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Sida Decentralised Evaluation

FCG Sweden

Evaluation of the International Training Program (ITP) 309 Climate Change Mitigation and Adaptation (CCMA) implemented by SMHI, Swedish Meteorological and Hydrological Institute (2015–2023)

Final Report



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**Final Report
April 2023**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

AGED	Association for Environmental Management and Development
ANEVE	National Environmental Assessment Agency
CC	Climate Change
CCMA	Climate Change Mitigation and Adaptation; programme title
CRESA	Regional Center for Specialized Education in Agriculture
DAC	Development Assistance Committee
DGADI	General Directorate for Agricultural Development and Irrigation
EQM	Evaluation Question Matrix
ET	Evaluation team
FANFAR	A network for Operational Flood Forecasting and Alerts in West Africa
IGEDD	Institute for Environmental Engineering and Sustainable Development
INE	National Water Institute
IR	Inception Report
ITP	International Training Programme
IWRM	Integrated Water Resources Management
MDPA	Multi Dimensional Poverty Analysis
MRV	Measurement, Reporting and Verification Platform
NBA	Niger Basin Authority
OECD	The Organization for Economic Cooperation and Development
ODA	Official Development Assistance
ONEA	National Company for Water and Sanitation
PPIR	Participant project implementation report
Regional Centre AGRHYMET	Regional Center for Agro Hydro, Meteorology
Sida	Swedish international development cooperation agency
SP/CNDD	Permanent Secretariat of the National Council for Sustainable Development
SMHI	Swedish Meteorological, and Hydrological Institute
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
WARMA	Water Resources Management Agency
WASCAL	West African Science Service Centre on Climate Change and Adapted Land Use

Preface

This evaluation was contracted by Sida Partner/CAPDEV through the Sida Framework Agreement for Evaluation Services and conducted by FCG Sweden.

The Evaluation Team consisted of a Team Leader, Björn Ternström and four Senior Consultants: Bridget Umar (Zambia), Dam Mogbante (Burkina Faso), Malam Soule (Regional, based in Niger), and Yodit Balcha (Ethiopia).

The Final Report was quality assured by Derek Poate, whose work was independent of the evaluation team. Annefried Muller provided project management support.

The team wishes to thank the participants, alumni and external stakeholders who chose to take time from busy agendas to share their experience, perspectives and lessons learned. We are acutely aware of how dependent evaluation processes, and subsequent programme developments, are of the choices of individual to take the time to reflect and share openly.

For the team
Björn Ternström

Executive Summary

Findings

Relevance: The programme is in line with Swedish cooperation strategies. It is focused on prioritised technical areas in countries where participants and their institutions found the intervention useful. Countries/institutions with lower levels of involvement were phased out over the programme period.

Effectiveness: policy alignment

In terms of overall programme design, the programme is very much in line with the Sida International Training Programme methodology which seeks to “offer key people from institutions in low- and middle-income countries training in implementing reforms. The objective is a transparent, efficient and democratic state administration under the rule of law”.¹ In summary, each programme “round” consists of the following steps or phases: recruitment, a regional start-up training block, a Sweden based training block, a home institution based project with virtual mentoring, a regional concluding session and follow-up including alumni activities.

Effectiveness: recruitment

The recruitment was found to be transparent and effective in identifying functional mixes of participants with potential for peer to peer learning both during the programme and through networks after completion. It achieved a reasonable gender balance given the composition of staff at targeted institutions/organisations. It included a requirement of home institution commitment to the process.

Effectiveness: content

The training content was focused on climate data and climate scenarios, CC impact on water resources, agriculture and forestry, including links to other sectors, CC vulnerability and risk assessment including gender, international law, conventions and negotiations on CC, good CC governance and communication. The vast majority of respondents were pleased or very pleased with the chosen themes. Respondents were also appreciative of the quality of resource persons and mentors.

Effectiveness: practical application

Part of the programme approach has been addressing CCMA challenges through projects to be implemented by participants in their home institutions/organisations. Many of the respondents cited these projects as crucial both to their own learning about application and to their ability to raise awareness in their home

¹ For an overview of the methodology see [International Training Programmes | Sida](#) .For an evaluation of its global application refer “Evaluation of Sida’s ITP approach for Capacity Development” Sida 2017:1. [sida62192en-evaluation-of-sidas-ityp-approach-for-capacity-development.pdf](#)

institutions/organisations. There have been a broad spectrum of projects in terms of ambition and sector targeted. Many participants would have liked the programme to facilitate access to resources for scaling up or extending the projects.

Effectiveness: collaboration

There is evidence that the programme has contributed to the establishment of new (or the reactivation of dormant) networks and institutional partnerships. The participant projects, by testing, contextualising, sharing or applying new knowledge were crucial to the perceived relevance of such networks.

Crosscutting issues, poverty, high-level effects

Gender was seen as well mainstreamed in the programme design and implementation. In terms of gender, respondents commonly feel that the ITP Programme has reinforced a momentum already underway in the different countries and institutions. Institutional effects were described as supportive of existing ambitions, rather than new or transformative. There is consensus among respondents, that the recruitment process considered gender adequately. SMHI documentation indicates that 31% of participants were women.

Other cross-cutting issues such as poverty, human rights and anti-corruption have had little space in the programme and minimal impact. Addressing poverty was not a primary objective of the programme and direct effects on dimensions of poverty identified are very limited.

The evaluation has identified no high-level negative side effects of the programme.

The Theory of Change developed late in the programme contains some explicit assumptions. When these did not hold the programme adjusted, largely successfully.

Conclusions and lessons learned

The evaluation concludes that, overall, the programme has been relevant and effective in noticeably contributing to reaching the specific objectives of the Theory of Change. This has been achieved through good use of a solid capacity base, adaptive management in the face of major contextual changes, alignment with global issues and evolving host country institutional awareness of the realities of climate change.

Selected other conclusions:

The programme effects could be enhanced by better collaboration with other development stakeholders.

The programme has been in line with Swedish priorities in development cooperation as defined in relevant thematic and regional strategies.

The participant mix achieved was supportive of peer-to-peer learning and the establishment of communities of practice. It was not sufficient for stable formal networks to be established.

Addressing poverty has not been a direct objective of the programme. While there is some evidence of indirect effects on dimensions of poverty, such effects are minor and/or highly localised.

The programme has managed to mainstream gender, environment and climate change in the programme. Positive bias in favour of females contributed to the relative gender balance of training groups.

There is little, if any, evidence of the programme affecting biodiversity, anti-corruption or human rights.

The, quite limited, policy, awareness, net-working and decision-making effects identified **may** generate significant positive high-level effects over the long term.

There is evidence that the programme had high-level effects. Attribution to the programme is impossible, but stakeholders are convinced of contribution to change. ITP 309 did lead to a strengthened capacity within organisations and institutions to deliver on their specific mandate in the area of CCMA in some cases. The degree of *change seen as attributable to the programme was dependent on contextualisation, political priorities, institutional critical mass, institutional resource availability, time, and the degree to which there were iterative interventions over “institutional change time scales”*.

The evaluation further concludes that programme effects could be enhanced by better collaboration with other development stakeholders to increase the likelihood of avoiding duplication and securing of funding for upscaling.

Lessons learned highlight institutional buy-in and critical mass of improved capacity at institutional level.

Recommendations made:

Sida is recommended to:

1. Continue supporting CCMA capacity development and collaboration.
2. Complement implementing agency trainings with supportive lobbying targeting relevant decision makers (VIP workshops/seminars, short with “big” names, designed to raise political interest and institutional buy-in, increasing chances for scale-up funding).
3. Require proposals for future ITP to include a mapping of potential cross-functional collaboration with other Swedish supported programming, including potential synergies with past ITP alumni (including ITP programmes implemented by other Swedish Authorities).

SMHI is recommended to:

4. Continue to prioritise “serial” institutional participation in future programming to support building a “critical mass”.

5. Continue to allow gender to be a selection factor in order to encourage gender balance in the training groups.
6. Consider tripartite collaborations within similar future programme seeking to link SMHI – participating institution – relevant funding stakeholder, thus increasing chances for scale-up and sustainability of impact.
7. Continue and develop the use of local/regional expertise.
8. Seek to connect networks developed to formal structures/institutions (such as FANFAR) to increase likelihood of sustainability
9. Enhance the value of the programme by ensuring long run follow-up.

1 Introduction

1.1 BACKGROUND, PURPOSE AND OBJECTIVES

ITP 309 Climate Change Mitigation and Adaptation (CCMA), is a capacity development programme implemented by the Swedish Meteorological, and Hydrological Institute (SMHI) and is funded by Sida's CAPDEV unit. Started in 2015, it has a specific focus on water and agriculture, targeting 10 countries in Africa. The programme strategy is to support capacity development of strategic people in various institutions aiming for long-term and sustainable change in terms of CCMA policy, planning and decision-making. The programme design is relevant to and in line with a series of Swedish cooperation strategies for international cooperation (see section 4.1 below).

The evaluation object is ITP 309 Climate Change 2015 – 2023, with 366 participants. Since the ToR were shared, the final digital/hybrid program planned has been cancelled. The total adjusted budget has been SEK 99 489 143 for a period of 9 years, of which SEK 88.805.000 SEK had been allocated (Nov 2022 and 91 836 938SEK as of 2023-03-28). The programme has been amended several times, with the number of rounds increasing from 9 to 15, and some focus countries changed, based on experience and demand. The basic structure is described in section 4.2.1 below.

The evaluation rationale is based on recognition that much has changed since the programme's initiation and it is time to reassess its relevance to stakeholders and the effectiveness of the chosen approach. The evaluation will be used to inform decisions on how any future SMHI/Sida programs should be designed. The evaluation questions are focused on relevance, effectiveness and impact and the evaluation design has sought to support the learning of the different stakeholders.

The scope of the evaluation is the ITP 309 Climate Change 2015 – 2023. Focus is on three country case studies: Burkina Faso, Zambia, and Ethiopia, complemented by Niger for a regional perspective.

SMHI/Sida are the principal intended users.

1.2 PROGRAMME OBJECTIVES

Expected outcomes of the ITP 309 have been:

- Increased CCMA awareness at all levels of society leading to informed decision-making.
- Increased capacity in key organisations to integrate and mainstream CCMA measures into planning and decision-making.

- Closer cooperation between sectors and promotion of partnerships for a coherent approach to building climate change resilience.
- Implementation of effective CCMA activities and climate smart solutions to benefit society e.g. upscaling of change projects.

The ITP also sought to address cross-cutting subjects such as climate equality, good governance, communication and project design.

1.3 EVALUATION QUESTIONS

The evaluation questions focus on:

- Relevance (to participants, their institutions, host countries, Swedish cooperation policy),
- Effectiveness in terms of addressing poverty, crosscutting issues and in terms of developing organisational/institutional networks and partnerships,
- Impact level results, if any,
- Value added of alumni activities and the chosen implementing partners, and
- Whether the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

In each of the above, the evaluation should address why this has been achieved or not. The detailed questions are the basis for the Evaluation Question Matrix (EQM) found in Annex 4b.

2 Methodology

2.1 OVERALL APPROACH AND METHODOLOGY

The evaluation approach has been utilisation-focused, theory-based, using gender-sensitive mixed methods data collection and complementing the approach with elements of contribution analysis when assessing impact.

Utilisation focus

A utilisation-focused approach was requested in the ToR and has guided the interaction with Sida and SMHI. The steps presented by Patton (2012)² were followed allowing a systematic checking that relevant stakeholders understood the process and their role in it.

Theory based

The evaluation has been theory-based in that it uses the Theory of Change (ToC)³ as frame for the analysis, gathering and analysing data, exploring if there is evidence supporting the assumptions of the ToC. Such assumptions are currently either implicit or captured in the risk analysis of the logframe. The point of departure has been the current ToC and the more developed logframe, while differences with the original (implicit, only represented by the proposal and early logframe) are referred to when relevant.

Data collection methods

The evaluation has used a mixed methods approach for data collection, integrating available quantitative data and qualitative methods, combining document review with semi-structured individual as well as group interviews. Interviews were semi-structured, allowing the evaluators to explore emerging themes. Throughout the evaluation process we have sought to be inclusive and respectful of all stakeholders paying attention to the inclusion of both male and female perspectives.

The document review included relevant programme documentation, relevant documents and strategies within Sida and participating organisations and case country host governments' corresponding documents as made available to the team. In addition, 34 randomly sampled Participant Project Implementation Reports (PPIRs) have been

² Patton, 2012, *Essentials of Utilisation-Focused Evaluation: A Primer*. Thousand Oaks, CA: SAGE. For further details see Annex 4a

³ The TOC, and logframe with risk analysis is presented in Annex 5a

assessed with a tool based on Multi Dimensional Poverty analysis (MDPA).⁴ (Refer Annex 4c)

A total of 46 key informants have been interviewed, of which 18 female and 28 male.⁵ The purposive sampling of key informants, done in dialogue with SMHI staff, has prioritised the case countries and institutions with a higher number of participants in the program. Some triangulation of results in non-case countries has been done through a limited number of interviews and by document review of a random sampling published case studies.⁶ Representatives of selected, relevant, regional bodies as well as staff of SMHI, regional implementing partners and a Sida representative were also interviewed.

The three focus countries were Burkina Faso, Zambia and Ethiopia, with regional institutions in the West Africa region, with a limited number of participating but non-case countries and stakeholders in Sweden also reached.

The evaluation process has been designed to limit travel, for environmental and cost reasons. The team leader travelled to attend the final week of the current programme in Abidjan. No further international travel took place and data collection in the case countries was done independently by the local Senior Consultants. They had face to face meetings in national capitals, complemented by on-line or telephone-based interviews. Non-case country data collection was done at the regional meeting in Côte d'Ivoire, on-line or by telephone. Sweden based interviews were face-to-face in Norrköping and Stockholm or online as practical. Team meetings were on-line.

Data has been triangulated between sources (for example individual key informants) as well as between source types (such as documentation versus interview responses and PPIRs).

Data Analysis

Data collected from both secondary and primary sources was collated in the EQM (see Annex 4b). This has been used to summarise issues and compare data sources. This is an internal evaluation team document from which individual respondents can easily be identified and will therefore not be shared. The analysis of PPIRs used the MDPA to structure a grading of projects poverty impact.⁷ The existing Results' Framework and defined indicators were used for the assessment of results.

The analysis of impact is based on a discussion of whether the assumptions in the ToC have been confirmed and if the available evidence *indicates that/how the programme*

⁴ For greater detail regarding MDPA please refer to e.g. <https://www.sida.se/en/for-partners/methods-materials/poverty-toolbox>

⁵ Annex 3 categorises the key informants according to their role and gender.

⁶ Of 27 case studies 5 were randomly selected. These were assessed with the same instrument as the PPIRs. See Annex 4c.

⁷ The grading scale used may be found in Annex 4c

is likely to have contributed to a particular effect. The report discusses likely contribution based on plausible causal pathways but does not seek to assess overall impact.

