defined in the CCAP M&E plan are able to reflect the most accurate picture towards the progress, well-defined, are designed to retrieve relevant information through a mixture of quantitative, qualitative and narrative tools, and incorporated the AF standard/core indicators?	- All the indicators in the CCAP are well-defined in a coherent manner - The selected adaptation indicators consist of a mix of quantitative, qualitative, and narrative tools, including surveys and scorecards - AF standard/core indicators are incorporated in the project M&E plan, allowing for assessment of the contribution to AF objectives - CCAP M&E plan and approach strongly integrate gender issues - Monitoring tools are designed considering gender dynamics and allow for generating sex disaggregated information - CCAP Annual reports and other M&E products capture how the gender specific adaptive measures are being implemented and monitored	Project M&E Plan, Project logical framework, AF results framework, CCAP annual reports and results trackers AF Focal Point for CCAP WFP M&E staff CCAP M&E staff (MEWR & UNDP) CCAP staff (MEWR and UNDP) at management and field levels CCAP beneficiaries and target farm communities	Desk review KIIs FGDs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing	Good
Q5.3. Baseline: Were the project baselines planned and conducted considering	- CCAP baselines provide comparable assessments of the vulnerabilities that are being addressed through the interventions, for all CCAP targeted areas	Project baseline reports, Project M&E Plan WFP M&E staff	Desk review KIIs	Qualitative analysis and data triangulation	Good

Questions	Measure/Indicator of progress	Main sources of data/information	Data collection methods	Data Analysis and triangulation methods	Evidence availability/ reliability
cost effective mechanisms, utilizing available information, with reference to adaptation scenarios?	- Existing adaptation scenarios, if available, were considered by CCAP - Vulnerability, climate-risk and adaptive capacities were considered in conducting the baselines - Baselines (specifically vulnerability, climate risks, and adaptation scenarios) have been referred to during project implementation	CCAP M&E staff (MEWR & UNDP) CCAP staff (MEWR and UNDP) at management and field levels		Validation of preliminary results during debriefing	
Q5.4. Alignment: Were CCAP M&E systems aligned with existing M&E frameworks, in particular the National Adaptation Plan?	- Project M&E systems make the best use of existing (local, sectoral, national) monitoring and evaluation systems, in particular the M&E framework of the National Adaptation Plan, including existing indicators - Level of CCAP contribution to the establishment of a long-term monitoring system, and challenges faced in the establishment of such system - Level of system mainstreamed – that is, is it embedded in a proper institutional structure and adequate financing for the execution of M&E functions	Project M&E Plan, National Adaptation Plan for Climate Change Impact WFP M&E staff CCAP M&E staff (MEWR & UNDP) M&E Officer of Climate Change Secretariat (Sri Lanka)	Desk review KIIs	Qualitative analysis and data triangulation Validation of preliminary results during debriefing	Good

(*) From the different output indicators listed in the CCAP logical framework and in the endline survey, the evaluation will specifically look at the following ones: % of targeted households who developed home gardens; average income earnings from home gardens; number of drought tolerant practices adopted; % of targeted households who have an alternative income source; number of farm women engaged in project introduced postharvest livelihoods; number of households (with % of women) who benefited from cash for work schemes; number of field-level government officers trained to address climate risks; number of FOs with water management plans; number of micro-watershed management plans implemented by FOs; number of VRAs conducted; number of media reports shared; number of community-based EWS that are operational.

Annex 7: List of interviewed stakeholders

	Name	Surname	Institution	Position	Location
1	R.M.N.C.K.	Ramanayaka	Divisional Secretariat, Medirigiriya	Acting Director - Planning	Medirigiriya
2	Kelum	Aluthgamage	UNDP	UNDP Project Coordinator	Medirigiriya / Lankapura
3		Anuradha	Owita Organics	Wholesale organic vegetable buyer	Colombo
4	Mahamat Abakar	Assouyouti	Adaptation Fund	Technical specialist	AF HQ
5		Athauda	National Aquatic Resources Development Authority (NAQDA)	Disctrict Officer	Polonnaruwa
6		Bandara	National Water Supply and Drainage Board (NWSDB)	District Project Officer	Medirigiriya / Lankapura
7	Brenda	Barton	WFP	Country Director	Colombo
8	Andrea	Berardo	WFP	Deputy Country Director	Colombo
9		Chamila	FO/CBO	Thalpotha Dairy Producer	Lankapura
10	Fernando	Chaminda	UNDP	Technical Advisor	Colombo
11		Chandana	Department of Agrarian Development, NCP	Development Officer - CCAP	Polonnaruwa
12	Rangana	Chandrasiri	Provincial Department of Agriculture, CP	Deputy Director, Department of Agriculture	Nuwara Eliya
13	Sunimal	Chandrasiri	CCAP	CCAP Project Director	Colombo
14		Damith	UNDP	CCAP Technical Coordinator	Colombo
15	Thilini	De Alwis	CCAP	M&E Officer	Colombo
16	Rukshini	De Silva	Sri Lanka Institute of Textile and Apparel (SLITA)	SLITA Focal Point	Colombo
17	S.A. Gimantha	Dharshana	Mahaweli Authority of Sri Lanka, Zone-D	Block Manager, Mahaweli Authority, Zone D	Medirigiriya
18		Dilanka	FO/CBO	Chairman of Haritha Cooperative Society	Medirigiriya / Lankapura
19	M.R.G.T.K.	Ekanayake	Agrarian Service Center	Agriculture Instructor (Inter province)	Medirigiriya

