EVALUATION REPORT

Evaluation of ADRA Denmark's Climate Resilience Programming in East Africa (2018 –2025)

CONTENTS

LIST OF ACRONYMS

Acronym	Full Meaning
ACCESS	Access to Sustainable Solutions
ADRA	Adventist Development and Relief Agency
AGILE	Action for Gender Inclusive Livelihoods and Empowerment
ASC	Action for Social Change
BOLDER	Building Opportunities for Livelihoods, Development and Resilience
CBO	Community-based Organisation
CLAP	Climate-Resilient Livelihoods, Adaptation and Preparedness
CRGE	Climate Resilient Green Economy
CSA	Climate Smart Agriculture
DK	Denmark
ELSTR	Emergency Livelihood Support Towards Resilience
FGD	Focus Group Discussion
FMS	Farmer Market School
FPDO	Friend of Peace and Development Organisation
GESI	Gender Equality and Social Inclusion
GSD	Generations for Social Development
HNRM	Holistic Natural Resource Management
IDP	Internally Displaced Person
IDRR	Emergency Response (Integrated Drought Response and Recovery
INGO	International Non-governmental Organisation
KII	Key Informant Interview
NR	National Researcher
PwD	Person with Disability
REAP	Resilience Enhancement and Advocacy Program
RiHA	Resilience in Horn of Africa
RIPAT	Rural Initiatives for Participatory Agricultural Transformation
SAHEWA	Sustainable Access to Health Education and Water for All
SCEED	Strengthening Community Engagement and Empowerment in Darfur
SGBV	Sexual Gender Based Violence
SPA	Strategic Partnership Agreements
TMR	Total Mixed Ration
UNHCR	United Nations High Commissioner for Refugees
VDRRC	Village Disaster Risk Reduction Committee
VIG	Vashi Impact Group
VSLA	Village Savings and Loan Associations
WFP	World Food Programme
WHH	Welthungerhilfe

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EXECUTIVE SUMMARY

Introduction

This multi-country evaluation assessed the relevance, effectiveness, efficiency, and sustainability of ADRA Denmark's climate resilience programming implemented between 2018 and 2024 across Ethiopia, Uganda, Tanzania, South Sudan, and Sudan. The programmes were designed to strengthen adaptive capacity among communities experiencing recurrent droughts, floods, conflict, and economic fragility.

Methodology

The evaluation used a mixed-methods design involving desk review, qualitative fieldwork, and triangulation across respondent groups including community members, ADRA staff, government officials, local leaders, partner organisations, and vulnerable and marginalised groups. Sampling ensured representation of women, youth, persons with disabilities, displaced populations, and pastoralist households. Data analysis employed thematic coding, contribution analysis, and cross-country synthesis. Ethical standards, including informed consent, confidentiality, and data protection, were upheld.

Results

Relevance

ADRA's programming across the five countries demonstrated strong alignment with local priorities, environmental conditions, and community-defined needs. Interventions were grounded in lived experiences and adapted to evolving climatic and socio-economic contexts. Programme designs incorporated local consultations, indigenous climate knowledge, and participatory processes that strengthened ownership and contextual fit. For instance, Ethiopia successfully blended traditional early-warning signs with scientific forecasts to enhance preparedness for drought and flooding, while South Sudan integrated farmers' calendars into agricultural planning to better respond to shifting seasons and recurrent floods. ADRA's adaptive capacity further strengthened relevance, particularly through context-specific adjustments such as promoting water-tolerant rice in flood-affected areas of South Sudan and encouraging terracing, mulching, and small-scale irrigation in the drought-prone regions of Uganda and Tanzania.

Social relevance was equally strong, with interventions meaningfully addressing the needs of women, vulnerable households, and displaced communities. Women's groups in Sudan reported improved household nutrition and the ability to support children's education through enhanced agricultural and trading activities, while refugee-hosting districts in Uganda noted stronger social cohesion between refugees and host communities as a result of the programmes. Despite these successes, several contextual constraints were noted, including limited access to land, insufficient water infrastructure, and a lack of affordable tools—factors that particularly affected women and vulnerable groups in Ethiopia, South Sudan, and Uganda. Stakeholders emphasised that although skills and knowledge had increased, the full application of these capacities was hindered by inadequate assets such as irrigation facilities and land. Overall, the programmes demonstrated high relevance by effectively responding to environmental, social, and economic vulnerabilities through participatory, context-specific, and culturally grounded approaches.