The analytical framework for poverty is Multi-Dimensional Poverty Analysis (MDPA).⁸ The evaluation team notes that a full MDPA requires much more data collection than has been possible to access within the limitations of this process. Nevertheless, the framework has been useful to structure the assessment of project data collected.

2.2 METHODOLOGICAL LIMITATIONS

A series of limitations risk influencing the evaluation:

The ToR state (p4): *Within the overall framework of the main evaluation areas, the evaluators are expected to present detailed evaluation questions in the inception report, for Sida's consideration and approval.* The evaluation process involved three case countries and a regional perspective. The key informant interviews were semi-structured and the questions used were contextualised by experienced local consultants. They were conducted in English, French and local languages. The team leader has therefore chosen to invest available time on developing a common understanding on the data sought and the analysis requested, rather than developing detailed questionnaires.

The evaluation addresses *how* the programme has contributed to raising CCMA awareness in the participating countries and organisations, and *how* the change projects may contribute to informed decision-making and climate change resilient societies. It does not attempt to assess *how much* the programme has influenced such high-level aspects. This delimitation was explicitly agreed in the inception phase.

The programme period has stretched over several years. In that time alumni have often moved on to new stages in their lives and careers. Access to past participants, combined with time constraints, limited the number of interviews increasing the risk of skewed results. While we have sought to reduce this risk, for example by snowballing respondents and by triangulating interviewees perceptions with the programme documentation and the PPIRs, interested and successful participants are likely to be overrepresented among the respondents reached.

The decentralised methodology proposed, when combined with semi-structured interviews risks introducing interpretation differences between interviewers. We have sought to reduce such risk by investing in team meetings to align terminology and allow joint interpretation of results. The team leader has sampled project assessments made by the local colleague to avoid large differences in grading.

⁸ For greater detail regarding MDPA please refer to e.g. <https://www.sida.se/en/for-partners/methods-materials/poverty-toolbox>

2.3 ETHICS AND PARTICIPATION

Personal integrity has been guarded by not revealing individuals' perspectives through quotes or similar. As agreed in the inception phase, a list of numbers and categories of interviewees is included in Annex 3, while a list of the names of individuals will only be shared separately with Sida in a confidential email, not for publication.

Participation has not been possible to extend to the end beneficiaries nor will the participating institutions nor individuals be able to comment on the report prior to publication. A feedback and validation session was held with Sida and SMHI as intended users. The draft report was shared with them for comments and corrections of factual errors.

3 Evaluation object

The evaluation object is ITP 309 Climate Change 2015 – 2023, described in section 1.1 above.

3.1 THEORY OF CHANGE

The programme ToC and two (undated) versions of the programme logframe have been shared with the evaluation team. Inception phase discussions highlighted that programme design was done without a documented, explicit, ToC and has evolved over time based on experience gained. The version in use (see Section 4.4, below) was developed in connection with results based management (RBM) training in 2018. It builds on:

- training, (focus: Climate data and climate scenarios, CC Impact on water resources, agriculture and forestry, links to other sectors, CC Vulnerability and risk assessment including gender, International law, conventions and negotiations on CC, Good CC governance and communication)
- addressing CCMA challenges through projects to be implemented by participants in their home institutions/organisations
- the establishment of alumni networks
- developing and publishing case studies (implementation examples generated by alumni projects, collated in standard form together with SMHI)

Four expected outcomes related to CCMA are specified: increased awareness supporting informed decision-making; increased capacity in key organisations; closer cooperation between sectors and promotion of partnerships; and CCMA activities such as upscaling of change projects.

Higher level goals to which the programme should contribute are focused on 10 African countries resilience in terms of CCMA capacity and proactive action. The ToC identifies a series of assumptions which are discussed in section 4.3.

3.1.1 Evolving programme

The programme has proactively evolved over time, based both on implementation experience (SMHI learning, participant feedback, specific country contexts) and on global events, specifically the consequences of Covid 19.

One logframe identifies “lack of actors’ relevance in their sphere of influence” as the core problem to be addressed and then lists a series of activities and expected outputs,

indicators of varying quality (ranging from “time and interest”, “knowledge” to “scientifically sound, solid evidence in project report”).

The other logframe is more developed and based on the ToC. it specifies outputs, outcomes and impact for each of the programme phases and includes more developed indicators as well as separate treatment of risks and targeting.

The programme seeks to develop organisations’ capacity, rather than individuals. The aim is mainstreaming, influencing policies, plans and decision-making, not individual skill development.

The ITP also addresses selected cross-cutting subjects such as climate equality (gender and youth issues), good governance, communication and project design.

4 Findings

4.1 RELEVANCE

The UN recognises 46 countries as “Less Developed”, 33 of these are in Africa and all CCMA programme countries are categorised as such.⁹ The warming trend of the climate in Africa is accelerating as shown for example by rising sea levels, increased pressure on already scarce water resources, and declining agricultural productivity. Hydrometeorological hazards fuel patterns of protracted, prolonged and repeated displacement across the continent. Such displacement may be linked to conflict or violence, with climate change acting as a vulnerability multiplier. Meanwhile, in Africa, the rate of implementation of Multi-hazard Early Warning Systems (MHEWSs) is lower than in other regions. There is a need to fill the capacity gap in collecting data for basic hydrometeorological variables which underpin better climate services and early warning systems.¹⁰

Multiple key informants, both participants and their managers, refer to the required institutional/ organisational sponsorship of participants and their change projects as proof of the need for, and perceived relevance of the capacity development provided by the programme. Individual participants commented on content, some indicating too high technical level, some the reverse. Availability of alternative capacity development opportunities was identified as causing lack of interest in some cases. There was a pattern of lesser interest in some countries, where alternatives existed or other issues were prioritised. Such lack of interest is identified by Sida and SMHI as background to the adjustment of focus countries over time.

Relevance is also indicated by a pattern of participating institutions/organisations submitting proposed participants serially, building institutional capacity critical mass. For example, the Water Resources Management Agency (WARMA) and the World Wide Fund for Nature in Zambia. That is also the case for the General Directorate for Agricultural Development and Irrigation (DGADI), the National Office of Water and Sanitation (ONEA) as well as the National Agency for Renewable Energy and Energy Efficiency (ANEREE) in Burkina as well as the Ministry of Water and Energy (MoWE) in Ethiopia, Ethiopian Institute of Agricultural Research (EIAR) and Ethiopian Metrological Institute (EMI).

The programme design is relevant to and in line with a series of Swedish cooperation strategies for international cooperation. For example, the Capacity Development

⁹ <https://unctad.org/topic/least-developed-countries/list>, downloaded 230309

¹⁰ State of the Climate in Africa 2021, WMO 1300, WMO 2022, p 6. [doc num.php \(wmo.int\)](#) downloaded 230314

strategy, focusing on OECD-DAC ODA countries, emphasises *support for inclusive work with national plans and global conventions, statistics and data collection, resource mobilization, making available of data, the establishment of innovation systems, digitization, sustainable public procurement, follow-up, evaluation and learning*.¹¹ Sida's Climate and Environment Policy identifies *CCMA and Sustainable use, restoration and conservation of forest, land, water and marines resources* as two of three strategic areas.¹² Meanwhile, Sweden's regional Strategy for Sub-Saharan Africa 2016-2021¹³ identified *Strengthened capacity of regional actors to work for sustainability management and use of common ecosystem services and natural resources [...] to work for increased resilience to climate change and natural disasters, including capacity for a secure food supply* as priority outcomes of Sida interventions in the region.

Few participants found language a problem, and then only with individual lecturers (level of French competency). The involvement of regionally recruited implementing partners was appreciated (and seen as crucial by SMHI), contributing to practical arrangements, cultural adaptation and contextualisation (exemplification, improving feedback, identifying site visits and local lecturers).

Participants were divided regarding choice of interventions highlighted, some wanting more African examples, some wanting more examples of Swedish solutions/methodologies.

The ToR 3 sub- question on relevance addresses whether the programme was in line with host country demands. The evaluation notes that host *institution* demands were considered but has no data on host *country* demands.

Summary: The programme is in line with Swedish cooperation strategies. It is focused on prioritised technical areas in countries where participants and their institutions found the intervention useful. Existence of alternative training partners influenced interest. Countries/institutions with lower levels of involvement were phased out over the programme period.

4.2 EFFECTIVENESS

For ease of reading the evaluation team has chosen to structure the text about effectiveness around the design of the programme rather than the ToR questions. In consequence Gender and other cross cutting issues are treated in separate sections, rather than as subsections of Effectiveness.

¹¹ Strategi för kapacitetsutveckling, partnerskap och metoder som stöder Agenda 2030 för hållbar utveckling, Regeringskansliet, [strategi_kapacitetsutveckling_webb.pdf](#) downloaded 230314

¹² Sida 2022, [Climate and Environment Policy \(sida.se\)](#) , downloaded 230314

¹³ Strategi för Sveriges regionala utvecklingssamarbete med Afrika söder om Sahara 2016–2021, [strategi-for-sveriges-regionala-utvecklingssamarbete-med-afrika-soder-om-sahara-2016-2021.pdf \(regeringen.se\)](#) , downloaded 230314

4.2.1 Programme design

In terms of overall design, the programme is very much in line with the Sida International Training Programme methodology which seeks to “offer key people from institutions in low- and middle-income countries training in implementing reforms. The objective is a transparent, efficient and democratic state administration under the rule of law”.¹⁴ In summary, each programme “round” consists of the following steps or phases:

- Open recruitment, based on criteria such as quality of candidate, of project proposed, of candidate’s home institution’s support, gender considerations and a degree of cross-sectoral mix (i.e Government, academia, private and NGO sectors, with a clear dominance for meteorologists and hydrologists)
- A regional start-up training block
- A Sweden based training block
- Home institution based project work with virtual mentoring (selected in part based on closeness of the project’s links to the participant’s normal professional context, home institution’s approval required)
- A regional concluding session
- Follow-up including alumni activities

4.2.2 Recruitment

The recruitment process consisted of making information about the ITP-CCMA Program available to potential candidates, how to submit applications, and selecting the best participants for each promotion.

There was consensus among participants that the dissemination of information about application to the programme was well adapted and transparent; the information was available on the website of Swedish Embassies (in Zambia and Burkina, for example) and relevant ministries and institutions also posted the information on boards open to all. In addition, former participants have participated in making the programme known in their respective networks. No discrimination was noted but some respondents proposed making better use of social networks.

The participants appreciated the requirement of institutional commitment. The institutional endorsement of each candidacy, including the project to be implemented was repeatedly described as essential for a successful participation in the programme, and of the project implementation (and integration) within the framework of the mission and mandate of participants’ professional service. However, some participants noted that the requirement did not guarantee management allocation of sufficient time for programme participation, for example 30% of the people interviewed in Burkina Faso, noted difficulties with management in terms of getting the time and the means

¹⁴ For an overview of the methodology see [International Training Programmes | Sida](#) .For an evaluation of its global application refer “Evaluation of Sida’s ITP approach for Capacity Development” Sida 2017:1. [sida62192en-evaluation-of-sidas-ityp-approach-for-capacity-development.pdf](#)

for implementation of their projects, despite pre-programme commitments made by the hierarchy.

Having been made aware of such difficulties, SMHI implementing partners (“regional facilitators”) were engaged to make pre-programme visits to managers to highlight and clarify the institutional commitment made, an initiative that was cited by several key informants as useful.

Overall, for the people met, it was the relevance of their personal project theme, and the CVs presented that were decisive for their selection. Furthermore, some participants noted a fairly balanced (comparable) proportion of women in relation to men. SMHI confirms a limited degree of positive discrimination in favour of women in the application process. Everything suggests that the candidates were selected according to predefined criteria resulting in an appropriate mix of participants in terms of country and profile. This provided a well-rounded group for mutual learning and networking.

Candidates are recruited from low income countries with significant variations in CC vulnerability, CC awareness and institutional maturity. Key informants reported that this supported peer-to-peer learning and regional integration. The vast majority of respondents felt that the mix was constructive. Junior professionals appreciated the experience shared by their seniors, for example on technical methodologies, while senior professionals appreciated insight into contexts they had not confronted and fresh ideas, such as use of social media for dissemination.

Perceptions regarding selection of case studies were similarly positive. Examples from low income countries made the case studies and other participants’ experiences relatable for low income country participants, while learning from case studies drawn from high income countries illustrated what was possible to implement albeit with relevant local adaptations. For instance, some participants appreciated the clean energy cases studies from Sweden, which they viewed as highly adaptable to low income country settings.

Meanwhile some participants noted that the mixed participation lessens the programme’s attraction for the more technically advanced while parts of the training were viewed by some participant as being too advanced for their level of expertise, specifically climate change modelling. Several respondents suggested that some training sessions could be split so that participants could go into sub groups based on their expertise and areas of work.

SMHI noted that such an approach had been tried on some rounds of the programme. However, the assessment was that deepening technical specialisation was not worthwhile, in part as it clashed with ambitions to highlight the cross-functional/cross-sectoral nature of CCMA.

Categorising participants by home institution shows a clear dominance of government agencies, with a bias towards SMHI counterpart institutions (of the sampled PPIRs

more than 60% were from government, most from metrological or hydrological institutions).

Consequently, the perception of the participants and their managers met is that the right arrangements have been made to reach and recruit suitable candidates, ensuring the full support of their organizations/institutions; in addition there are always many colleagues who wish to take part in the ITP-CCMA program; the demand remains for this training.

The evaluation notes that recruitment targets researchers, middle managers, project implementors and potential future decisionmakers. It is not designed to, and does not reach, current decision-makers, except indirectly to the extent that participants have access to such people when they return to their home institutions/organisations.

Summary: Recruitment perceived as transparent and fair. Gender balance reasonable given composition of staff at targeted institutions/organisations. Such balance was supported by light bias in favour of females in recruitment. Resulting mix of participants mutually supportive.

4.2.3 Technical Content of training

The training has focused on climate data and climate scenarios, CC impact on water resources, agriculture and forestry, including links to other sectors, CC vulnerability and risk assessment including gender, international law, conventions and negotiations on CC, good CC governance and communication.

The vast majority of respondents were pleased or very pleased with the chosen themes. Climate data and scenarios, links to other sectors, gender and communication seem to have been of general interest while enthusiasm for the other themes more closely followed the professional background of each participant. The varying backgrounds led some to want deeper, more scientific treatment of measurement and modelling methods while others called for more time spent on socio-economic and cross-functional issues. Overall, participants were pleased with the content which they found broadened their understanding of the global context and allowed them to deepen their understanding in a way relevant both to their home institution mandate and to their personal and professional development.

Respondents were also appreciative of the quality of resource persons and mentors. The evaluation notes that the programme content has been adjusted over time based on implementing staff impressions and participant feedback. This has included additions and retirement of sections/themes according to perceived demand.

Covid necessitated radical adjustments of programme logistics while content remained broadly the same. With international travel closed down, the programme continued based on virtual sessions complemented with national IRL workshops where feasible.

The evaluation notes that recent participants were disproportionately represented in the respondent sample, implying that many had benefitted from development over time but also been heavily impacted by the pandemic.