20		Gnanathilaka	Department of Agrarian Development, CP	Divisional Officer Nildandahinna ASC	Walapane
21	Mahinda	Gunaratne	MEWR	Deputy Director - Planning	Remote
22	H.W.P.S.	Gunathilaka	Provincial Department of Agriculture, NCP	Agricultural Instructor	Lankapura
23	Buddika	Hapuarachchi	UNDP	Climate & Environment specialist	Colombo
24	Harshana	Hemasiri	UNDP	Project Coordinator	Walapane
25		Jayalath	Department of Agriculture (Inter Provincial)	ADA Handling UNDP interventions	Polonnaruwa
26	Chamila Suranga	Jayasinghe	MEWR (CCAP)	Project Coordinator	Lankapura / Medirigiriya
27	Frank	Jayasinghe	CCAP	Global Project Manager	Colombo
28	Prasanna	Jayathilake	Mahaweli Authority of Sri Lanka, Zone-D	Resident Project Manager, Zone D, Mahaweli Authority	Medirigiriya
29	Sunimal	Jayatunga	Climate Change Secretariat	Director / NPSC member	Colombo
30		Kamani	Provincial Department of Agriculture, CP	Assistance Director of Department of Agriculture	Walapane
31	C.M.	Karunarathna	Divisional Secretariat	Divisional Secretary	Medirigiriya
32	W.M.I.	Karunarathne	Divisional Secretariat		Lankapura
33		Kekulandara	Divisional Secretariat	Planning and Development Officer	Walapane
34	Amith	Kekulendara	Provincial Department of Agriculture, CP	AI Nildandahinna ASC	Walapane
35		Kumari	Divisional Secretariat	Administrative Officer	Lankapura
36		Leelarathna	Divisional Secretariat	Planning and Development Officer	Walapane
37		Mahendra	Divisional Secretariat	Planning and Development Officer	Walapane
38		Mahindasiri	Provincial Department of Agriculture	Agricultural Instructor	Medirigiriya
39	K.G. Surangi	Malani	Abhimani Handicraft Center, Lankapura	Lead instructor	Lankapura
40	K.I.S.	Malkanthi	Department of Cooperative Development	Representative from Department of Cooperative Development	Colombo

41		Manusha	Department of Agrarian Development, NCP	District Technical Officer	Polonnaruwa
42	Kasun	Mataraarachchi	Department of Forests	Range Forest Officer	Polonnaruwa
43	R.	Mayalagu	MEWR	MEWR Regional Coordinator	Walapane
44		Nihmath	WFP	Government Partnership Officer	Colombo
45		Nissanka	Veterinary Office	Veterinary Surgeon	Medirigiriya
46	Rushini	Perera	WFP	CCAP Project Coordinator	Colombo
47	Sureka	Perera	UNDP	Project design & quality specialist	Colombo
48	Chiara	Pili	WFP	Adaptation Fund Focal Point	WFP HQ
49	G.M.	Premanand	Department of Agrarian Development, CP	District enginee	Nuwara Eliya
50	M.B.R	Pushpakumara	District Secretariat, Nuwara Eliya	District Secretary	Nuwara Eliya
51	Heshani	Ranasinghe	WFP	Gender Officer	Colombo
52	G.G.S.	Rathnayake	Provincial Department of Agriculture, CP	Agriculture Instructor	Walapane
53		Riyasath	Department of Agrarian Development, NCP	District Engineer	Polonnaruwa
54		Saman	Coconut Cultivation Board	Regional Manager	Polonnaruwa
55	Wasantha	Senadheera	National Building Research Organization	NBRO Focal Point	Colombo
56		Senanayake	Cashew Corporation	District Officer	Polonnaruwa
57	Rohini	Singarayer	WFP	Agriculture Specialist	Colombo
58	J.M. Maduka	Siraj	Department of Agrarian Development, CP	Divisional Officer Munwatte	Walapane
59	B.A.M.P.	Siriwardena	Veterinary Office	Veterinary surgeon	Lankapura
60	R.R.	Somadasa	FO/CBO	Treasurer of bean seed producer group	Walapane
61		Somawansha	Department of Agrarian Development, NCP	Assistant Commissioner	Polonnaruwa
62	Manju	Sri	District Secretariat	NGO coordinator	Nuwara Eliya
63	Mairi	Sun	WFP	M&E officer and evaluation manager	Colombo

64	Wathsala	Tennakoon	Veterinary Office	Former veterinary surgeon	Walapane
65	U.D.I.R.	Udagama	Divisional Secretariat	Development Officer	Lankapura
66		Udagamage	Agrarian Service Center	Divisional Officer, Medirigiriya ASC	Medirigiriya
67		Upali	Department of Agriculture	Deputy Director (Inter Provincial)	Polonnaruwa
68		Varuni	Department of Agriculture	ADA, (Inter Provincial) on UNDP	Polonnaruwa
69	Sarath	Weerabahu	Sri Lanka Institute of Textile and Apparel	SLITA Focal Point	Colombo
70	W.M.S.	Weerasinghe	Provincial Department of Agriculture, NCP	Assistant Director	Medirigiriya / Lankapura