Effectiveness

The programme demonstrated strong effectiveness through measurable improvements in adaptive capacity, agricultural productivity, livelihoods, and social cohesion across participating countries. Communities widely adopted climate-smart agriculture (CSA), natural resource management, and resilience-building practices, leading to increased yields, diversified food sources, and better water reliability; particularly in Ethiopia and Sudan, where irrigation and soil conservation structures were widely utilised. Under the CLAP project, 853 Ethiopian households benefitted from climate-smart technologies, while more than 1,000 diversified into income-generating ventures such as beekeeping, fodder production, and poultry. Quantitative indicators further confirm this progress, with households demonstrating increased resilience assets rising from 4,703 in 2022 to

6,208 in 2023, and those with reduced vulnerability to extreme weather increasing from 26,858 to 42,467 over the same period. These improvements reflect not only strengthened household economies but also enhanced food security and coping capacity.

Effectiveness also extended to social outcomes, with women, youth, persons with disabilities, and displaced households becoming more engaged in community governance, resource management, and livelihood initiatives. This contributed to improved social cohesion, stronger leadership capacities, and more inclusive decision-making. In South Sudan and Ethiopia, community-led committees played a central role in managing water resources and coordinating disaster-risk reduction, reinforcing local governance structures and accountability. However, effectiveness varied in fragile contexts where conflict, insecurity, and displacement disrupted protection services and reversed gains. Persistent flooding in South Sudan also shortened implementation windows, limiting target achievement despite strong adaptive strategies by field teams. Overall, despite these contextual challenges, the programme achieved broadly consistent and meaningful effectiveness across the five countries.

Efficiency
ADRA's community-based, decentralized implementation model promoted strong cost-efficiency across all programme countries by leveraging local committees, leaders, and government extension workers, reducing reliance on costly external consultants and contractors while ensuring high contextual relevance and ownership. In Uganda, VSLAs enabled communities to access affordable credit, reducing dependence on high-interest lenders and reinforcing long-term financial resilience. In Tanzania, the Farmer Market School model combined climate-smart agriculture, soil management, and pest control into a single platform, optimising resource use and minimising training duplication. In South Sudan, ADRA demonstrated operational agility by reallocating resources in real time to maintain cash transfers and livelihood support in areas affected by conflict or flooding. Efficiency was occasionally constrained by tool shortages, small landholdings, high transport costs, and limited individual access to agricultural inputs, with shared tools in Uganda delaying peak-season activities. Overall, efficiency remained a major programme strength, driven by adaptive delivery, integrated programming, and local capacity building.

Sustainability
The evaluation found that sustainability was emerging but varied across countries, with the strongest prospects observed where community committees, VSLAs, district structures, and local governance systems played an active role in planning and implementation. In Uganda and South Sudan, community groups demonstrated strong ownership of adaptation practices, particularly where savings groups reinvested resources into poultry production, livelihood diversification, and the maintenance of agricultural structures. District authorities also confirmed that several project-supported trainings such as those on WASH, market inspection, and food safety had been institutionalised within local government systems, ensuring continued capacity-building and support beyond the project cycle. Integration of income-generating activities (IGAs) with climate-smart practices further reinforced sustainability, with women-led cooperatives diversifying into vegetable production, poultry, small-scale trading, and food processing, thereby strengthening household resilience and reducing long-term reliance on external aid.

Despite these positive developments, several constraints continue to limit full sustainability in some contexts. Many VSLA groups still face challenges related to limited capital, which restricts their ability to scale up enterprises or purchase necessary inputs. Infrastructure limitations, particularly insufficient access to water, irrigation facilities, and arable land, also hinder the long-term continuation of agricultural practices, especially in Ethiopia, Uganda, and South Sudan. In Sudan and South Sudan, recurring conflict and insecurity disrupt agricultural cycles and undermine the stability needed for sustained progress. Stakeholders in Sudan highlighted that while organisational and technical skills had improved, securing ongoing funding and access to resources remains essential. Overall, sustainability can be considered moderate to strong across the programme but

requires targeted investment in government integration, capital strengthening for VSLAs, and improved land and water infrastructure to ensure long-term continuity.