Summary: Contents reported as relevant and adjusted over time. Themes perceived as balanced, relevant to professional mandate in home institutions and personally and professionally developing.

4.2.4 Participant Projects

Part of the programme approach has been addressing CCMA challenges through projects to be implemented by participants in their home institutions/organisations. Many of the respondents cited these projects as crucial both to their own learning about application and to their ability to raise awareness in their home institutions/organisations.

A fundamental question often referred to, that remains to be resolved, is that of the financing of the projects initiated. Many participants underlined that “capacity building always has a long-term impact, that impact will be much greater if there are actions to accompany the implementation of the projects developed by the participants”. A significant proportion of the participants were frustrated that they were dependent on their home institution for resources to implement their projects. Their difficulties in accessing such resources varied but project completion was a requirement to graduate from the programme and most had sufficient support to complete their project.

There were also participants that managed to use pilot projects to access external funding for their organisation to continue, or even scale up, activities based on what was tested in the programme.

There have been a broad spectrum of projects and these were an important component of the participant selection process. Each proposal needed to be relevant both to the programme and to the participant’s home institution/organisation. They therefore had to be proposed, along with the candidate, by the candidate’s line manager or other superior representing the institution. Given the proportion of metrological and/or hydrological agencies in the sample population it is hardly surprising that many involved improving climate data collection or modelling. Agricultural adaptation, land or water related pilot project were also well represented. Many involved dissemination of climate trends/likely consequences or improving data exchange or other collaboration between stakeholders (Line ministries, regional-national-local communication, in a few cases public-private sector interaction).

Each of the projects was to be small enough to be possible to progress (if not be finished) during the programme round, i.e. 6-9 months. Although some institutions proposed candidates for several programme rounds (there are even examples of projects being built on a predecessor’s effort within the programme), none of the projects has, in its programme form, been scaled up to national or regional level. Nonetheless, multiple PPIRs can show evidence that participant projects have piloted new ways of working that have been integrated into institutional ways of working or influenced institutional policies. There are even examples of participants being granted roles in groups/committees developing or advising on national policy changes.

Summary: Participant projects were a crucial and appreciated way of applying new-found knowledge and skills. They were also seen as important to raising institutional awareness of CCMA issues. Many participants would have liked the programme to facilitate access to resources for scaling up or extending the projects.

4.2.5 Networking, partnerships and intersectoral collaboration

West African respondents emphasize that the programme has contributed to strengthening the partnerships and networking of participants and their institutions, specifically in terms of improving access to resources and by stimulating institutional changes. According to a participant, “The ITP-CCMA Program has been highly appreciated, and has already seen some improvement over time, notably with a regional facilitation mechanism that allowed local support from the scoping stage. This makes it possible to better fit the Participant Projects with regional realities, and better fit into the scheme, and the logic of the candidate's membership structure (Burkina, Mali, Niger). The support and advice thus available is a source of motivation”. The pooling of personal projects into joint single projects led by several participating institutions was also cited as proof of good collaboration between the participants. Several respondents highlight the interaction with the regional FANFAR initiative, an EU funded initiative to improve prognostication and early warning systems.

Participant projects piloting various forms of inter-sectoral/inter-ministerial collaboration were used to highlight networking in Zambia and Ethiopia as well.

The focal points of regional networks also pointed out that the majority of the projects developed by the participants tackled poverty by taking case studies of vulnerable farmers and offering them adaptation strategies, with examples of agricultural extension services making recommendation concerning seed varieties and crop choices based on CC prognostication.

Such projects are cited as having raised awareness of line ministry staff, at local and national levels, on several issues related to CC, resulting in increased use of metrological/hydrological expertise in planning processes. For example, flood risk prognostication has been used for practical mitigation measures (infrastructure measures, improved dissemination of data, early warning systems’ improvement).

The ITP programme has been very useful for the beneficiary institutions as it has enabled some participants at the regional level to lead seminars and trainings on climate change as senior experts. "It also made it possible to better strengthen the training modules on climate change at CRESA and within the faculty of agronomy of the Abdou Moumouni University of Niger". Similarly, in Zambia, the Disaster Mitigation Unit provided consultancy services in incorporating climate change impacts in the designs for sanitation infrastructure in Northern Zambia, based on the skills acquired during the training by its experts.

Regarding networking and partnership, the implementation of the ITP program was an opportunity to share experience in terms of assessing project results (academics and

civil servants). Some institutional focal points said: "We have established good contacts and we have set up a good network of exchanges and sharing of knowledge and opportunities". Formal networks are set up based on WhatsApp groups in some cases.

In terms of collaboration, the relevant institutions in the field (Environment, Water, Agriculture and Weather) seem to be working more and more together, sharing data more easily, but not in an institutional way; for example, the SP-CNDD works with ONEA, with the support of the Chemistry and Physics Laboratory (IGED) within the framework of the Measurement, Reporting and Verification Platform (MRV) on emissions related to the management method of waste. Similarly, AGHRYMET is working with the IGED of Burkina Faso on a joint project to model water quality in relation to climate in the form of action research. In Burkina, executives in the Water and Agriculture sector are increasingly asking ANEVE for assistance in setting up projects, to better define the evaluation framework taking CC into account; the checklist provided for this purpose has also been adapted and improved with the knowledge gained during the training.

The setting up of the West African network is an asset highly appreciated by the participants. This network now has around thirty focal points from government agencies, research institutions and regional institutions. The network is currently operational and has had to respond to the various requests from its members on issues of technical assistance, training seminars, support and coaching sessions to assess certain results. However, the setting up of networks is not a given and that the West African one remains relevant, in part, by its overlap with the regional, EU funded FANFAR project. The evaluation notes that of the PPIRs analysed, less than 30% highlighted an effect on the creation of new partnerships and/or networks.

Summary: there is evidence that the programme has contributed to the establishment of new (or the reactivation of dormant) networks and institutional partnerships. The participant projects, by testing, contextualising, sharing or applying new knowledge were crucial to the perceived relevance of such networks. Networks with formal structure, or shadowing formal structures, were more likely to survive.

4.2.6 Gender

Gender issues were perceived as well integrated in the programme, with respondents mentioning the gender mainstreaming tools received and the effect on their own gender awareness as especially helpful. The inclusion of the "Gender Analysis" paragraph in the reporting framework on the PPIRs was also mentioned as important for bringing out that perspective, during the implementation and the reporting phases.

Respondents pointed out that, in the design of the modules within the programme, gender mainstreaming aspects were fully integrated into the sessions; this seems to have reinforced the interest of participants whose institutions and programmes are in the process of strengthening this dimension.

Programme participants differed in terms of the degree to which they incorporated gender, climate change, governance anti-corruption, and human rights issues in their project designs (of the sampled PPIRs 40% were assessed to allow differentiation of effects by gender). This difference between participants was explained as largely dependent on their specialisations and the policy of their organisations. In Zambia, in the frame of the Pilot Programme for Climate Change, the organisation mainstreams gender and climate change, thus the change project also incorporated these aspects; similarly in World Bank funded projects on Climate change such as PPCR and SCLARA, consideration of gender, corruption, CCMA were also included, All these programmes and projects were reported to have these issues at their core; in design and implementation, thereby colouring the participant project choices made.

In Burkina Faso, the National IWRM Programme (PN-IWRM) provides for the consideration of gender in the development and management of water resources at all levels; in this context, the assets of the programme have supported the planning of activities and the monitoring of parameters on CC and gender. Similarly, the "Nationally Determined Contribution (NDC) of Burkina Faso 2021-2025" which foresees, among other things, the elaboration of gender-sensitive NDC sectoral plans, was echoed in the ITP programme.

There is consensus among respondents, that the recruitment process considered gender adequately. SMHI documentation indicates that 31% of participants were women.¹⁵

However, most Participant Projects were focused on studies, and other pilot actions of a rather scientific or technical type (wastewater treatment, resilience of hydraulic infrastructures to climate change, seasonal forecasts, etc.). The participant projects seldom considered gender based differential vulnerabilities, capacities or effects. However, there are some exceptions to this. For instance, a tree planting project around a World Heritage Site in Zambia emphasised gender inclusivity and trained men and women in nursery, tree establishment and management. It is also worth noting that the participant project entitled "Women's role in adapting to climate change in Burkina Faso: the case of the recovery of degraded using the Plough delfino in the commune of TANGAYE" involved women and men equally (50% of the beneficiaries), demonstrating at the community level the capacities of women to take on the related tasks.

Summary: gender was seen as well mainstreamed in the programme design and implementation. Positive bias for females in recruitment contributed to this. In terms of gender, respondents commonly feel that the ITP Programme has reinforced a momentum already underway in the different countries and institutions. Institutional effects were described as supportive of existing ambitions, rather than new or transformative.

¹⁵ From SMHI database "Typology_change_projects_for_evaluation_proposition"

4.2.7 Other cross-cutting issues

Biodiversity, human rights, and corruption issues have mostly been left unaddressed, though some say they have been lightly touched upon. At the National Water Institute (INE) of Benin, all programmes must take into consideration gender and climate change aspects. There is even a course module on integrity in the water sector that takes into account the anti-corruption component. Similarly, the National IWRM Programme (PN-IWRM) of Burkina Faso aims, according to its strategic orientation, to "integrate gender, poverty, growth, human rights and climate change aspects in the planning, implementation and monitoring-evaluation of actions in the field of water resources", and there is a Gender Unit established in the Ministry in charge of water in place. The ITP-CCMA Programme was described as supporting the operationalisation of human rights and anti-corruption dialogue in these contexts.

Summary: CC awareness and participant capacity to develop such awareness has grown. Other cross-cutting issues such as poverty, human rights and anti-corruption have had little space in the programme and minimal impact.

4.3 HIGH-LEVEL EFFECTS AND IMPACT

The evaluation has identified no high-level negative side effects of the programme.

Although some participants acknowledged that it was difficult to isolate the effects of the ITP 309, they noted that they had used their acquired knowledge and skills both within and outside their organizations and thus expected the programme to have had wider effects. For example, one programme participant developed tools for including climate information in their organisation's programmes, which are implemented across Zambia; another participant developed a screening tool for mainstreaming climate change in the development of integrated development plans by local authorities.

Both respondents and institutional focal points argued that knowledge disseminated, and skills passed on to communities, has long term impact. One participant reported how she worked with several state and non-state stakeholders to increase awareness on water resources management in irrigation canals and implementation of climate mitigation measures to enhance water availability. The development of informal professional networks among programme participants was described as enabling the sharing of knowledge on CCMA long after the training.

The use of reliable information and data to inform policy and governance decisions on water-related issues, particularly in integrated water management, is evident in the participating countries. For instance, Zambia's Water Resources Management Authority employs credible climate-related data to make informed decisions and conduct awareness training on sustainable water use in the northern province. In Ethiopia, the Ministry of Water and Energy uses hydrological and meteorological data acquired through training to support daily activities, such as disaster preparedness, by informing decision-makers, relief organizations, and impacted communities about water-related issues (such as seasonal flooding). Additionally, participants have

utilized the lectures and tools presented during the training to educate younger generations on climate change mitigation, including tree planting and integrated water resource management. Ethiopia's Green Legacy program is a noteworthy initiative that integrates nature-based solutions to improve water management practices and reduce greenhouse gas emissions. The program will also benefit rural communities in Ethiopia, whose primary energy source for cooking is still biomass due to a lack of awareness about better energy options. By adopting the program's sustainable practices, local communities can reduce their reliance on biomass while improving their overall energy usage efficiency.

Participants from organisations mandated to work with other line ministries, agencies and NGOs found that capacity developed through the programme made it easier to share their knowledge and skills outside their organisation, as did those in decision making positions. From the participants, there is a clear indication of increased capacity in key organisations to integrate CCMA measures into planning and decision-making.

For the people met, most of the activities noted within the framework of the Program at the level of the participants and their institutions were related to studies aimed at experimenting and capitalizing on good practices, or else at pilot actions, with a view to bringing them to bear on a medium and long-term scale; the effects cannot be expected or visible in the short term; however, some concrete progress can be noted in terms of the effectiveness of adaptation and/or mitigation of climate change.

Many participants observe professional changes now considered in their respective structure, and even in the region as an expert in CC (ABN, UNDP in Niger, Town hall of Banfora or at the CHU Yalgado Ouédraogo in Burkina) or project manager carbon, in a research position for a doctoral thesis with WASCAL in a collaborative dynamic with the original NGO, AGED.

In terms of the recovery of degraded land by improving water and soil management with the corollary of beneficial effects on the populations' incomes, the promotion of new hydro-agricultural techniques on fodder crops, the irrigation of complement and booster, and off-season crops were made; we can also mention techniques such as Zaï, half-moons and ecological approaches. In Niger, and in the area of intervention of the Great Green Wall, it should be noted the establishment of integrated Community Agricultural Farms to deal with the effects of CC. We can see the effect of the Program indirectly, through the contribution of the alumni largely involved in these actions.

Summary: High-level effects exemplified by participant mandate changes (promotions, closer links to decisions), influence on collaboration (e.g. inter-ministerial interaction) or policy /standard operating procedure changes. Although attribution impossible, stakeholders convinced of contribution to change.

4.3.1 Poverty

In its multi dimensional poverty analysis framework, Sida identifies four dimensions of poverty: resources, power and voice, opportunities and choice and human security.

While the programme has not addressed these directly, key informants are convinced that it has indirectly affected all four.

By addressing CC effects on water, agricultural production and forestry, all three fundamental resources for human survival, the programme has contributed to decreasing risk and improving adaptation. Examples range from collaborating with extension services to revise seed provision to developing early warning systems for floods and drought.

By raising awareness and improving dissemination of prognostication, as well as by mainstreaming gender, the Power and voice of people living in poverty has been affected (albeit attributable to programme activities only at selected locations).

To the extent to which the programme has strengthened information distribution/communication capacity of participating institutions (attested to by several key informants) the opportunities and choice, in terms of household location, adaptation measures e.g. crop selection of people living in poverty have been expanded.

There is very little evidence that human security has been affected but some participants speak eloquently of the indirect effects on latent conflicts over limited resources of improved CC awareness.

The evaluation attempted to assess the sampled PPIRs against the MDPA framework with limited success.¹⁶ In most projects, direct effects on dimensions of poverty were very limited. However, some highlights from the assessment may be of interest:

We reviewed 35 PPIR whose authors (the implementing participant) were 55 % female. 60% of the projects were assessed to have some effect on resources, 25% on opportunities and choice, 25% on voice and 18% on human security.

In the interviews, programme effects on poverty were reported, by key informants, mainly as indirect. Several participants noted that while their training and change projects did not explicitly address poverty, they nevertheless impacted it through their focus on CCMA which is central to livelihoods of the majority of rural people in developing countries. Climate disasters such as droughts and floods adversely affect rural livelihoods, resulting in famine and diseases. Thus, any interventions to enhance climate change adaptation and mitigation invariably contributes to household food security and poverty reduction.