Annex 8: Additional information on community enterprises supported by CCAP

Table 18. Business function of the 36 community enterprises supported by CCAP

	Community enterprise	DSD	Value chain	Business function
1	Mahaweli Horticulture Society	Medirigiriya	Agricultural	Individual Production | Collective Marketing
2	Haritha Farmers Association	Medirigiriya	Agricultural	Individual Production | Collective Marketing
3	Pulathisi Divisaru Farmers Market	Lankapura	Agricultural	Individual Production | Individual & Collective Marketing
4	Suwa Savi Farmer Market	Medirigiriya	Agricultural	Individual Production | Individual & Collective Marketing
5	Sarabhumi Bisopura, Madirigiriya	Medirigiriya	Agricultural	Individual Production | Collective Marketing
6	Mihi Saru Organic Inputs	Lankapura	Agricultural	Individual Production | Collective Marketing
7	Mahaweli Freshwater Aquaculture Society	Medirigiriya	Agricultural	Individual Production | Individual & Collective Marketing
8	Mahaweli Ornamental Fish Breeders Society	Medirigiriya	Agricultural	Not functional
9	Govijana Bojun Women's Society	Medirigiriya	Food Processing	Individual Production | Individual Marketing at a common place
10	Govijana Bojun Women's Society	Lankapura	Food Processing	Individual Production | Individual Marketing at a common place
11	Pulathisi Foods Production Society	Lankapura	Food Processing	Individual Production | Individual Marketing at a common place
12	Med Foods Production Society	Medirigiriya	Food Processing	Individual Production | Collective Marketing
13	Mahaweli Milk Producer Society-I	Medirigiriya	Dairy	Individual Production | Collective Marketing
14	Mahaweli Milk Producer Society-II	Medirigiriya	Dairy	Individual Production | Collective Marketing
15	Thalpotha Milk Based Producer Society	Lankapura	Dairy	Collective Production & Marketing
16	Mahaweli Apparels	Medirigiriya	Textile	Collective Production & Marketing
17	Pulathisi Apparels	Lankapura	Textile	Collective Production & Marketing
18	Medirigiriya Apparels	Medirigiriya	Textile	Collective Production & Marketing
19	Mahaweli Athsalu (Handloom) Piyasa	Medirigiriya	Textile	Individual Production at a common place | Collective Marketing
20	Abhimani Handy Craft Production Society	Medirigiriya	Handicraft	Individual Production at a common place | Collective Marketing
21	Nirmani Handy Craft Production Society	Lankapura	Handicraft	Individual Production at a common place | Collective Marketing

22	Lankapura Handloom Center	Lankapura	Textile	Individual Production at a common place | Collective Marketing
23	Minneriya Market Shop and Spa	Minneriya	Common	Collective Marketing
24	Walapane Divi Suru Farmers' Market Society	Walapane	Agricultural	Individual Production | Individual & Collective Marketing
25	Haritha Organic Input Producer Society	Walapane	Agricultural	Individual Production | Individual & Collective Marketing
26	Been Seed Producers' and Marketing Society	Walapane	Agricultural	Not functional
27	Bingunada, Bee Keeping Society	Walapane	Agricultural	Individual Production | Collective Marketing
28	Walapane Coffee Society (Nursery)	Walapane	Agricultural	Collective Production & Marketing
29	Food Processing, Training and Resource Center	Walapane	Food Processing	Collective Production & Marketing
30	Walapane Kithul Producer Society	Walapane	Food Processing	Individual Production | Collective Marketing
31	Walapane Cereal Producers' Society	Walapane	Food Processing	Individual Production | Collective Processing and Marketing
32	Serupitiya Helabojun Womens Society	Walapane	Food Processing	Individual Production | Individual Marketing at a common place
33	Kandurata Milk Producers' Society	Walapane	Dairy	Collective Production & Marketing
34	Dreams Lanka Fashion Garment	Walapane	Textile	Collective Production & Marketing
35	Green Beeds-bags and Jewelry Society	Walapane	Handicraft	Collective Production & Marketing
36	Green Community Handloom Center	Walapane	Textile	Individual Production at a common place | Collective Marketing

Source: ISOs and FGDs with 26 community enterprises; KIIs with UNDP consultant and coordinators.

Annex 9 : Data collection tools

Interview guide: WFP and Adaptation Fund staff

Date	Name	Position / main responsibilities	Contact

Length of service with WFP/AF:

Other positions held with WFP/AF:

Involvement in the CCAP, length, nature:

Select questions as appropriate based on your interlocutor.

Q1. Has CCAP achieved relevant and significant outcomes in the best possible way?

1.1 Relevance

At design stage

How was the link between the CCAP and national policies and priorities made? Background on the project proposal and collaboration with the government.

What type of needs assessments were conducted during the formulation phase (gender?)? How did it inform the design of the project? How were beneficiaries selected? What was the process to determine selection criteria?

Other activities: what measures to include women in the activities? Any adaptation of activities to fit the needs of women, at the project design stage or overall?

Sustained relevance

Were there any follow-up needs assessments conducted over the course of the project? If yes, why / how was it decided / any specific topics or areas? Did the results lead to changes in the project implementation?

Were there any cases of implementation difficulties related to the mismatch between planned activities and expectations/needs and capacities of local stakeholders? If yes, how was this handled?

1.2 Effectiveness

Overall perception on the effectiveness of the project, are positive effects on target communities greater than negative ones?

Is there evidence of improvement of the livelihoods of communities? Any study/document/source to share on this?

Is there evidence of success in the targeting of beneficiaries, in other words that the project benefitted the rain-fed farming households, especially the ones that are vulnerable to food insecurity in the low-rainfall months of Yala? Any information on how this has been assessed?

Are you aware of any unintended effects of the project, positive or negative?

1.3 Efficiency

How were implementation modalities initially selected? Do you think that these were the appropriate modalities, and why? Today, do you think that there would have been better implementation modalities?

How was it decided that UNDP be brought in? Why UNDP rather than other actors working on water management and climate-smart livelihoods? Who are the other actors working in SL on these topics?

How was the division of activities between UNDP and Ministry of Environment made? Any specific criteria (and source for this information)?

What coordination mechanisms, both formal (like SC) and informal, were put in place between WFP and the Ministry of Environment, and at a second stage between WFP, Ministry of Environment and UNDP? Were they used, useful, efficient? What could have been improved?