Cross-Cutting themes

Cross-cutting themes, gender equality, social inclusion, environmental stewardship, conflict sensitivity, and climate justice, were consistently integrated across the programme, contributing significantly to its inclusiveness and overall impact. Gender inclusion was particularly strong, with women taking active leadership roles in farmer groups, VSLAs, and community committees, resulting in enhanced decision-making power, increased income, and improved social status across Ethiopia, Tanzania, and Sudan; in Tanzania, gender-responsive aid management further ensured equitable benefit-sharing for women, widows, and other vulnerable households. Environmental stewardship was embedded through tree planting, soil conservation, improved water management, and the adoption of organic and drought-tolerant practices, while in Ethiopia, combining indigenous knowledge with scientific systems strengthened early-warning mechanisms and climate preparedness. In fragile settings such as South Sudan and Sudan, conflict sensitivity was essential due to ongoing insecurity and displacement, and ADRA's adaptive, community-driven approaches were widely credited with maintaining programme continuity and relevance. Overall, the effective integration of these cross-cutting themes enhanced programme legitimacy, widened its reach to marginalised groups, and contributed to stronger and more sustainable resilience outcomes.

Recommendations
Overarching recommendations

Relevance
- Strengthen the integration of indigenous climate knowledge, community risk-perception mapping, and scientific climate services across all countries to enhance early-warning accuracy and ensure that adaptation strategies remain culturally grounded and context-specific.
- Expand support for climate-resilient infrastructure such as small-scale irrigation, solar-powered water systems, valley tanks, and community-managed boreholes to address chronic water shortages identified in Ethiopia, Uganda, and South Sudan.
- Enhance inclusion of vulnerable groups (women, youth, older persons, and persons with disabilities) by embedding accessibility standards, disability-friendly tools, and targeted livelihood opportunities within programme design and planning, ensuring no group is left behind.

Effectiveness
- Scale up demonstration plots, farmer market schools, and peer-to-peer learning models that have proven effective in accelerating adoption of climate-smart agriculture across the five countries.
- Strengthen value-chain integration by linking farmer cooperatives and VSLAs to reliable input suppliers, aggregators, and local and regional markets, enabling communities to move from subsistence to market-oriented production.
- Institutionalise cross-country learning exchanges such as shared training modules, regional workshops, and digital knowledge platforms to harmonise practices across Uganda, Ethiopia, Tanzania, South Sudan, and Sudan.

Efficiency
- Streamline procurement processes, establish framework agreements with local suppliers, and promote local sourcing of tools and inputs wherever possible to reduce delays and improve cost efficiency.
- Address labour and tool shortages by ensuring adequate distribution of individual or household-level tools, rather than relying solely on group-shared equipment that slows progress during peak seasons.
- Enhance capacity of field staff and community facilitators in financial management, data collection, and adaptive planning to improve the speed, quality, and cost-effectiveness of implementation.

Sustainability
- Strengthen the long-term viability of VSLAs by increasing seed capital, improving financial literacy, and linking high-performing groups to formal microfinance institutions and agricultural loan products.
- Integrate community committees, WASH groups, market inspectors, and disaster-risk committees into government service delivery systems through MoUs, joint planning sessions, and structured monitoring pathways to ensure continued support after project closure.
- Invest in durable assets such as irrigation schemes, flood-protection structures, storage facilities, and climate-resilient seed banks that enable communities to maintain agricultural productivity despite climate shocks.
- Expand post-project exit and transition plans, including follow-up mentorship for at least 12–18 months, to reinforce knowledge retention and support the continuity of income-generating activities.