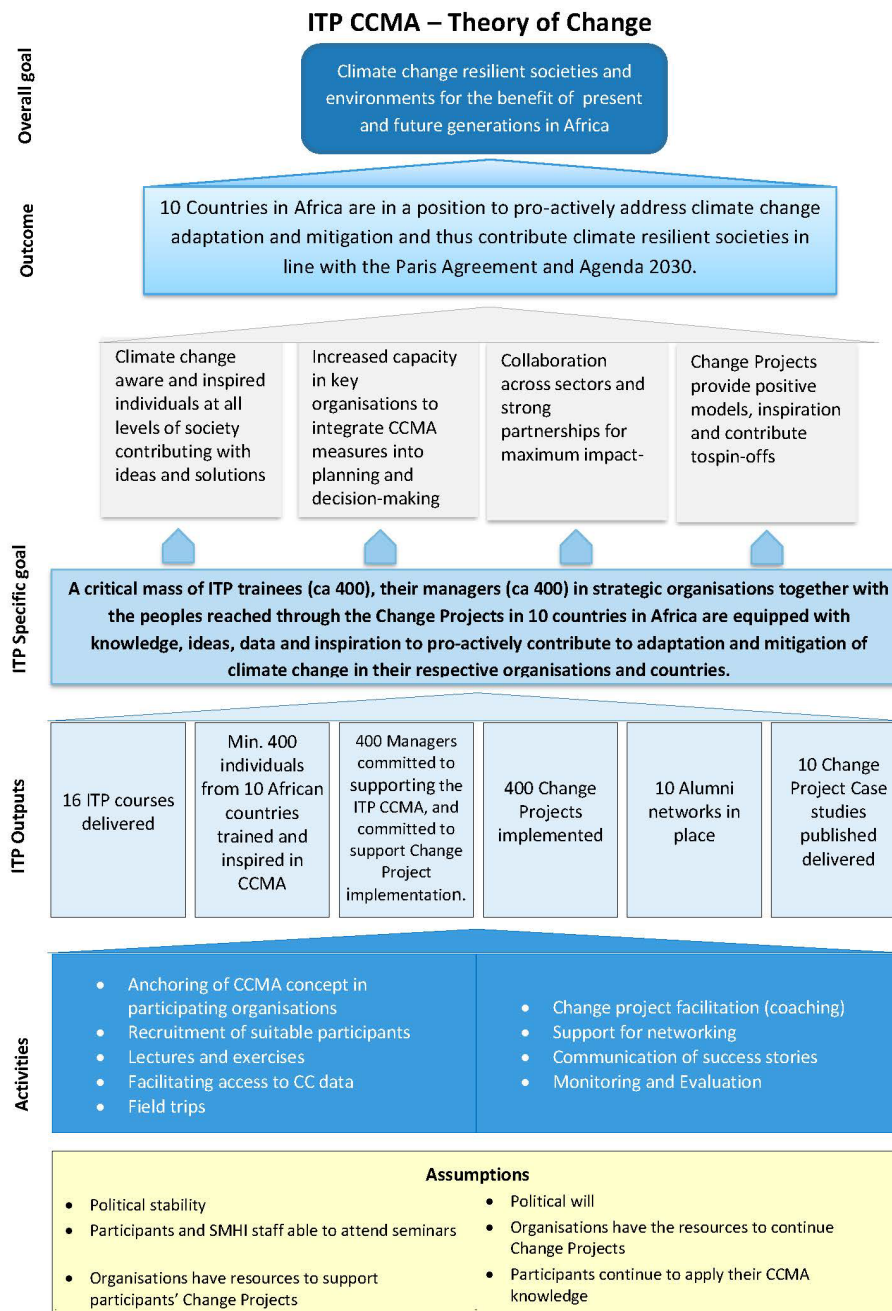
Summary: addressing poverty was not a primary objective of the programme and direct effects on dimensions of poverty identified are very limited.

¹⁶ For greater detail regarding MDPA please refer to e.g. <https://www.sida.se/en/for-partners/methods-materials/poverty-toolbox>

4.4 THE THEORY OF CHANGE AND ITS ASSUMPTIONS

The ToC was developed in connection with RBM training in 2018. It thus incorporates changes made in programme implementation based on previous years' experience and feedback received.

Figure 1: Theory of Change



The ToC makes a series of explicit assumptions which are discussed below.

Political stability

This assumption was challenged in several of the host countries but political developments had limited direct effect on the programme. Indirectly it affected outcomes by impacting the host institutions, for example by increasing staff turnover.

Participants and SMHI staff able to attend seminars

This assumption was of course severely challenged by Covid, necessitating major adjustments of programme implementation.

Organisations have resources to support participants' Change Projects

Following initial difficulties regarding institutional backing, most participants received sufficient resources to complete their projects.

Political will

The political will varied and this contributed to changes over time in countries included in the programme.

Organisations have the resources to continue Change Projects

Some have had, some have not.

Participants continue to apply their CCMA knowledge

There is ample evidence that this is the case.

5 Discussion/analysis

The absence of baseline data and the evolving nature of the programme limits the feasibility of direct assessment of results. Furthermore, seeking to enhance interest and secure sustainability, the programme is explicitly designed to be integrated in participants' host institutions' strategies and work plans.

The evolving nature of the programme has been emphasized by both participants and implementors. This is evidence of agile adjustment to experience gained and changing contexts.

The programme has sought to achieve change through:

- A) capacity development of individuals,
- B) small scale, diverse participant projects. Commonly of a pilot nature and/or targeting improved data collection or research methodology i.e. only intended to have an indirect effect on CCMA
- C) institutional change based on the effects of individual capacity development
- D) CCMA awareness change and improved intersectoral collaboration in society at large due to capacity development of both individuals and institutions
- E) improved CCMA related decision-making based on increased CCMA awareness combined with increased institutional capacity
- F) improved CCMA capacity in the countries concerned in consequence of the above allows the programme to contribute to climate change resilient societies.

The complexity of the intended causal chain, the evolving nature of the programme and the small scale of the intervention in relation to the societies it seeks to influence challenges attribution of effects to programme activities.

However, the metrological and hydrological capacity targeted is highly centralised and the pool of relevant professionals likely to be in the thousands, i.e. sufficiently small for a programme reaching 450 individuals to have a significant impact.

6 Conclusions

Overall, the evaluation concludes that the programme has been relevant and effective in noticeably contributing to reaching the specific objectives of the Theory of Change. This has been achieved through good use of a solid capacity base, adaptive management in the face of major contextual changes, alignment with global issues and evolving host country institutional awareness of the realities of climate change.

The programme effects could be enhanced by better collaboration with other development stakeholders to increase the likelihood avoiding duplication and securing of funding for upscaling. At a minimum other Swedish interventions in the same countries should be mapped during programme design in order to identify potential for synergies (refer for example to Swedish support to the Statistics sector in Burkina Faso, to Integrated Water Resource management across West Africa, to agriculture and trade in Zambia to a range of areas in Mali and Ethiopia).

The evaluation concludes that:

- The programme has been relevant and consistent with the needs of host countries
- There has been alignment with country specific demands and needs for institutional capacity development. Furthermore, countries where this has not been the case have been phased out. Competition from other providers of institutional development influenced interest.
- The application through Participant projects is crucial to both learning and institutional buy-in.
- The programme has been in line with Swedish priorities in development cooperation as defined in relevant thematic and regional strategies.
- Social/ language/ cultural barriers were minor and appropriately addressed through programme adaptations over time.
- Participant characteristics were in line with the professional background and mandates that the programme targeted.
- The participant mix achieved was supportive of peer-to-peer learning and the establishment of communities of practice. It was not sufficient for stable formal networks to be established and sustained. Networks that have emerged are either informal or sustained by participant inclusion in parallel structures not developed by the programme activities (for example FANFAR relationships in West Africa).
- Addressing poverty has not been a direct objective of the programme. While there is some evidence of indirect effects on dimensions of poverty, such effects are minor and/or highly localised.
- The programme has managed to mainstream gender, environment and climate change in the programme, with traceable effects on some of the home institutions

of the participants. Such effects are perceived as supporting existing ambitions more than introducing something new.

- Positive bias in favour of females contributed to the relative gender balance of training groups.
- There is little, if any, evidence of the programme affecting biodiversity, anti-corruption or human rights.
- No high-level negative side effects were identified.
- The, quite limited, policy, awareness, net-working and decision-making effects identified **may** generate significant positive high-level effects over the long term.
- ITP 309 did lead to a strengthened capacity within organisations and institutions to deliver on their specific mandate in the area of CCMA in some cases. The degree of *change seen as attributable to the programme was dependent on contextualisation, political priorities, institutional critical mass, institutional resource availability, time, and the degree to which there were iterative interventions over “institutional change time scales”*.
- There is evidence that the programme had high-level effects. Attribution to the programme is impossible, but stakeholders are convinced of contribution to change.

7 Lessons learned

Participant project implementation is dependent on institutional buy-in. This improved following increased efforts to ensure commitment from relevant hierarchies, efforts culturally adapted by making regional facilitators responsible for their implementation.

“Multigenerational participant projects” i.e. projects that built on previous round, same institution, participant projects increased perceived success and institutional buy-in.

Critical mass, including allowing team projects increases institutional buy-in (should be sub divided for individual mandates to be possible).

Lack of competition/alternatives increases likelihood of success, i.e. countries with multiple partners offering a range of training opportunities will focus less on implementing the programme.

High level decision makers are not targeted by the programme and do not have time to allocate to such detailed training. Meanwhile cross functional links need external help to develop sustainably. Therefore, complementary ways of involving such people to raise their awareness is needed.

8 Recommendations

Sida is recommended to:

1. Continue supporting CCMA capacity development and collaboration.
2. Complement implementing agency trainings with supportive lobbying targeting relevant decision makers (VIP workshops/seminars, short with “big” names, designed to raise political interest and institutional buy-in, increasing chances for scale-up funding).
3. Require proposals for future ITP to include a mapping of potential cross-functional collaboration with other Swedish supported programming, including potential synergies with past ITP alumni (including ITP programmes implemented by other Swedish Authorities).

SMHI is recommended to:

4. Continue to prioritise “serial” institutional participation in future programming to support building “critical mass”.
5. Continue to allow gender to be a selection factor in order to encourage gender balance in the training groups.
6. Consider tripartite collaborations within similar future programme seeking to link SMHI – participating institution – relevant funding stakeholder, thus increasing chances for scale-up and sustainability of impact.
7. Continue and develop the use of local/regional expertise.
8. Seek to connect networks developed to formal structures/institutions (such as FANFAR) to increase likelihood of sustainability
9. Enhance the value of the programme by ensuring long run follow-up.

Annex 1 – Terms of Reference



Terms of Reference for the Evaluation of the International Training Program (ITP) 309 Climate Change Mitigation and Adaptation (CCMA) implemented by SMHI, Swedish Meteorological and Hydrological Institute (2015 – 2023)

Date: 2022-08-23

1. General information

1.1 Introduction

The International Training Program, ITP 309 Climate Change Mitigation and Adaptation (CCMA), is a capacity development programme implemented by the Swedish Meteorology, Hydrology and Institute (SMHI) and funded by Sida's CAPDEV unit, under the strategy for capacity development, partnerships and methods that support the Agenda 2030 for sustainable development (*KAPAME strategi [Strategi för kapacitetsutveckling, partnerskap och metoder som stöder Agenda 2030 för hållbar utveckling - Regeringen.se](#)*).

SMHI is an expert authority under the Swedish Ministry of the Environment. SMHI has a global outlook and a vital mission to forecast changes in weather, water and climate. With a scientific foundation in meteorology, hydrology, oceanography and climate, SMHI uses knowledge, research and services to contribute to a more sustainable society. <https://www.smhi.se/en/about-smhi/who-we-are/who-we-are-1.83748>

In addition to its government mandate, SMHI implement international capacity development programs, through external funding. The goal is to contribute to the Paris Agreement, Agenda 2030 and Sweden's international climate commitments. The project portfolio currently includes international training programmes, technical support to sister organisations in low and middle income countries and various research collaborations. SMHI has been implementing Sida funded International Training Programmes (ITP) for almost 20 years. The latest ITP programme, which started in

2015, addresses climate change mitigation and adaptation (ITP CCMA), with specific focus on water and agriculture.

Sida's International Training Programme (ITP) offers key people from institutions in low- and middle-income countries training in implementing reforms and building up institutions. The goal is a transparent, efficient and democratic state administration under the rule of law. The general objective of Sida's ITPs is to create opportunities for long-term and sustainable change through capacity development of strategic people in various institutions.

In the countries included in ITP 309, climate change mitigation and adaptation considerations are often not adequately mainstreamed into policy, planning and decision-making. Changing weather patterns and extreme weather events due to climate change therefore require review of existing policies, plans and work processes based on the latest scientific climate data in order to achieve sustainable development in the most cost efficient manner. In addition, people at all levels need to be made aware of issues related to climate change in order to be able to adapt. The objective of ITP 309 on Climate Change Mitigation and Adaptation is thus to capacitate people in key organisations, so that they can address climate change more effectively in order to limit any climate induced negative effects and to protect people and their livelihoods, while also meeting the country's international climate obligations and commitments.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is ITP 309 Climate Change 2015 – 2023, Sida contribution number 54000050, contract C54674. This contribution has a total budget of 95.945.741 SEK for a period of 9 years, whereof 88.805.000 SEK has been allocated to date.

SMHI and Sida signed an agreement in 2015 for a series of ITPs (309) on “**Climate Change mitigation and adaptation**”. The original agreement included 9 rounds of ITP for 25 participants per round from selected countries in East, Southern and West Africa, as well as three short courses for regional supervisors/facilitators.

Since the signing of the agreement the following amendments have been made:

- 2016 - Amendment of the original agreement budget.
- 2018 - The number of ITP programs were increased to 12 and the budget updated accordingly.
- 2019 - Extension agreement, including amendment of the the end date to December 2022, increasing the number of ITP programs to 16, with an increased budget update to match.
- 2020 - Following the Covid pandemic the end date was extended to March 2023, implementation modalities and budget (email correspondence) were reviewed and updated.

2022 - The end date was extended to 31 December 2023, implementation modalities updated (change of the final round from the original format to a digital/hybrid programme for three countries) and an updated budget to match (email correspondence) was agreed between Sida and SMHI.

The programmes are delivered in both English and French. The participating countries and institution are summarised in Annex E.

Between 2015 and 2021, 14 program cycles have been implemented, with a total of 1608 applications received of which 397 were offered a place and 351 participants completing the ITPs. The two remaining ITP programs, to include 61 additional participants, are ongoing during 2022. The last program will be a digital/hybrid program in 2 selected (18 participants per country) countries.

The Theory of Change and Log frame of the programme was developed and amended during the implementation period, and in particular as a result of the Result Based Management training provided by NIRAS in 2017/18, but also as a result of internal monitoring and evaluation results.

The goals and expected outcomes can be summarised as follows:

Over-arching/long term aim of the program:

Climate change resilient societies and environments for the benefit of present and future generations in Africa.

Programme purpose (original):

10 Countries in Africa are in a position to pro-actively address climate change adaptation and mitigation and thus contribute to climate resilient societies in line with the Paris Agreement and Agenda 2030.