Are there any UN coordination meetings, coordination mechanisms on development aid (like donor coordination meetings) in Sri Lanka, and/or sectoral groups (resilience working group, etc.)? Was CCAP project staff active in such coordination mechanisms? Overall, how was coordination with actors working on the same topics ensured?

Q2 / Risks, sustainability and linkages toward impacts

How is the CCAP linked to current and upcoming WFP activities in Sri Lanka? Any project in the same areas/on the same topics? If yes, how were linkages planned? If no, reasons?

2.1 Financial risks

How was it ensured that beneficiaries have sufficient financial capital to continue project activities after the end of the project (e.g. agricultural equipment renewal, operation & maintenance of community assets, etc.)?

Is there evidence of spontaneous replication of CCAP-promoted adaptation strategies by non-recipients and/or in non-targeted areas?

Are there any financial systems and/or mechanisms built by the project to support the continuation of adaptation strategies once the AF grant ends (e.g. link to micro-credit programmes, stronger market linkages, etc.)?

Is funding available (or at least being considered) to pursue and consolidate activities implemented by CCAP once the AF grant ends, notably for early warning system management?

2.2 Socio-political risks

Were there any feedback of strategies that are not taken up or deemed inappropriate by/for specific groups of people, including women and marginalized groups?

Were there mechanisms designed to avoid or mitigate the risk of political influence and misuse of project outputs for private interests? If no, why? If yes, which ones, how did they work?

Are you aware of discriminations (gender-based or other), social or intercommunal tensions which may hinder the access to land, water and other livelihood resources in CCAP target areas? Were there specific assessments conducted on this topic, at the design phase and /or over the course of implementation?

Was there a complaints and feedback mechanism put in place for the project? If so, are there any reports from it? What were the main concerns that were reported? If no CFM, why not?

2.3 Institutional framework and governance risks

Do you think that local stakeholders (FO, government officers, agrarian services centres, etc) have acquired sufficient capacities and know-how to continue working on CCAP topics (resilient livelihoods, climate risk reduction, watershed management, etc.)?

Were there any recent changes in national policies or strategies on CCAP topics? If yes, were they informed by the CCAP? Are the most recent strategies/decision taken going in the same direction as the CCAP?

2.4 and 2.5 Environmental risks, uncertainties on climate change impacts & baselines

What type of environmental assessments were undertaken at design stage? Over the course of the project? Were any environmental risks identifier? If yes, how were they mitigated? Same questions for vulnerability to CC and adaptive capacity assessments. Were any consultative process put in place to assess these risks?

Did the project have negative impact on the environment on project locations?

Q3 / Internal and external factors influencing results

3.1. Preparation, readiness and use of lessons learnt

How were MTR recommendations implemented? Any recommendation that were not implemented? If yes, why?

Were there significant changes in the project activities over the implementation period based on feedback that they were not appropriate? If yes, which ones/when/how?

3.2. Partnership and stakeholder involvement

Were capacities of MEWR and local partners' capacities assessed at CCAP design stage (including on gender)?

Were the roles and responsibilities of each of the key CCAP partners (WFP, MEWR and UNDP) well defined and respected?

Required CCAP resources and inputs (human or physical) provided on time by each of the key partners? Were any specific trainings provided to staff? If yes, on which topics?

How did WFP follow the project? Meetings, reporting, etc. Any instances of intervention of WFP to correct the course of the project, on implementation or other?

3.3. Gender equality and women empowerment

Was gender-sensitive information collected and used to design CCAP proposal?

Some activities targeting directly women (output 1.4): why this output specifically for women? How were these activities picked? Were any steps taken to ensure that activities were accessible for women, in particular but not limited to extension services?

3.4. Financial resources and management

What was the framework for financial controls? How did this inform decision taken (including but not limited to extension requests)?

3.5. Timeliness:

Explanation for implementation delays at the start of the implementation period. Consequences? Any consequence that the extensions could not mitigate?

Any other issues in delivery as planned over the course of the CCAP? If yes, which ones (type, reasons), mitigation measures and consequences?

Q4 / CCAP contribution to increased resilience / impact

4.1 Alignment with AF objectives, indicators and targets and 4.2 Contribution to Sri Lanka climate change adaptation plans – information on these questions will be collected in questions asked under Q1, Q3 and Q5

4.3. Contribution to climate resilience

Is there any data and/or testimonies show that the impact of recent climate shocks on target communities and on the most vulnerable members of the communities was smaller than before the project?

Are there specific aspects of the project that have led to significant increase in the mitigation of the impacts of climate-change induced rainfall variability?

Is there evidence of differences between men and women on the evolution of resilience and adaptive capacities?

What are the main challenges remaining for the target communities and institutions?

Were any steps taken to share lessons from the CCAP with non-CCAP stakeholders (publications, workshops, etc.)?

Q5 / Quality of M&E systems

Description of the overall M&E system.

5.1. M&E plans

Was there support from the RB, HQ on the definition of the M&E system?

Any steps for data collection to ensure that women and marginalized groups voices are heard, beyond sex-disaggregation data?

Any difficulties in implementing the M&E plan? If yes, which ones and how were they dealt with?

Was M&E data used by programme manager to propose changes over the course of the programme? How? Any specific example?

5.2. Indicators

What was the process to define indicators for the CCAP? Any specific process to integrate gender-related indicators?

Overall impression of the quality of indicators to capture progresses?

Any outcome of the project that indicators could not capture?

How were the thresholds for women participation in activities planned? Any specific criteria?

5.3. Baseline

Who conducted the baselines? Overall opinion on the quality of baselines?

5.4. Alignment

How was the link between CCAP indicators and National Adaptation Plan indicator made? Between CCAP and AF indicators? WFP indicators?

Is there any integration between the CCAP M&E and WFP corporate M&E systems (COMET)?