Cross-cutting themes
- Deepen gender-transformative programming by incorporating modules on shared household decision-making, equitable labour division, GBV prevention, and leadership development for women and girls.
- Strengthen disability inclusion through targeted assessments, provision of adapted agricultural tools, and training facilitators in inclusive communication and participatory methods.
- Enhance environmental management by scaling up community-led rangeland restoration, tree regeneration, soil rehabilitation, and climate-risk screening for all new interventions.
- Mainstream conflict sensitivity and peacebuilding more systematically in fragile contexts by conducting routine conflict analyses, strengthening community mediation structures, and adapting implementation timelines to local security dynamics.
- Promote climate justice principles by ensuring equitable access to climate information, supporting marginalised groups to participate in local adaptation planning, and advocating for fair resource allocation through local governance systems.

Recommendations per country

Ethiopia
- Strengthen climate-smart agriculture and water management systems, including irrigation and soil conservation structures.
- Provide continued technical support and improve market linkages for farmers adopting climate-smart practices.
- Integrate scientific early-warning information with traditional indicators to enhance climate preparedness.
- Expand financial and capacity-building support for women and vulnerable households, supported by stronger district-level coordination.

South Sudan
- Scale up flood-resilient agricultural models and promote water-tolerant crop varieties.
- Invest in community-managed disaster-risk structures, such as drainage systems and elevated storage.
- Apply mobility-adaptive planning to ensure continued implementation in flooded or inaccessible areas.
- Increase capital for savings groups and strengthen protection mechanisms for displaced households.
- Enhance coordination with county authorities and leverage flexible funding to maintain programme continuity.

Sudan
- Stabilise livelihoods by improving access to inputs, irrigation systems, and functional market channels.

- Strengthen community governance structures and provide flexible funding for VSLAs operating in volatile contexts.
- Integrate climate-smart and protection-sensitive approaches while expanding skills development for women and youth.

Tanzania
- Strengthen Farmer Market Schools, business-management training, and targeted IGAs for widows and vulnerable households.
- Expand post-harvest management strategies and promote drought-tolerant seeds and soil/water conservation.
- Improve savings groups' financial capacity and collaboration with government extension officers.
- Support community groups with market linkage strategies to convert agricultural gains into reliable income streams.

Uganda
- Invest in irrigation schemes and low-cost irrigation technologies to improve year-round production.
- Improve access to quality agricultural inputs and tools, especially for smallholder farmers.
- Strengthen maintenance systems for irrigation and community infrastructure.
- Enhance market integration through value-chain training and stronger connections to formal buyers.
- Expand government-embedded training models and reinforce savings groups to build livelihood resilience and financial inclusion.

Conclusion

ADRA's resilience programming has delivered significant, context-relevant impacts on livelihoods, food security, and climate adaptation in fragile, drought-prone areas. Interventions were highly relevant, inclusive, and community-driven, achieving strong efficiency through local delivery and strategic partnerships. Effectiveness is evident in improved agricultural productivity, income diversification, women's empowerment, and social cohesion. Early signs of sustainability are visible through ongoing VSLA activities, community-led adaptation, and retained local knowledge, though further integration with government systems, access to finance, and infrastructure maintenance is needed to secure long-term resilience. Strengthening partnerships, scaling inclusive models, and expanding financial and infrastructure support will help consolidate and amplify these gains.

CHAPTER 1: INTRODUCTION

1.1. Background

Between 2018 and 2024, the Adventist Development and Relief Agency (ADRA) Denmark (DK) supported a diverse portfolio of climate resilience programmes across Ethiopia, South Sudan, Sudan, Tanzania, and Uganda. Most of these initiatives were funded by DANIDA through two Strategic Partnership Agreements (SPAs): the first running from 2018–2021 and the second from 2022–2026. The programmes were designed in response to the growing challenges posed by climate change in regions already affected by fragility, displacement, and systemic vulnerabilities. At the core of ADRA DK's approach is a commitment to promoting sustainable, locally led adaptation strategies that strengthen communities' capacity to withstand climate-related shocks.

The evaluation was initiated at a critical point in the programme's lifecycle to take stock of achievements, challenges, and lessons learned. As such, ADRA DK commissioned a study to assess and document its approach to building climate resilience and to provide strategic recommendations for future programming. The evaluation focuses specifically on three thematic areas: (1) climate-smart agriculture, (2) conflict and displacement, and (3) women's empowerment. Accordingly, only programme objectives related to climate resilience and livelihoods were included in the scope of this review; any additional objectives outside these domains were excluded. The evaluation covers the period 2018–2024, corresponding to the two SPA grant cycles with DANIDA, and spans all five countries, noting that not all were part of the initial 2018–2021 cycle.