Expected outcomes

- Increased **Climate Change adaptation and mitigation awareness** at all levels of society leading to informed decision-making
- Increased capacity in key organisations **to integrate and mainstream Climate Change adaptation and mitigation measures into planning and decision-making**. This can include access to climate data, updated policies, improved ability to access climate change funding, pilot projects etc.
- Closer **cooperation between sectors and promotion of partnerships** for a coherent approach to building climate change resilience.
- **Implementation of effective Climate Change adaptation and mitigation activities** and climate smart solutions to benefit society e.g. upscaling of change projects.

Participating organizations, through their participants, are expected to build an understanding of their respective roles in climate change mitigation and adaptation, and how to further mainstream climate change considerations into their respective policies, plans and decision-making. Each training contributes to the general objective by supporting and motivating the participants to make informed decisions in their area of expertise and act in their organization to strengthen ways to contribute to climate change mitigation, adaptation and awareness.

In addition to the core subjects related to CCMA, the ITP addresses cross-cutting subjects such as climate equality (gender and youth issues), good governance, communication and project design. The latter forms part of the exit strategy.

For further information, the intervention proposal is attached as Annex D.

1.3 Evaluation rationale

Many changes have taken place during the 8 years of implementation and the pandemic situation created a very different operational context to when the program started in 2015. The world has changed significantly on the environmental and Climate Change front and in the way we can travel. It is therefore important to assess if the objectives are still relevant, if the program's methods are effective in reaching the desired results, and if the program is relevant for the participants and their institutions.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

- The intended use of this evaluation is to help Sida and SMHI to assess progress of on-going capacity development programs to learn what works well and what doesn't work well. The evaluation will be used to inform decisions on how any future programs should be designed in order to further enhance sustainable, anticipated results in the area of Climate change and environmental policy. To do this the evaluation should ***identify results, collect lessons learned and provide SMHI and Sida with recommendations for future programme design and implementation.***
- The evaluation is expected to have a learning effect on the different stakeholders - SMHI, other participating organisations, Sida and eventually Swedish embassy program staff. How the evaluation is to support the learning process through communication and dissemination is to be further developed and described in the tender by the evaluators (communication and dissemination plan).

During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation should take place between November 2022 – April 2023. The evaluation shall focus on the **ITP 309 program, Climate Change Adaptation and Mitigation**.

The first 14 ITP program rounds have focused on a total of 11 countries in southern, east and west Africa. As ITP 309 has evolved and been extended, some countries have had access to more ITP programs than others and consequently have had many more participants. Based on the number of participants, as well as implementation issues we suggest focus on the following countries for the in-depth studies: Burkina Faso, Zambia, and Ethiopia, representing east, west and southern Africa. For a regional perspective, Niger is the proposed focus country. A field visit to the regional follow-up seminar of ITP (2021) WA program is expected. This is currently planned for 21-25 November 2022 in the Ivory Coast. Exact location will be supplied as soon as this information is available.

While one of the core strategies of the ITP CCMA has been to target a cross section of organisations in society in order to encourage communication and collaboration across sectors on the topic of climate change, it would also be useful to more closely examine those institutions with a higher number of participants in the program to ascertain the program's impact at an institutional level, and how recruitment may have affected the results, (see Annex E for the list of organizations in West Africa. East African organisations to be provided at a later date).

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

The objective/objectives of this evaluation is/are to:

Ascertain how the programme has contributed to raising CCMA awareness in the participating countries and organisations, and how the change projects may contribute to informed decision-making and climate change resilient societies.

With this aim, the following questions are suggested as the ground for the evaluation: The evaluation is expected to focus on the areas below. Within the overall framework of the main evaluation areas, the evaluators are expected to present detailed evaluation questions in the inception report, for Sida's consideration and approval. The inception phase will provide an opportunity for the evaluator to further develop the evaluation questions based on initial findings.

Relevance:

1. To what extent have the objectives and design of the programme been consistent with the demands and needs of the countries that participating individuals and their

home organisations/institutions have been representing in the programme? Has the programme been aligned to country specific demands and needs for institutional capacity development? (Suggest improvements where appropriate.)

2. To what extent were the most relevant Swedish cooperation countries involved in the programme (i.e., based on actual demands of the countries to achieve the stipulated objectives and impact of the programme)? Were there any language/social/cultural barriers disrupting the inclusion of certain countries (out of the Swedish cooperation countries)? If yes, what could have been done to ensure inclusion of the countries most in need for this programme?

3. Has the recruitment process provided good conditions to reach and recruit suitable applicants, fully taking into consideration the support from their organisations/institutions? (Advantages or disadvantages regarding the mixture of participants from low- and middle-income countries?)

Effectiveness:

4. To what extent is poverty, in its different dimensions, addressed in the design, implementation and follow up of the programme?

5. To what extent has the programme managed to mainstream gender, environment and climate change, biodiversity, anticorruption and human rights as cross-cutting issues within the program? (Suggest improvements where appropriate in particular the aspect of further strengthening biodiversity and rural development aspects.)

6. To what extent has the programme generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects (regarding impact)? Which participating countries have generated results at impact level? If so, which impact? If not, why not? Did ITP 309 lead to a strengthened capacity within organisations and institutions to deliver on their specific mandate in the area of CCMA. If so, why and if not, why not? What are the key factors and indicators for success or failure?

7. To what extent has the programme been successful in establishing and sustaining new and/or enhanced partnerships and functional networks between organisations and institutions? If so, why and if not, why not? Have these partnerships and networks had any impact on results?

Impact:

8. At some of the regional follow-up meetings, alumni meetings have been organised. Have these alumni meetings contributed to building national networks? To different models? Lessons-learned? How have these contributed to the sustainability of the programme?

9. What has been the added value of each of the implementing partners' participation to the programme?

10. Has the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

Questions are expected to be developed in the tender by the evaluator and further refined during the inception phase of the evaluation in consultation with Sida and SMHI.

Overall the Evaluation team should look at the effectiveness of the program's methodology especially in relation to the changes made during the pandemic.

2.4 Evaluation approach and methods

The methodology to be used should be proposed by the evaluator in the tender and the design shall be further elaborated and explained in an inception report. The evaluators are expected to carry out the assignment in a cost-efficient manner. The evaluators will carry out the work independently but will keep the contact person at Sida informed of the progress throughout. If and when more significant problems or issues arise, e.g. low survey response rates, the evaluators are expected to inform the contact person and discuss solutions. The evaluation team will regularly update the contact person on the progress of the evaluation and any issues that may arise.

Before the start-up meeting, Sida and SMHI will make available necessary staff resources to the evaluation team and in the best possible manner facilitate the gathering of additional documentation and information. SMHI will make available contact information of organisations and participants.

The evaluator is expected to use a combination of methods (quantitative and qualitative) and information to be able to respond to the evaluation questions, such as:

- A review of relevant programme documentation (tenders, invitations, reports etc., a major part of the documentation is in Swedish)
- A review of relevant documents and strategies within Sida (a major part of the documentation is in Swedish)
- Interviews with responsible officers at Sida and the respective embassy and other relevant actors.
- Interviews with the programme organiser's managers, mentors and administrators.
- Time should be allocated for in-depth study of relevant evaluation questions, including in-depth interviews with a selection of participating institutions and organisations (participants, superiors etc.) located in the different regions.
- Virtual/Digital interviews and/or surveys with a sample of participants and their superiors from participating organisations and possible other actors, from suggested participating countries.
- As the programs are still on-going the evaluators could observe the training programs or follow-up meetings during 2022 / 2023. This can be done digitally or if possible IRL.
- If the evaluator deems it relevant a partial/regional meeting for participants or an evaluation meeting for participants could be considered online or IRL. If so the evaluator should particularly suggest how this should be achieved.

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Given the situation with Covid-19, innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed. The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used¹⁷.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by Sida/CAPDEV. The intended users are Sida, SMHI and other implementing partners and Swedish embassies in participating countries. Sida and SMHI, the foremost intended users of the evaluation, have formed a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

¹⁷ See for example UNEG United Nations Evaluation Group (2014) Integrating Human Rights and Gender Equality in Evaluations <http://uneval.org/document/detail/1616>

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation¹⁸. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation¹⁹ and the OECD/DAC Better Criteria for Better Evaluation²⁰. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. Given the situation with Covid-19, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out from September 2022 to March 2023. The timing of any possible surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
1. Start-up meeting/s online	Sida, SMHI / Evaluation team	Flexible. propose early Nov 2022/ prior to start.
2. Field visit to regional mtg	(Sida) SMHI / Evaluator	21-25 November (Ivory Coast)
3. Draft inception report	Evaluators	Flexible, propose mid February.
4. Inception meeting to discuss report (digital or IRL)	Program responsible Sida/ CAPDEV, SMHI, other implementing partners	Flexible, TBD at Start-up meeting (propose end Feb early March)
5. Comments from intended users to evaluators (alternatively these may be sent to evaluators ahead of the inception meeting)	Sida / SMHI	TBD at Start-up meeting
6. Data collection, interviews, analysis,	Evaluators	December 2022 – March 2023

¹⁸ OECD/DAC (2010) Quality Standards for Development Evaluation.

¹⁹ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

²⁰ OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

report writing and quality assurance		
7. Debriefing/validation meeting (optional)	Sida, SMHI, Evaluators	Early March 2023
8. Draft evaluation report	Evaluators	20 March 2023
9. Comments from intended users to evaluators	Sida, SMHI (possibly UM, Program Partners)	30 March 2023 deadline.
10. Final evaluation report	Evaluators	Mid April 2023
11. Report dissemination seminar	Sida, Embassy staff, SMHI and Partners	April – early May 2023.

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover issues about and interpretations of the evaluation questions, present the evaluation approach/methodology *including how a utilization-focused approach will be ensured*, methods for data collection and analysis, as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English with a summary in Swedish and be professionally proof read. The final report should have clear structure and follow the layout format of Sida's template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case-based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation²¹.

The evaluator shall, upon approval by Sida of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database.

The order is placed by sending the approved report to Nordic Morning (sida@atta45.se), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

2.8 Evaluation team qualifications

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

- Documented experience of international capacity development project evaluations, OECD/DAC and Sida evaluation standards and report writing.
- Documented experience of international training programs
- Experience of institutional strengthening

²¹ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

- An understanding of CCMA and/or sustainable development, water and agriculture in Africa

As the West African programs are conducted in French a good working knowledge of French is required by at least one of the team members, while all team members must be proficient in English. Since most of the documentation is in Swedish it is a minimum that at least one, preferably several, of the evaluation team members are fluent in Swedish.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, and in a situation with Covid-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is **750.000 SEK**. Invoicing and payment shall be managed according to the following: The Consultant may invoice a maximum of 50 % of the total amount after approval by Sida of the Inception Report and a maximum of 50 % after approval by Sida of the Final Report and when the assignment is completed.

The contact persons at Sida are Michelle Bouchard Sida/PARTNER Dept/ CAPDEV. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by Sida/CAPDEV (Michelle Bouchard). Contact details to intended users (cooperation partners, Swedish Embassies, other donors etc.) will be provided by CAPDEV and SMHI.

The evaluator will be required to arrange the logistics for booking interviews, visits and meetings including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation *(to be supplied at start of contract)*

1. Assessment of the program proposal
2. Annual reports
3. Contracts
4. Sida Conclusion of Performance

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	ITP 309 Climate Change
ID no. in PLANIt	54000050
Dox no./Archive case no.	14/001441
Activity period (if applicable)	2015-2023 (ongoing)
Agreed budget (if applicable)	95 MSEK
Main sector ²²	Environment
Name and type of implementing organisation ²³	Swedish Meteorological and Hydrological Institute (SMHI), Public sector institution
Aid type ²⁴	Experts/technical assistance
Swedish strategy	KAPAME

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	CAPDEV
Contact person at unit/Swedish Embassy	Michelle Bouchard
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	End of Programme
ID no. in PLANIt (if other than above).	54000050(26)

Annex C: Decentralised evaluation report template to be supplied)

Annex D: Project/Programme document

²² Choose from Sida's twelve main sectors: education; research; democracy, human rights and gender equality; health; conflict, peace and security; humanitarian aid; sustainable infrastructure and services; market development; environment; agriculture and forestry; budget support; or other (e.g. multi-sector).

²³ Choose from the five OECD/DAC-categories: public sector institutions; NGO or civil society; public-private partnerships and networks; multilateral organisations; and other (e.g. universities, consultancy firms).

²⁴ Choose from the eight OECD/DAC-categories: budget/sector support; core contributions/pooled funds; project type; experts/technical assistance; scholarships/student costs in donor countries; debt relief; admin costs not included elsewhere; and other in-donor expenditures.

Annex 2 - Documentation list

The evaluation team have had access to a large SMHI database related to the programme, containing hundreds of documents, many of which we have scanned.

Documents included in that database include presentations, participant reports, categorised participant lists, planning documents, project and programme proposals, stakeholders agreements and similar categories. They constitute an impressive library of documentation of the programme.

All such documents are freely available for the interested reader, in line with the Swedish the principle of publicity law (“offentlighetsprincipen”).

We will not attempt to list all these documents here. Interested readers may contact programme staff or registrator@smhi.se for electronic access to such documentation.

Host country documents reviewed:

- Ethiopia's Climate Resilient Green Economy Strategy (CRGE) 2011-2025
- Ethiopia's The Green Legacy Initiative (GLI) 2019-2022
- Document de Plan d'Action pour la Gestion Intégrée des Ressources en Eau du Burkina Faso 2016-2030
- Programme National d'Assainissement des Eaux Usées et Excreta (PN-AEUE) 2016-2030
- Programme National d'Approvisionnement en Eau Potable 2016-2030
- Plan National d'Adaptation Aux Changements Climatiques (PNA) Du Burkina Faso
- Contribution Déterminée au Niveau National (CDN) du Burkina Faso 2021-2025 qui prévoit entre autres l'élaboration de Plans sectoriels de la CDN genre sensibles
- Stratégie Nationale de Restauration, Conservation et Récupération des Sols (NRCRS) au Burkina Faso 2020 – 2024 ;
- Stratégie nationale de développement durable de l'irrigation au Burkina Faso
- Le document de Cadre Stratégique 2021-2025 pour le Burkina Faso dont Objectif stratégique 3 est d'appuyer la création de mesures d'adaptation aux changements climatiques
- Document de Politique Nationale Genre du Burkina Faso

Annex 3 - Categorisation of key informants

The purposive stratified sample (the interviewees) sought to ensure that perspective of key informants representing the categories below were explored:

Interviewee categorisation list

Key informant Category	# interviewed (female/male)	Burkina	Ethiopia	Niger	Zambia	Region / other
Participating institution/ org./ network representative	5 (2/3)			3 (1/2)		2 (1/1)
Individual participants/alumni	34 (11/23)	10 (4/6)	10 (1/9)		10 (4/6)	4 (2/2)
Implementors (SMHI staff)	6 (4/2)					6 (4/2)
Sida	1 (1/0)					1 (1/0)
Total	46 (18/28)	10 (4/6)	10 (1/9)	3 (1/2)	10 (4/6)	13 (8/5)

Annex 4a - Methodology and tools; Utilisation focused evaluation

Below, the twelve-step version of utilisation-focused evaluation, complemented with step no 8 from Patton²⁵, is presented with a brief description of the contribution of SMHI/Sida and the team to the respective steps. Steps 1 – 9 are part of the inception phase, Step 10 is communication and considerations during the data collection phase and Steps 10 - 13 depict interactions during the analysis and reporting phase.²⁶

Step in Utilization-focused evaluation	SMHI/CAPDEV involvement	Team considerations and actions
Step 1 Assessing program readiness	What is the understanding of users (managers) at SMHI/CAPDEV regarding UFE and how are they willing to contribute to it?	Present UFE, describe implications for users, discuss and assess users' degree of involvement and commitment at start-up meeting.
Step 2 Assessing evaluator readiness	Evaluation managers' willingness and ability to commit to UFE	The evaluation Team Leader and Sr consultants, have substantial facilitation skills, a requisite for UFE.
Step 3 Identifying primary intended users.	SMHI/CAPDEV , others as relevant and as identified in the Terms of Reference.	Identify primary users' objectives and needs during start-up meeting and workshop.
Step 4 Situational analysis	Contribute information and participate in facilitated discussions.	Review of organizational aspects (previous experience from evaluations, resources available for, and priority given to the evaluation (e.g. time). Agree on context.
Step 5 Identification of primary intended uses	Identified in the Terms of Reference. Additional information on how results will be used (in addition to for what)	Facilitation of discussion around intended use. Perceptions; threat or opportunity? Or both?" Develop agreement on which stakeholders to be

²⁵ Patton, 2012, Essentials of Utilisation-Focused Evaluation: A Primer. Thousand Oaks, CA: SAGE.