Gender

For gender officer in particular

Overall impression of gender integration in the CCAP?

Any specific activities which were particularly successful or unsuccessful?

What work has been done on gender recently by the SL office? Any specific studies/assessments?

What are the main issues faced by women and girls, especially in the rural sector and in the communities targeted by the project? Who are the key players on gender issues in the country?

Contacts and documents

Any person we should speak to, or document we should read?

Conclusions & recommendations:

- Key strengths and challenges of the CCAP so far?
- Main recommendations for future operations?

Any additional remarks, questions or suggestions

Interview guide: Project field officers and local government officers / implementing partners

Date	Name	Position / main responsibilities	Contact

Length of service at this position:

Personal experience of working with WFP / MEWR / UNDP towards CCA Project

Select questions as appropriate based on your interlocutor.

Background information

- Overview of the partner mandate, objectives and main projects/activities (other than CCAP implementation).
- History of the partnership with WFP / MEWR / UNDP and prior experiences being an implementing partner for projects of similar nature
- Overview on the assigned roles and functions, and results generated: geographic coverage, work coverage, level of authority exercised, no. of beneficiaries reached

Q1. Has CCAP achieved relevant and significant outcomes in the best possible way?

Q1.1. Relevance:

At design stage

Rationale for the partner's geographical targeting? Why selecting this/these DS and agrarian service divisions and not choosing other ones?

- Existence and relevance of selection criteria to identify villages/communities/project sites?
- Existence and relevance of selection criteria to identify beneficiary households? How are CCAP participants selected?
- Mechanisms to ensure women participation and a gender-sensitive targeting? Are there regions/districts where women participation is lower and why?

Degree of involvement/consultation of local communities in the choice of activities and the type of assets?

- Level of interest shown by communities in the implementation of Cash for Work activities? Was it possible for women to fully engage in asset construction/rehabilitation works? What about women-headed households?

Sustained relevance

- Were there any follow-up needs assessments conducted over the course of the project? If yes, why / how was it decided / any specific topics or areas? Did the results lead to changes in the project implementation?
- Were there any cases of implementation difficulties related to the mismatch between planned activities and expectations/needs and capacities of local stakeholders? If yes, how was this handled?

1.2 Effectiveness

- Overall perception on the effectiveness of the project, are positive effects on target communities greater than negative ones?
- Is there evidence of improvement of the livelihoods of communities? Any study/document/source to share on this?
- Is there evidence of success in the targeting of beneficiaries, in other words that the project benefitted the rain-fed farming households, especially the ones that are vulnerable to food insecurity in the low-rainfall months of Yala? Any information on how this has been assessed?

Are you aware of any unintended effects of the project, positive or negative?

1.3 Efficiency

Do you think that the implantation modalities were appropriate, and why? Today, do you think that there would have been better implementation modalities?

Are there other actors working on climate resilience and rainfed agriculture in the area? If so, who/what projects?

How was the division of activities between UNDP and Ministry of Environment made? Any specific criteria (and source for this information)?

What coordination mechanisms, both formal (regular meetings..) and informal, were put in place between WFP and the Ministry of Environment, and at a second stage between WFP, Ministry of Environment and UNDP, at the local level ? Were they used, useful, efficient? What could have been improved? Overall, how was coordination with actors working on the same topics ensured?

Q2 / Risks, sustainability and linkages toward impacts

How is the CCAP linked to the daily work of the MEWR? Any upcoming project/strategy in the same areas/on the same topics? If yes, how were linkages planned? If no, reasons?

2.1 Financial risks

How was it ensured that beneficiaries have sufficient financial capital to continue project activities after the end of the project (e.g. agricultural equipment renewal, operation & maintenance of community assets, etc.)?

Is there evidence of spontaneous replication of CCAP-promoted adaptation strategies by non-recipients and/or in non-targeted areas?

Are there any financial systems and/or mechanisms built by the project to support the continuation of adaptation strategies once the AF grant ends (e.g. link to micro-credit programmes, stronger market linkages, etc.)?

Is funding available (or at least being considered) to pursue and consolidate activities implemented by CCAP once the AF grant ends, notably for early warning system management?

2.2 Socio-political risks

Were there any feedback of strategies that are not taken up or deemed inappropriate by/for specific groups of people, including women and marginalized groups?

Were there mechanisms designed to avoid or mitigate the risk of political influence and misuse of project outputs for private interests? If no, why? If yes, which ones, how did they work?

Are you aware of discriminations (gender-based or other), social or intercommunal tensions which may hinder the access to land, water and other livelihood resources in CCAP target areas? Were there specific assessments conducted on this topic, at the design phase and /or over the course of implementation?

Was there a complaints and feedback mechanism put in place for the project? If so, are there any reports from it? What were the main concerns that were reported? If no CFM, why not?

2.3 Institutional framework and governance risks

Were there any recent changes in national policies or strategies on CCAP topics? If yes, were they informed by the CCAP? Are the most recent strategies/decision taken going in the same direction as the CCAP?

2.4 and 2.5 Environmental risks, uncertainties on climate change impacts & baselines

What type of environmental assessments were undertaken at design stage? Over the course of the project? Were any environmental risks identifier? If yes, how were they mitigated? Same questions for vulnerability to CC and adaptive capacity assessments. Were any consultative process put in place to assess these risks?

Did the project have negative impact on the environment on project locations? Any increased pressure on natural resources?

How was it ensured that the livelihoods options proposed were appropriate in the light of future climate evolutions?

Q3 / Internal and external factors influencing results

3.1. Preparation, readiness and use of lessons learnt

Did you find that the logical framework and the components of the CCAP were clear? Easy to implement or requiring adaptation?

How were MTR recommendations implemented? Any recommendation that were not implemented? If yes, why?