²⁶ The steps and descriptions are based on Ramírez and Brodhead, 2013: Utilisation Focused Evaluation A primer for evaluators.

		involved/informed by whom.
Step 6 Focusing the evaluation.	Contribute to fine-tuning evaluation questions and discuss analytical frameworks to use. This is a step where the involvement of SMHI is key.	Adaptation of evaluation methods and questions to information surfaced in above steps, discussions with primary users on what is being assessed; how define success and challenges?
Step 7 Evaluation design	Mainly feedback on inception report.	Adapt suggested approach and development of detailed methods and tools to ensure that findings respond to the intended uses and users.
Step 8 Make sure intended users understand potential controversies about methods and their implications.	Active participation in meeting to discuss potential controversies about methods and their implications. Analytical process to prepare active participation.	Explain and discuss potential controversies about methods and their implications with primary users. Facilitate process to ensure these are really understood. Mental preparedness.
Step 9 Simulation of use of findings	Facilitated discussion of use based on fabricated data, to verify that the evaluation will lead to findings that are useable to SMHI.	Produce fabricated findings, facilitate discussion with SMHI about the usefulness of these. If needed, modify methods or evaluation questions.
Step 10 Data collection	Be prepared to discuss urgent issues or changes with the team.	Keep attention to issues re use throughout data collection phase. Inform primary users of urgent issues or changes.
Step 11 Data analysis	Participate in and contribute to joint analysis workshop to discuss and interpret initial findings. Suggest areas of additional analysis, if unexpected findings surface.	Prepare and facilitate joint analysis workshop, for presentation of initial findings, discussion of possible conclusions and recommendations. A feedback and validation session was held with the intended users
Step 12 Facilitation of use	Develop a dissemination strategy for the evaluation to facilitate use, including planning for the resources needed.	Prepare final report and communicate findings and conclusions that are closely linked to the evaluation purpose, criteria and questions, and prioritise and present recommendations that facilitates use.

Step 13 Meta-evaluation of use	Participate in and contribute to concluding workshop to assess the evaluation process and especially the users' involvement in the process and potential use of the results of the evaluation.	Prepare and facilitate concluding workshop. Present the team's perceptions regarding the evaluation process, especially regarding the utilization focus of the evaluation. Summarise learning from the process.
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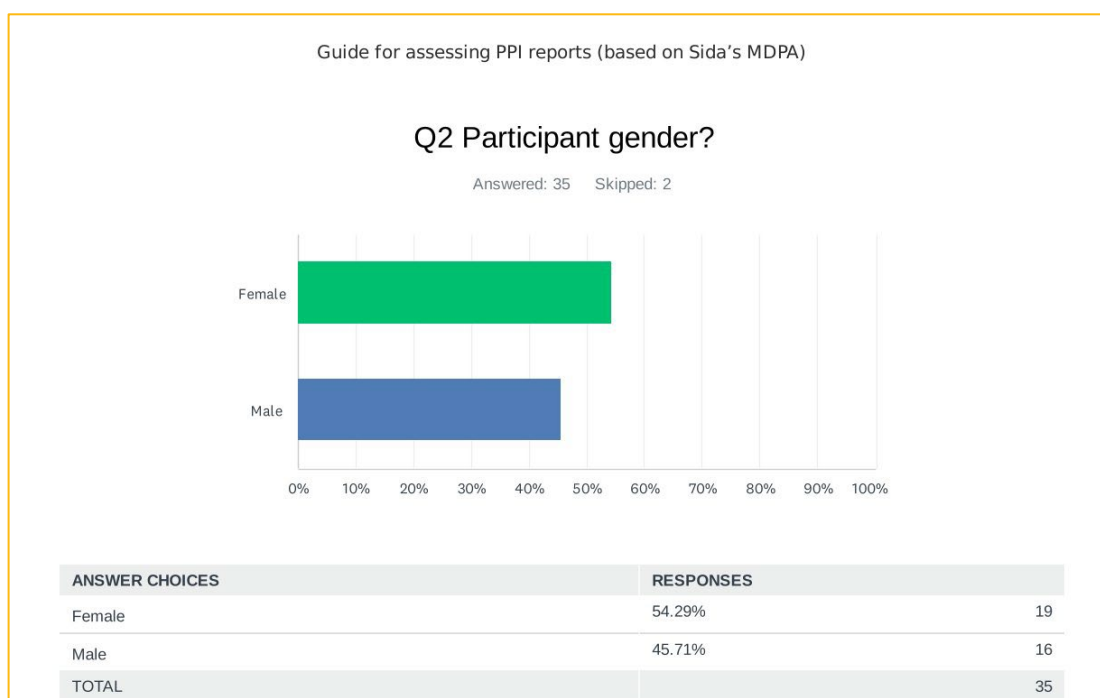
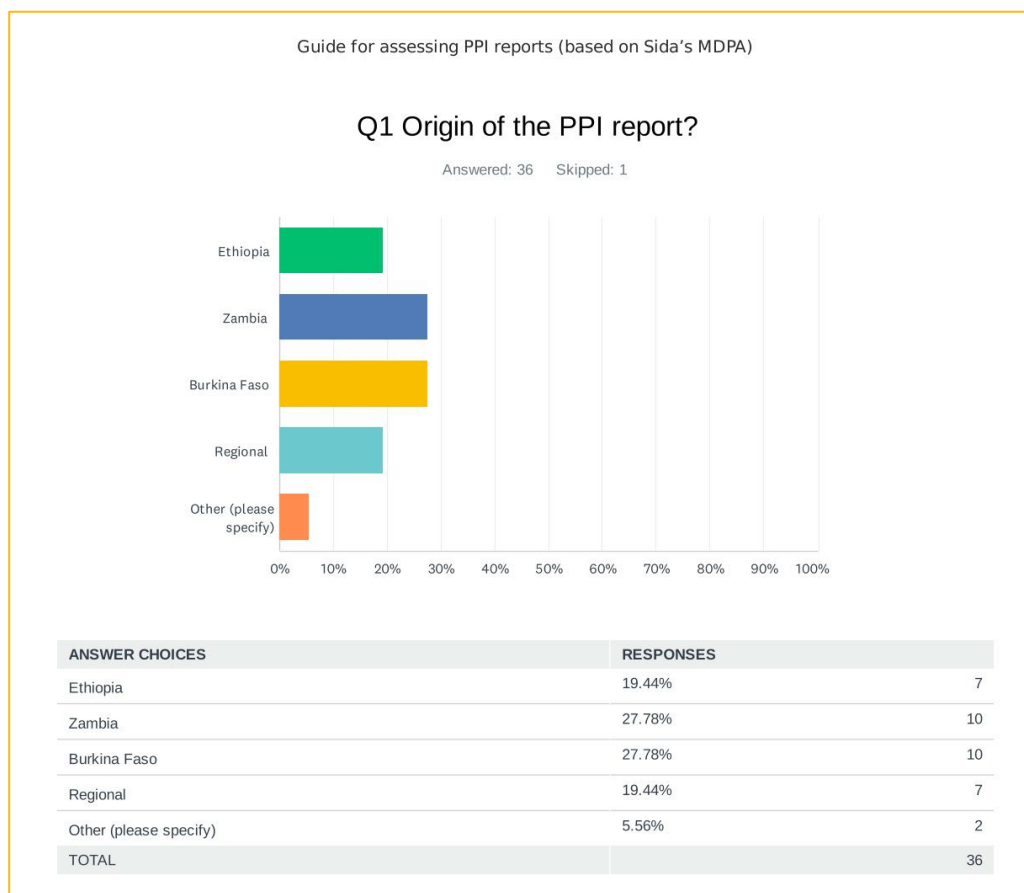
Annex 4b - Methodology and tools; Evaluation Question Matrix

Evaluation criteria	Evaluation Question	Sources of information	Comments
Relevance	To what extent have the objectives and design of the programme been consistent with the demands and needs of the countries that participating individuals and their home organisations/institutions have been representing in the programme?	Programme documentation. Compare with national development policies, relevant regional assessments and perceptions of key informants (KIs)	Analysis needs to note and clarify the possible difference between demands and needs. Whose reality to govern?
	Has the programme been aligned to country specific demands and needs for institutional capacity development? (Suggest improvements where appropriate.)	As above.	As above.
	To what extent were the most relevant Swedish cooperation countries involved in the programme (i.e., based on actual demands of the countries to achieve the stipulated objectives and impact of the programme)?	As above. But also compare with Sida regional and national strategies for cooperation	Analysis to consider “relevant to whom”
	Were there any language/social/cultural barriers disrupting the inclusion of certain countries (out of the Swedish cooperation countries)? If yes, what could have been done to ensure inclusion of the countries most in need for this programme?	Interviews with managers and implementors	Also consider if similar barriers affected programme implementation in countries that were included
	Has the recruitment process provided good conditions to	Programme documentation.	Analysis to consider

	reach and recruit suitable applicants, fully taking into consideration the support from their organisations/institutions?	KIs, benchmarking against evaluations of similar programmes	recruitment influence on impact
	Advantages or disadvantages regarding the mixture of participants from low- and middle-income countries?	KI perspectives	
Effectiveness	To what extent is poverty, in its different dimensions, addressed in the design, implementation and follow up of the programme?	Theory of Change and Logframe as they have developed over time. KI perspectives.	Linked to the design of the M&E system. Is this designed to provide decision-makers follow-up on poverty. Sida's MDPA to be used as frame for analysis
	To what extent has the programme managed to mainstream gender, environment and climate change, biodiversity, anticorruption and human rights as cross-cutting issues within the program?	Programme documentation. KI Design of M&E system	Suggest improvements where appropriate in particular the aspect of further strengthening biodiversity and rural development aspects
	To what extent has the programme generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects (regarding impact)?		Analysis of whether ToC assumptions are supported by evidence
	Which participating countries have generated results at impact level? If so, which impact? If not, why not?	KI perceptions	Complemented by Analysis of whether ToC assumptions are supported by evidence
	Did ITP 309 lead to a strengthened capacity within organisations and institutions to deliver on their specific	Programme documentation. KI	What are the key factors and indicators for success or failure?

	mandate in the area of CCMA If so, why and if not, why not?		
	To what extent has the programme been successful in establishing and sustaining new and/or enhanced partnerships and functional networks between organisations and institutions? If so, why and if not, why not?	Programme documentation. KI. Focus on partner/networks' perceptions	
	Have these partnerships and networks had any impact on results?	Focus on partner/networks' perceptions	
Impact	At some of the regional follow-up meetings, alumni meetings have been organised. Have these alumni meetings contributed to building national networks? To different models? Lessons-learned?	Perceptions of participants and partners/networks	
	How have these contributed to the sustainability of the programme?		Linked to Analysis of whether ToC assumptions are supported by evidence
	What has been the added value of each of the implementing partners' participation to the programme?		Evaluation team assessment
	Has the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?	KI perceptions	Triangulated with evaluation team assessment

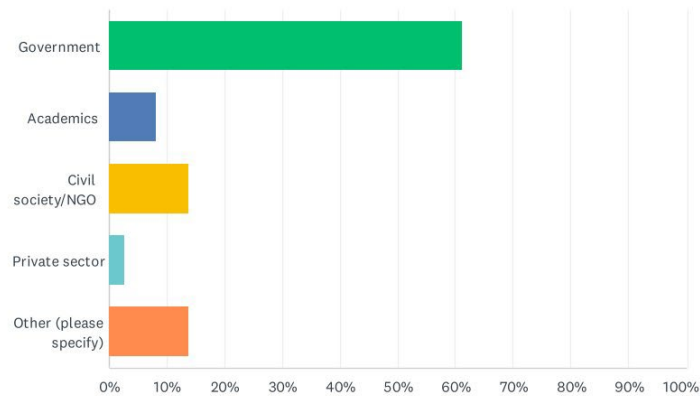
Annex 4c - Methodology and tools; MDPA Grading tool used, with summary results



Guide for assessing PPI reports (based on Sida's MDPA)

Q3 Background of participant

Answered: 36 Skipped: 1

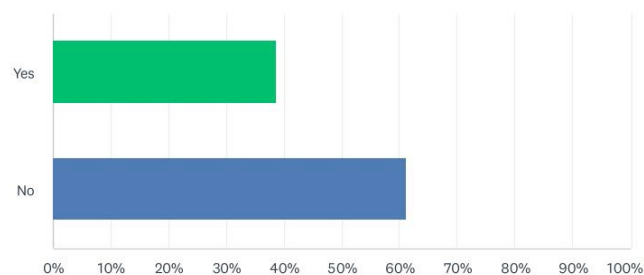


ANSWER CHOICES	RESPONSES	
Government	61.11%	22
Academics	8.33%	3
Civil society/NGO	13.89%	5
Private sector	2.78%	1
Other (please specify)	13.89%	5
TOTAL		36

Guide for assessing PPI reports (based on Sida's MDPA)

Q4 Does the project report allow differentiation of effects by gender?

Answered: 36 Skipped: 1

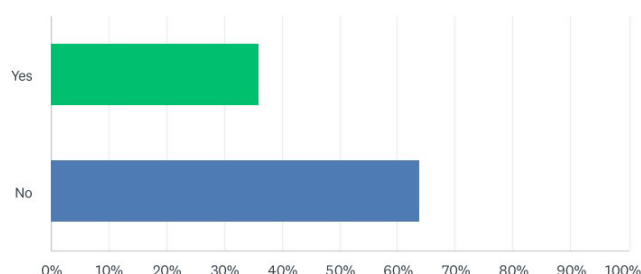


ANSWER CHOICES	RESPONSES	
Yes	38.89%	14
No	61.11%	22
TOTAL		36

Guide for assessing PPI reports (based on Sida's MDPA)

Q5 Does the assessing consultant see evidence of differentiation of effects by gender?

Answered: 36 Skipped: 1

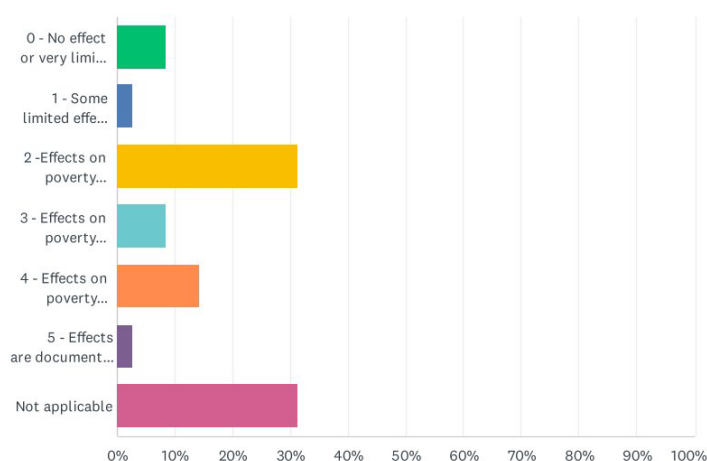


ANSWER CHOICES	RESPONSES	
Yes	36.11%	13
No	63.89%	23
TOTAL		36

Guide for assessing PPI reports (based on Sida's MDPA)

Q6 Does the project report note effects on resources of society?

Answered: 35 Skipped: 2

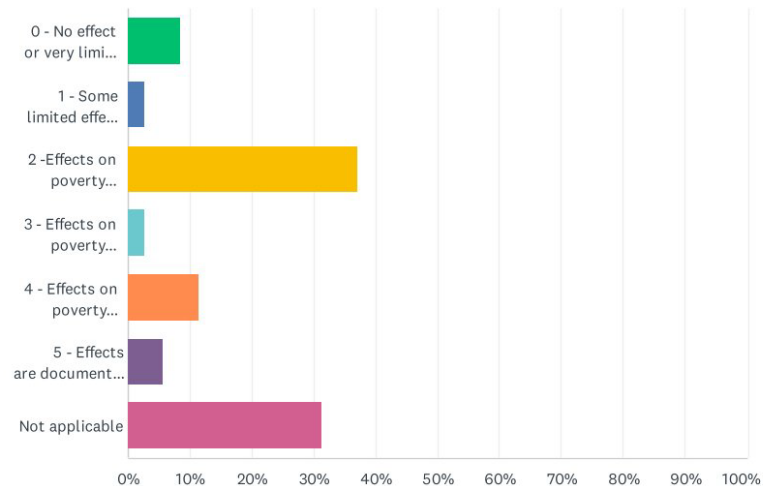


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	8.57%	3
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 - Effects on poverty dimensions are documented but limited in scope	31.43%	11
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	8.57%	3
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	14.29%	5
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	2.86%	1
Not applicable	31.43%	11
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q7 Does the assessing consultant see signs/indications of effects on resources of society?

Answered: 35 Skipped: 2

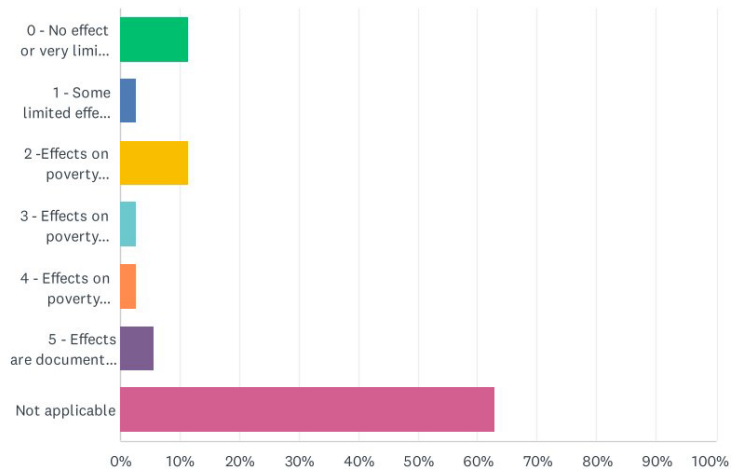


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	8.57%	3
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 - Effects on poverty dimensions are documented but limited in scope	37.14%	13
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	2.86%	1
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	11.43%	4
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.71%	2
Not applicable	31.43%	11
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q8 Does the project report note effects on access to opportunities (e.g. employment, education, healthcare, energy, markets)?

Answered: 35 Skipped: 2

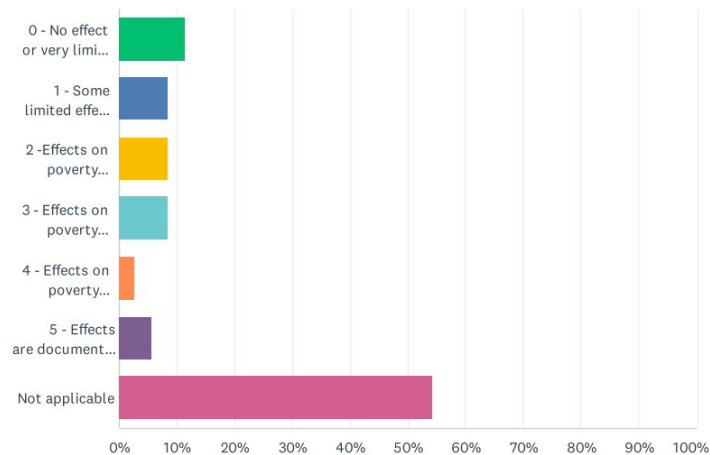


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	11.43%	4
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 -Effects on poverty dimensions are documented but limited in scope	11.43%	4
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	2.86%	1
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	2.86%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.71%	2
Not applicable	62.86%	22
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q9 Does the assessing consultant see signs/indications of effects on opportunities (e.g. employment, education, healthcare, energy, markets)?

Answered: 35 Skipped: 2

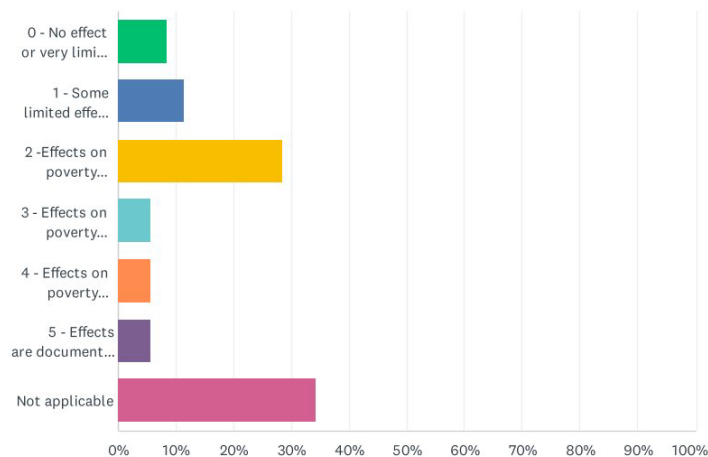


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	11.43%	4
1 - Some limited effects on poverty dimensions are indicated by evidence	8.57%	3
2 -Effects on poverty dimensions are documented but limited in scope	8.57%	3
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	8.57%	3
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	2.86%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.71%	2
Not applicable	54.29%	19
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q10 Does the project report note effects on benefit from and use of necessary ecosystem services (water, food, raw materials etc.)?

Answered: 35 Skipped: 2

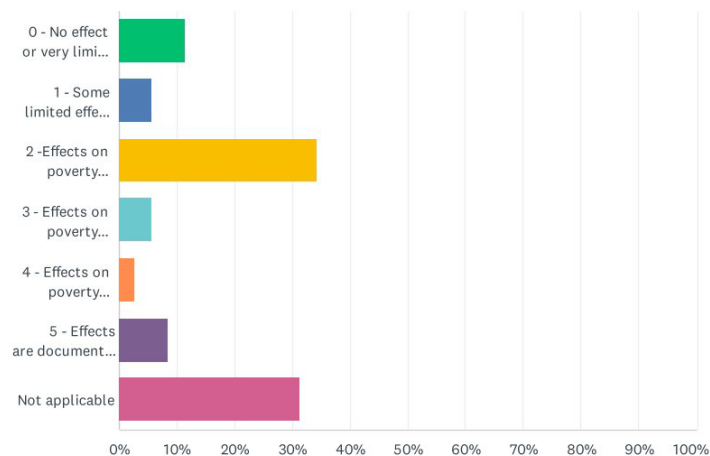


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	8.57%	3
1 - Some limited effects on poverty dimensions are indicated by evidence	11.43%	4
2 -Effects on poverty dimensions are documented but limited in scope	28.57%	10
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	5.71%	2
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	5.71%	2
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.71%	2
Not applicable	34.29%	12
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q11 Does the assessing consultant see signs/indications of effects on benefit from and use of necessary ecosystem services (water, food, raw materials etc.)?

Answered: 35 Skipped: 2

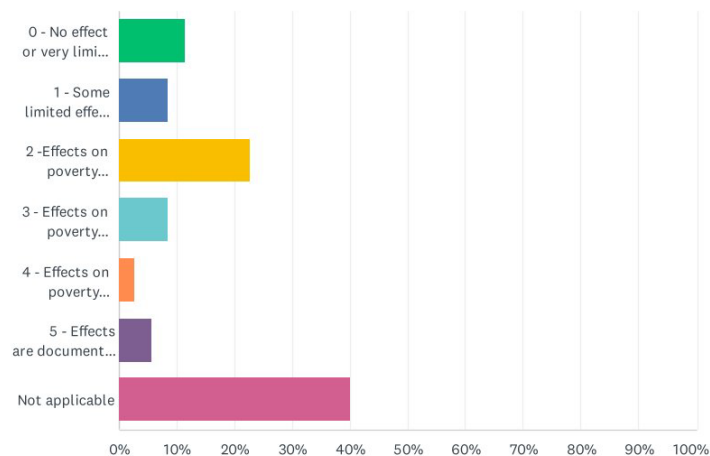


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	11.43%	4
1 - Some limited effects on poverty dimensions are indicated by evidence	5.71%	2
2 -Effects on poverty dimensions are documented but limited in scope	34.29%	12
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	5.71%	2
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	2.86%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	8.57%	3
Not applicable	31.43%	11
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q12 Does the project report note effects on affected people's possibility to make choices concerning their livelihood/future due to effects of the project?

Answered: 35 Skipped: 2

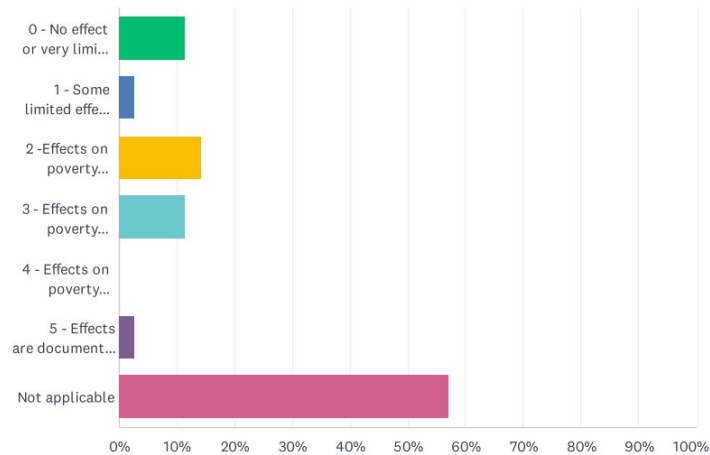


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	11.43%	4
1 - Some limited effects on poverty dimensions are indicated by evidence	8.57%	3
2 -Effects on poverty dimensions are documented but limited in scope	22.86%	8
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	8.57%	3
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	2.86%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.71%	2
Not applicable	40.00%	14
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q14 Does the project report note effects on affected people's possibility to articulate concerns and/or take part in decision making?

Answered: 35 Skipped: 2

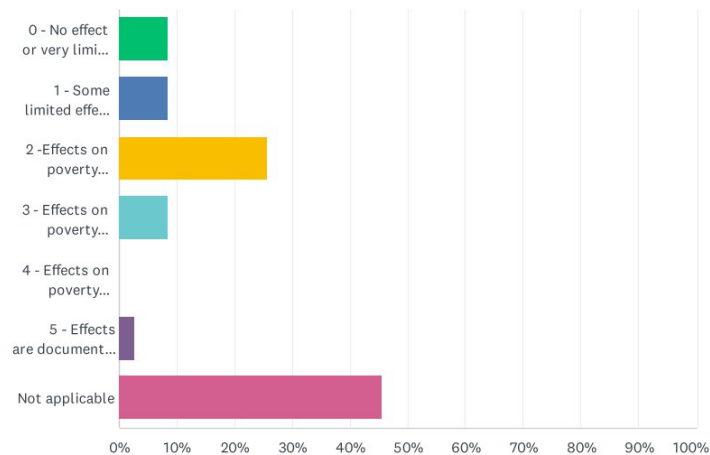


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	11.43%	4
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 -Effects on poverty dimensions are documented but limited in scope	14.29%	5
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	11.43%	4
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	0.00%	0
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	2.86%	1
Not applicable	57.14%	20
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q15 Does the assessing consultant see signs/indications of effects on affected people's possibility to articulate concerns and/or take part in decision making?

Answered: 35 Skipped: 2

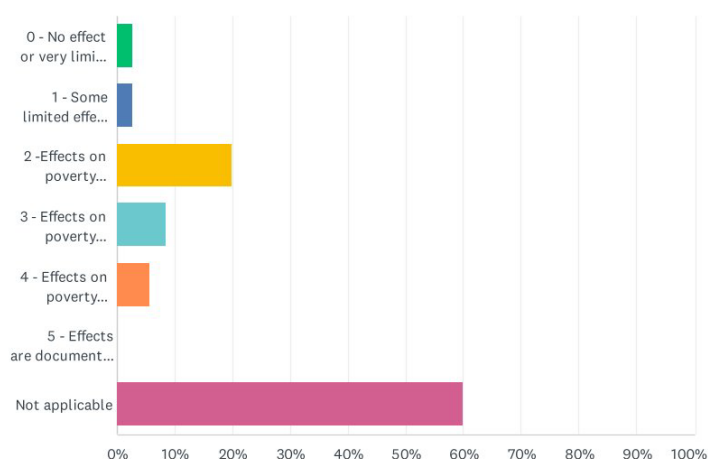


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	8.57%	3
1 - Some limited effects on poverty dimensions are indicated by evidence	8.57%	3
2 -Effects on poverty dimensions are documented but limited in scope	25.71%	9
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	8.57%	3
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	0.00%	0
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	2.86%	1
Not applicable	45.71%	16
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q16 Does the project report note effects on improved legal mechanisms or increased information access (e.g. early warning systems, environmental monitoring data)?