Were there significant changes in the project activities over the implementation period based on feedback that they were not appropriate? If yes, which ones/when/how?

3.2 Partnership and stakeholders

Were the roles and responsibilities of each of the key CCAP partners (WFP, MEWR and UNDP) well defined and respected?

Balance between the budget available and the project requirements? Were the technically quality personnel available for the implementation? Did WFP provide any specific trainings provided to staff? If yes, on which topics?

How did WFP follow the project with you? Meetings, reporting, etc. Frequency and objectives of WFP / MEWR / UNDP and other implementing partners field supervision visits? Reporting requirements to WFP : in which form/frequency?

Any instances of intervention of WFP to correct the course of the project, on implementation or other? If yes, how were you involved?

3.3. Gender equality and women empowerment

Some activities targeting directly women (output 1.4): why this output specifically for women? How were these activities picked? Were any steps taken to ensure that activities were accessible for women, in particular but not limited to extension services?

3.5. Timeliness:

Explanation for implementation delays at the start of the implementation period. Consequences? Any consequence that the extensions could not mitigate?

Timeliness of CCAP activities and relevance of project planning seasonal variabilities of local livelihoods ?

Any other issues in delivery as planned over the course of the CCAP? If yes, which ones (type, reasons), mitigation measures and consequences?

Q4 / CCAP contribution to increased resilience / impact

4.2 Contribution to Sri Lanka climate change adaptation plans – information on this questions will be collected in questions asked under Q1, Q3 and Q5

4.3. Contribution to climate resilience

Is there any data and/or testimonies show that the impact of recent climate shocks on target communities and on the most vulnerable members of the communities was smaller than before the project?

Are there specific aspects of the project that have led to significant increase in the mitigation of the impacts of climate-change induced rainfall variability?

Is there evidence of differences between men and women on the evolution of resilience and adaptive capacities?

What are the main challenges remaining for the target communities and institutions?

Were any steps taken to share lessons from the CCAP with non-CCAP stakeholders (publications, workshops, etc.)?

Q5 / Quality of M&E systems

Description of their M&E system.

5.1. M&E plans

Did you have an M&E plan? Dedicated M&E officers, at which level of implementation? What was the guidance that you received on M&E?

How did you collect M&E data (tools, trainings, enumerators)? Can you share/show examples of these tools ? Which frequency?

5.2. Indicators

Were you involved in designing the indicators for the CCAP ?

Overall impression on the relevance of indicators used to measure the outputs and outcomes, to establish links with project objectives?

Did you collect gender disaggregated data? Systematically? If no, why not, which indicators did you collect disaggregated data on?

5.4. Alignment

How was the link between CCAP indicators and National Adaptation Plan indicator made?

Do you report jointly on CCAP and on other government priorities ? If not, why not?

Contacts and documents

Any person we should speak to, or document we should read ?

Examples of M&E tools at local level

Conclusions & recommendations:

- Key strengths and challenges of the CCAP so far?
- Main recommendations for future operations?

FGD guide: Target communities / CCAP beneficiaries

Date	Location (DSD/ASD/GND)	Type of activity undertaken by the beneficiaries	Number of participants	
			Men	Women

Background information

Main livelihoods and sources of incomes, seasonal patterns, patterns of change since 2013, current level of diversification of livelihoods/incomes, variations among men and women.

Main climate change scenarios (including climate variability and shocks) faced in the recent past, their impacts on livelihoods, and adaptation strategies or risk reduction measures people have been taking locally.

Type of support provided by CCAP: What? When? Who benefited?

Rapid assessment of vulnerability to climate change and variability

Is this community vulnerable to food insecurity in the low-rainfall months of Yala?

What are examples of recent shocks/stresses linked to rainfall variability, and their consequences?

Q1 Has CCAP achieved relevant and significant outcomes in the best possible way?

1.1 Relevance

Choice of interventions

How were the activities implemented under the CCAP chosen? Consultation process? Describe the different steps, and who was involved (invited) at each step?

Were the options proposed relevant to your needs? Did you make any suggestion of activity that was not proposed by CCAP? If yes, which activity? Did you receive an explanation as to why it was not implemented?

Were the options accessible to everyone? Or requiring specific capacities/time availability/skills that not everyone possessed?

Were the same options available to men and women?

If yes, did women and men select the same activities as men? Why or why not?

If no, what was the reason?

Targeting

Do you know who beneficiaries were selected? Examples of criteria? Were the most vulnerable households selected? How?

How did the selection happen (meetings? interviews?). Describe the process.

Any instances of people who were not selected but should have been (because they met the criteria)?

Any tensions in the community because of the targeting process? If yes, what solutions?

Existence of a complaints and feedback mechanisms to share grievances on targeting (exclusion, inclusion of beneficiaries)?

Effectiveness

Level of satisfaction regarding the trainings (knowledge) / equipment / plants or seeds provided by the project?

Any examples of new livelihoods activities that have you have adopted and will continue to maintain after the project? Any examples of activities that you tried/did during the project but that you will stop doing after the project ends? If yes, which ones and why?

Any change in food security during the low-rainfall months: (scale: worse than before CCAP, same as before CCAP, slightly better than before CCAP, a lot better than before CCAP). Any specific examples?

Positive and negative impacts of the projects, in general?

Q2 / Risks, sustainability and linkages toward impacts

2.1 Financial risks

Will you be able to maintain the assets that you created with CCAP? If funds needed, how will you obtain them? Will of the community to self-finance/put the time needed?

2.2 Socio-political risks

Did the CCAP works compete with farm works or other livelihoods?

Were any community members not able to participate in activities based on their age, gender, religion, etc.?