Answered: 35 Skipped: 2

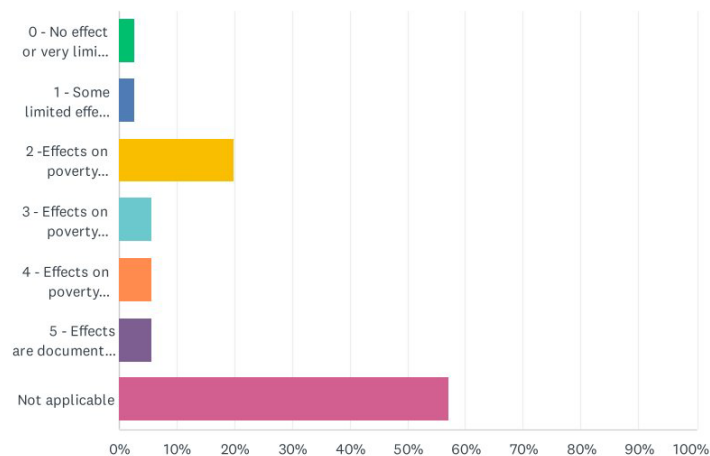


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	2.86%	1
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 -Effects on poverty dimensions are documented but limited in scope	20.00%	7
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	8.57%	3
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	5.71%	2
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	0.00%	0
Not applicable	60.00%	21
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q17 Does the assessing consultant see signs/indications of effects on improved legal mechanisms or increased information access (e.g. early warning systems, environmental monitoring data)?

Answered: 35 Skipped: 2

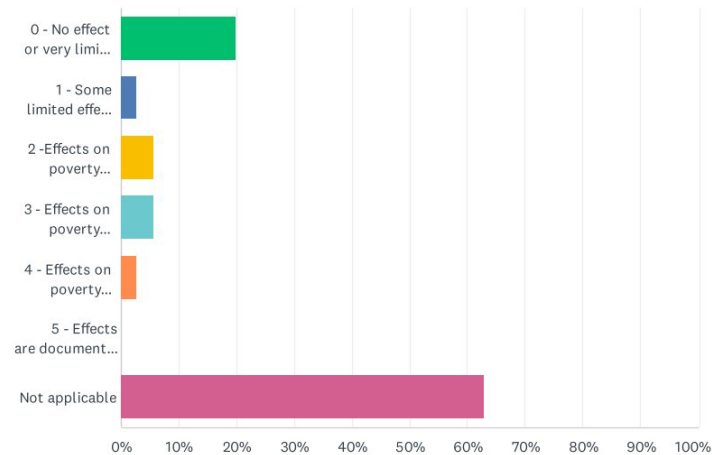


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	2.86%	1
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 -Effects on poverty dimensions are documented but limited in scope	20.00%	7
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	5.71%	2
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	5.71%	2
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.71%	2
Not applicable	57.14%	20
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q18 Does the project report note any effect on improving conflict context related to natural resource use and insecurity?

Answered: 35 Skipped: 2

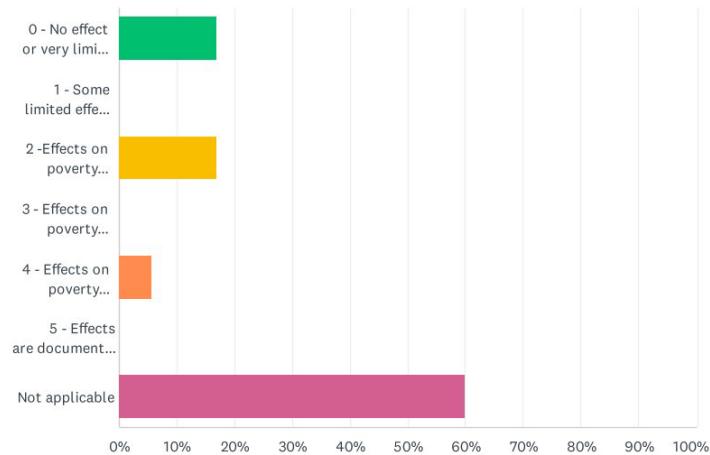


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	20.00%	7
1 - Some limited effects on poverty dimensions are indicated by evidence	2.86%	1
2 -Effects on poverty dimensions are documented but limited in scope	5.71%	2
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	5.71%	2
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	2.86%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	0.00%	0
Not applicable	62.86%	22
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q19 Does the assessing consultant see signs/indications any effect on improving conflict context related to natural resource use and insecurity?

Answered: 35 Skipped: 2

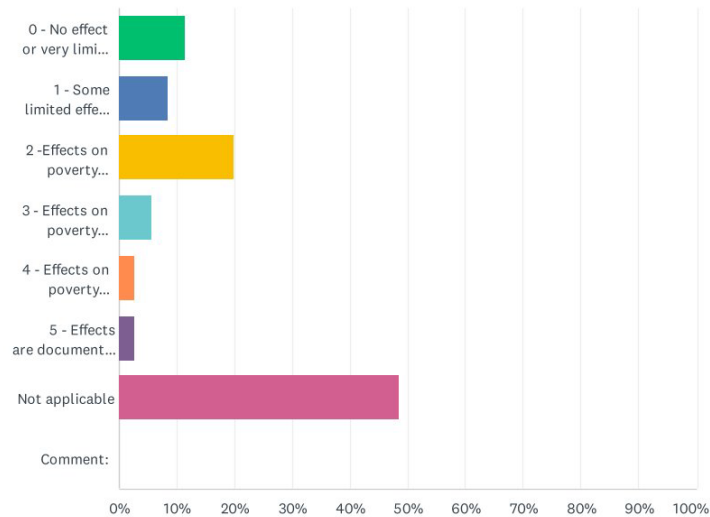


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	17.14%	6
1 - Some limited effects on poverty dimensions are indicated by evidence	0.00%	0
2 -Effects on poverty dimensions are documented but limited in scope	17.14%	6
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	0.00%	0
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	5.71%	2
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	0.00%	0
Not applicable	60.00%	21
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q20 Does the project report note any effect building new partnerships and networks?

Answered: 35 Skipped: 2

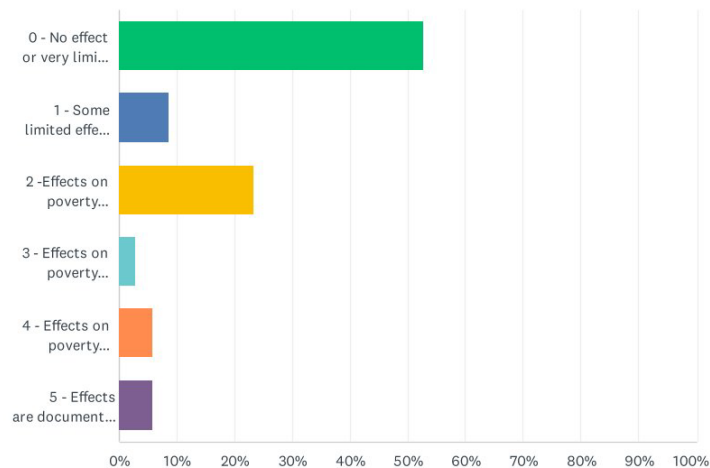


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	11.43%	4
1 - Some limited effects on poverty dimensions are indicated by evidence	8.57%	3
2 -Effects on poverty dimensions are documented but limited in scope	20.00%	7
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	5.71%	2
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	2.86%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	2.86%	1
Not applicable	48.57%	17
Comment:	0.00%	0
TOTAL		35

Guide for assessing PPI reports (based on Sida's MDPA)

Q21 Does the assessing consultant see signs/indications of any effect building new partnerships and networks?

Answered: 34 Skipped: 3

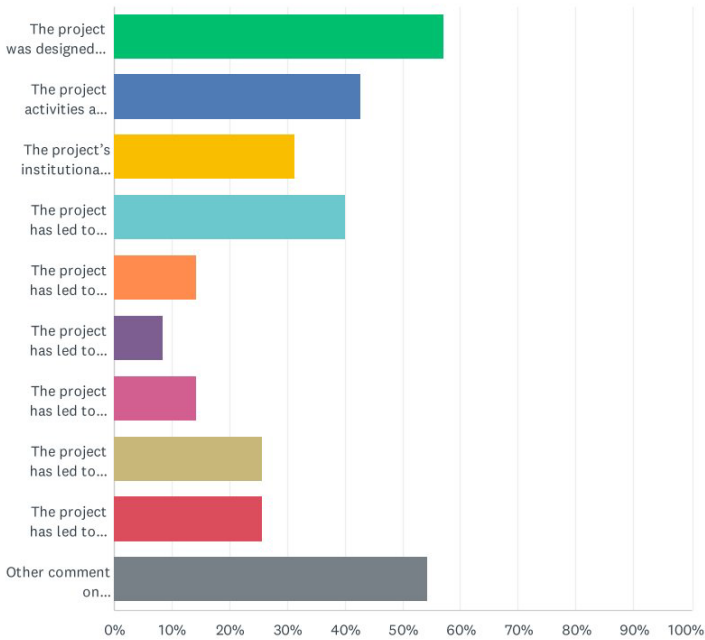


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	52.94%	18
1 - Some limited effects on poverty dimensions are indicated by evidence	8.82%	3
2 -Effects on poverty dimensions are documented but limited in scope	23.53%	8
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	2.94%	1
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	5.88%	2
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	5.88%	2
TOTAL		34

Guide for assessing PPI reports (based on Sida's MDPA)

Q22 Consultant's comment on sustainability of the project:

Answered: 35 Skipped: 2



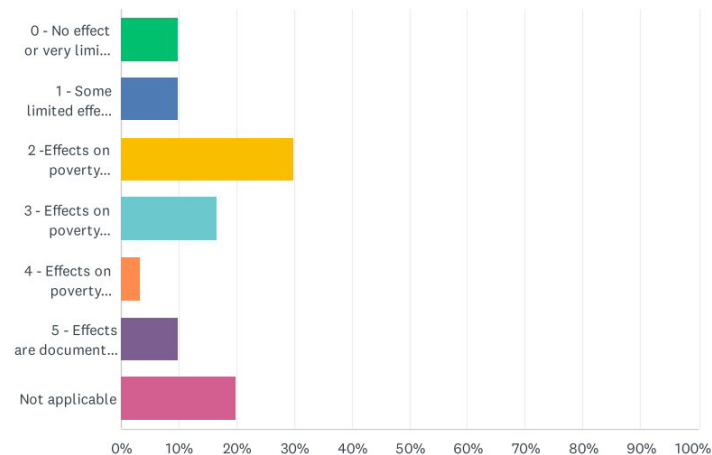
Guide for assessing PPI reports (based on Sida's MDPA)

ANSWER CHOICES	RESPONSES	
The project was designed for sustainability	57.14%	20
The project activities are likely to continue	42.86%	15
The project's institutional effects are likely to continue	31.43%	11
The project has led to sustainable effects in terms of quality of research/work processes/coordination	40.00%	14
The project has led to sustainable effects on decision-making	14.29%	5
The project has led to sustainable effects on relevant professional networks	8.57%	3
The project has led to sustainable effects on relevant institutional networks	14.29%	5
The project has led to sustainable effects on early warning/risk assessment/disaster response	25.71%	9
The project has led to sustainable effects on livelihoods	25.71%	9
Other comment on sustainability	54.29%	19
Total Respondents: 35		

Guide for assessing PPI reports (based on Sida's MDPA)

Q23 Is the project likely to have contributed to strengthening CCMA capacity?

Answered: 30 Skipped: 7

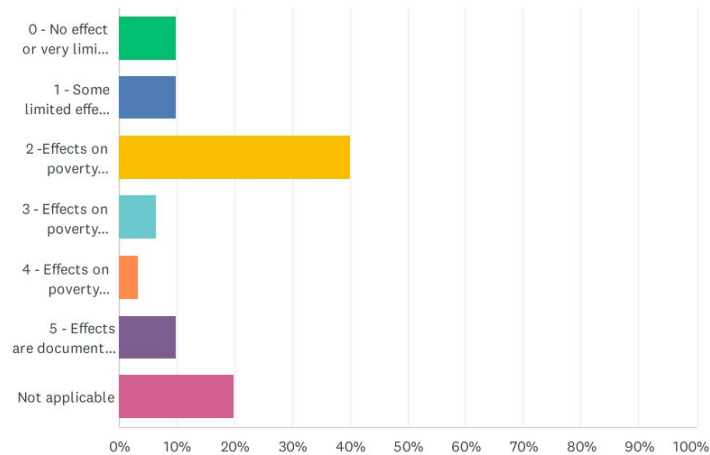


ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	10.00%	3
1 - Some limited effects on poverty dimensions are indicated by evidence	10.00%	3
2 -Effects on poverty dimensions are documented but limited in scope	30.00%	9
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	16.67%	5
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	3.33%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	10.00%	3
Not applicable	20.00%	6
TOTAL		30

Guide for assessing PPI reports (based on Sida's MDPA)

Q24 Is the project likely to have stimulated proactive activity in the CCMA field?

Answered: 30 Skipped: 7



ANSWER CHOICES	RESPONSES	
0 - No effect or very limited effect on poverty dimensions	10.00%	3
1 - Some limited effects on poverty dimensions are indicated by evidence	10.00%	3
2 -Effects on poverty dimensions are documented but limited in scope	40.00%	12
3 - Effects on poverty dimensions are documented but lack gender differentiation and/or have significant unexpected, negative, outcomes	6.67%	2
4 - Effects on poverty dimensions are documented, include gender differentiation and/or are also assessed to be sustainable	3.33%	1
5 - Effects are documented, include gender differentiation and/or are also assessed to be sustainable. There are likely significant unexpected, positive, outcomes	10.00%	3
Not applicable	20.00%	6
TOTAL		30



Evaluation of the International Training Program (ITP) 309 Climate Change Mitigation and Adaptation (CCMA) implemented by SMHI, Swedish Meteorological and Hydrological Institute (2015–2023)

The report presents the findings, conclusions and recommendations of the evaluation of ITP 309, the Climate Change Mitigation and Adaptation (CCMA) Programme funded by Sida CAPDEV and implemented by SMHI, which targets 10 African countries with a focus on water and agriculture. The main objective of the evaluation was to determine the relevance, effectiveness and practical application of the programme as well as its impact on cross-cutting issues such as gender, poverty, human rights and anti-corruption. The evaluation found that the design of the programme was relevant, effective and in line with Swedish cooperation strategies and concluded that the programme had successfully made a measurable contribution to the specific objectives of the Theory of Change. The programme achieved the expected results in terms of increased awareness of the CCMA, capacity building in key organisations and implementation of activities. At the same time, the evaluation also found that cross-cutting issues took up little space in the programme and had minimal impact. According to the recommendations, the programme could be strengthened by better cooperation with other development stakeholders.

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