Existence of a complaints and feedback mechanisms to share grievances on project implementation? Do you know how to contact it? Any experience on this? Any evidence of a complaint that led to a change in the project?

2.3 Environmental risks

Did CCAP activities have negative impact on environmental resources?

Do you think that resources can be depleted du to CCAP activities continuing?

Q3 / Internal and external factors influencing results

Gender

How was the participation of women ensured:

Activities specifically targeting women: how were they selected? Were you happy with the choice? Were the activities accessible to female heading their household? To younger or elder women?

Activities not specifically targeting women. Was any adaptation made to activities to ensure participation of women? In schedule/type of work required?

Are you now more able to access extension services? Any specific example?

Were you able to make comments on the project? To whom? Did it lead to changes in the project implementation? Any specific examples?

Q4 / CCAP contribution to increased resilience / impact

Was there since the implementation of CCAP any example of a period with insufficient rainfall?

If no: do you feel like you would fare better than before the project if it happened?

If yes: How did you manage it? How did it affect you (like before CCAP, worse than before CCAP, slightly less than before CCAP, a lot less than before CCAP)? Were you able to mobilize assets/alternative livelihoods created by CCAP in this occasion?

Do you now have more sources of income than at the beginning of the project (1 new source of income, more than one, representing approximately what share of income?)

What are your challenges still? What you would need/Like to change to be less vulnerable to rainfall variability?

3.5 Timeliness

Did you receive the inputs for your activity on time (based on seasonality)?

For cash for work: were there any delays for you to receive cash? Description/rationale provided/solutions?

Q5 / Quality of M&E systems

Frequency of field supervision visits/contacts with project staff?

Conclusions & recommendations:

- Key strengths and challenges of the CCAP so far?
- Main recommendations for future operations?

FGD guide: Community enterprises

Date	Name	Position / main responsibilities	Contact

The length of the business in operation:

Other government and private sector entities that the business is affiliated with:

Background information

- Nature of the business, objectives and targets of establishing this as a community/social enterprise
- Types of products and services that the business is currently producing, geographic reach, customer base, demand and supply linkages
- Number of community members involved in this enterprise, total number of beneficiary population through this, revenue/profit generated in the last quarter

Q1. Has CCAP achieved relevant and significant outcomes in the best possible way?

1.2 Relevance

- Alignment of the selected enterprise with the gaps/requirements in the local market and presents a strong business case for future?
- Degree of complementarity with the capacities of local communities to engage with this community/social enterprise?
- The level of agreement as to whether this community/social enterprise is the best possible approach for the local community to improve their income levels? How did the selection process for community enterprises to be supported go? How were community members involved?
- Rationale for the product/service mix of the enterprise? Why this village is selected to implement this particular business venture?
- Existence and relevance of selection criteria to engage community members with this community/social enterprise? Are the interests of women were given consideration engaging with the business activities? How was the share of work/profits being shared between the men and women?
- Existence and relevance of selection criteria to identify market places? How are the required raw materials being channelled? How are the products being distributed?

1.2 Effectiveness

- What were the target level of revenue when the business operated under normal circumstances (before COVID19)? Has the business achieved the expected sales revenue during that time?
- What are the mechanisms in place to identify the market trends / customer preferences? Does the enterprise demonstrate market shrewdness in adapting to changing needs?
- On average what is the level of monthly income earned by each member of the business? How significant is the change in income from what was earned through individual businesses/livelihoods earlier?
- Does this business operation create different impact on the lives of males and females? How the female members in the businesses benefit differently than males?

1.3 Efficiency

- Do you think that the initiatives through CCAP is well targeted at improving the business enterprises? Were all the activities implemented absolutely necessary?
- Do you think CCAP invested in all the relevant initiatives within their scope to improve the business enterprises? If not, what were they?

Q2 / Risks, sustainability and linkages toward impacts

2.1 Financial risks

- How the business transactions are being recorded? Are there proper bookkeeping or accounting procedures in place? Are there any designated persons responsible for common business functions? Do they have proper training and capacity to do so?
- How confident are you that the business enterprise would operate without the assistance of CCAP in the future? What is the growth potential of the business beyond the project life? What are the reasons for your response (whether it is positive or negative)?

2.2 Socio-political risks

- How effective and efficient is the decision-making process within the structure? How are community members represented and heard? How is it ensured that the decision made benefit the community as a whole and not individual members/private interests? Describe mechanisms in place to ensure that.
- Do you foresee any political risks due to the growth of the business? Competitors, etc.?

Q3 / Internal and external factors influencing results

- What were the major challenges and obstacles you faced in operating this business model? Were those challenges identified early enough to take appropriate actions before it become a major issue?
- How the major challenges being addressed? Is the business still struggle with those challenges? What support did you receive through CCAP?
- What type of support from external partner made possible for you to achieve the desired results? If not, what were the external challenges you encountered?
- Who are the other government entities that you think critical for the success of your business operations, but not yet received adequate support from? Who are the private sector partners, would have been involved for better results?
- What types of relationships the enterprise is having with other local/regional/national business entities of similar nature? What are your affiliations with technical service organizations (IDB, EDB, IPH, as appropriate)?

Q4 / CCAP contribution to increased resilience / impact

- In what ways the business operations support the members to increase the quality of life of beneficiaries and their families? Any specific examples?
- What are most prominent changes in living standards observed in the lives of members and their families with engagement in business operations?
- Expectations on the future business expansions, individual targets for the future?

Conclusions & recommendations:

1/ Key contributions made through CCAP for the community/social enterprise to function as a profitable business model?

2/ Assessment on the business continuity and growth beyond the support of CCAP?

Key documents to collect:

- Business feasibility reports, business plans
- Progress reports on business operations
- Financial performance reports of community/social enterprises

HHI guide: CCAP beneficiary households

Date	Location (DSD/ASD/GND)	Type of support received	Persons interviewed	
			Male (age)	Female (age)

This guide includes many questions similar to the FGDs guide. The idea is to go more in depth in the answer collected, more specific, and to understand the impact of the CCAP on individual HH members and on dynamics within the HH.

Background on the HH

Composition of household: number of members, ages, occupations, disabilities. Female or male headed household, any other particularity

Persons present during the interview:

Main livelihoods and sources of incomes, seasonal patterns, patterns of change since 2013, current level of diversification of livelihoods/incomes.

Balance of division of work/spending/other tasks between male and female members.

Main climate risks faced by the household. Examples of climate shocks over the past 5 years. Short term consequences, mitigation measures, longer term consequences.

Involvement in CCAP

Type of support provided by CCAP: What? When? Who benefited?

How did you hear about CCAP / were selected to participate?

Was there any conflict in the community due to the selectin process? Were some people excluded? If yes, why?

Were the options proposed relevant to your needs? Did you make any suggestion of activity that was not proposed by CCAP? If yes, which activity? Did you receive an explanation as to why it was not implemented?

How did you choose which activity you participated in? Were there any activities that you could not participate in? Why?

Did you receive the inputs for your activity on time (based on seasonality)? Did you receive training for your activity? If yes, was it sufficient? Were you able to ask questions/get more support afterwards if needed?

For cash for work: were there any delays for you to receive cash? Description/rationale provided/solutions?

Were you able to make comments on the project. To whom? Did it lead to changes in the project implementation? Any specific examples?

Outcome/impact

Did you adopt a new or new livelihood activities? Please describe which one, when you do it (in addition to other livelihoods?)?

How did you manage to combine your previous income sources/livelihoods with this new one? Did you decide to abandon a previous livelihood? Why? How did you decide?

Did the project lead to any change in the repartition of work/HH duties between the male and female members of the household? If yes, describe the changes. Did the CCAP create more work and obligations for women? Did it allow for more independence? Who within the household can use the income generated by women through the CCAP?

Any examples of new livelihoods activities that have you have adopted and will continue to maintain after the project? Any examples of activities that you tried/did during the project but that you will stop doing after the project ends? If yes, which ones and why?

Will you be able to maintain the assets that you created with CCAP? If funds needed, how will you obtain them?

Any change in food security during the low-rainfall months: (scale : worse than before CCAP, same as before CCAP, slightly better than before CCAP, a lot better than before CCAP). Any specific examples? Do you now have more sources of income than at the beginning of the project (1 new source of income, more than one, representing approximately what share of income?)

Was there since the implementation of CCAP any example of a period with insufficient rainfall?

If no: do you feel like you would fare better than before the project if it happened?

If yes: How did you manage it? How did it affect you (like before CCAP, worse than before CCAP, slightly less than before CCAP, a lot less than before CCAP)? Were you able to mobilize assets/alternative livelihoods created by CCAP in this occasion?

What are your challenges still? What you would need/Like to change to be less vulnerable to rainfall variability?

Conclusions & recommendations:

- Key strengths and challenges of the CCAP so far?
- Main recommendations for future operations?

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List of Acronyms

AF	Adaptation Fund
ARPA	Agriculture research & production assistant
ASC	Agrarian service center
CBO	Community-based organization
CCA	Climate change adaptation
CCAP	Climate Change Adaptation Project
CCS	Climate Change Secretariat
CFM	Complaints and feedback mechanism
CO	Country office
CSP	Country strategic plan
DAC	Development Assistance Committee
DAD	Department of Agrarian Development
DCD	Department of Cooperative Development
DEQAS	Decentralized Evaluation Quality Assurance System
DO	Development officer
DOA	Department of Agriculture
DSD	Divisional Secretariat Division
EC	Evaluation committee
EM	Evaluation manager
ET	Evaluation team
EQ	Evaluation question
EQAS	Evaluation Quality Assurance System
ERG	Evaluation reference group
EWS	Early warning system
FAO	Food and Agriculture Organization of the United Nations
FCR	Final completion report (of CCAP)
FGD	Focus group discussion
FO	Farmer organization
GCF	Green Climate Fund
GCRI	Global Climate Risk Index
GEEW	Gender equality and empowerment of women
GN	Grama Niladhari (administrative division below Divisional Secretariat Division)
GoSL	Government of Sri Lanka
HHI	Household interview
HQ	Headquarters
IPCC	Intergovernmental Panel on Climate Change
ISO	In-situ observation
KII	Key informant interview
LKR	Sri Lankan rupee

M&E	Monitoring and evaluation
MEWR	Ministry of Environment & Wildlife Resources
MMDE	Ministry of Mahaweli Development and Environment
MSC	Most significant change
MTR	Midterm review
NAPCC	National Adaptation Plan for Climate Change
NAQDA	National Aquaculture Development Authority
NBRO	National Building Research Organization
NCCP	National Climate Change Policy
NDA	National designated authority
NPSC	National project steering committee
NRBO	National Building Research Organization
OAP	Overarching Agriculture Policy
OEV	Office of Evaluation
OFC	Other field crops
OM	Operation & maintenance
PPP	Purchasing power parity
PRA	Participatory rural appraisal
QA	Quality assurance
QS	Quality support
RB(B)	Regional Bureau (of Bangkok)
SDG	Sustainable Development Goal
SOP	Standard operating procedure
TBC	To be confirmed
TL	Team leader
ToR	Terms of reference
ToT	Training of trainers
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety & Security
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
VDP	Village development plan
VRA	Vulnerability reduction assessment
WFP	World Food Programme

Sri Lanka, March 2021, CCAP Evaluation Report

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