1.2. Overview of Evaluated Country Interventions

This section summarises ADRA DK–supported interventions under the climate resilience programming across the five countries (see Annex 1 for more details).

Ethiopia: ADRA Ethiopia, in partnership with ADRA DK, operates climate and resilience programmes (2018–2026) in drought- and flood-affected Somali Region. The region faces severe climatic variability, poverty, weak infrastructure, and recurrent conflicts. Interventions support pastoralist and agro-pastoralist communities through climate-smart agriculture, diversified livelihoods, nutrition-sensitive systems, natural resource management, early warning and preparedness, and anticipatory action. Some projects integrate peacebuilding and governance. The work follows a humanitarian–development–peace nexus approach and is implemented with authorities, CSOs, and partners such as Welt Hunger Hilfe (WHH).

South Sudan: ADRA South Sudan has implemented climate resilience and peacebuilding initiatives In Upper Nile State (Maiwut and Nasir Counties) since 2022. Communities face conflict, displacement, food insecurity, climate shocks, and COVID-19 impacts. Programmes combine climate-smart agriculture, livelihoods, VSLA, Farmer Field/Market Schools, protection, and civic engagement to strengthen adaptive capacity and social cohesion. Emphasis is placed on empowering women and youth and supporting traditional peace structures. Implementation involves CSOs, church leaders, government, and community institutions.

Sudan: ADRA Sudan has implemented climate resilience and protection programmes (2021–2026) in conflict-affected regions including Blue Nile, Darfur, White Nile, and Khartoum. Conflict, displacement, economic instability, floods, droughts, and the 2023 war have severely affected populations and disrupted project areas. Programming targets displaced people, host communities, women, and youth through livelihood recovery, cash assistance, climate-smart agriculture, microenterprise support, VSLAs, and community protection. ADRA works with civil society, government, and traditional leaders to strengthen peacebuilding and local governance through a nexus approach.

Tanzania: Since 2020, ADRA Tanzania and ADRA DK have run two project cycles (2021–2022 and 2023–2026) in Dodoma and Morogoro to strengthen climate resilience and livelihoods for smallholder farmers, women, youth, and persons with disabilities. Programming integrates climate-smart agriculture, market access, gender equality, and civil society strengthening, using approaches like Farmer Market Schools. Efforts focus on scaling locally led,

advocacy-linked models aligned with national climate and development goals, implemented with universities, CSOs, FBOs, and government partners.

Uganda: ADRA Uganda, supported by ADRA DK, has implemented two climate-resilience project cycles (2018–2021 and 2022–2026) in Karamoja and selected refugee-hosting districts. Interventions address chronic poverty, food insecurity, climate stress, and displacement, with a shift from rights-based approaches to integrated models combining climate-smart livelihoods, DRR, NRM, and gender-responsive planning. Programmes are delivered through partnerships with government, civil society, and community structures, emphasising locally led, inclusive, and humanitarian–development aligned approaches.

1.3. Evaluation Purpose and Scope

ADRA Denmark commissioned Vashi Impact Group (VIG), a women-led research and advisory firm, to evaluate its climate resilience programming across five countries, namely Ethiopia, South Sudan, Sudan, Tanzania, and Uganda for the period 2018 to 2024. The evaluation assessed the relevance, effectiveness, efficiency, and sustainability of ADRA DK's approaches to building climate resilience, with particular attention to three thematic areas: climate-smart agriculture, conflict and displacement, and women's empowerment. The assignment aimed to generate actionable insights by capturing learning, elevating in-country perspectives, identifying promising practices, and providing forward-looking recommendations.

A nexus lens was applied throughout the evaluation, integrating perspectives on climate adaptation, gender equality, and conflict sensitivity to ensure a holistic and contextually grounded analysis. The nexus lens for analysis serves as a conceptual framework that examines complex social, environmental, and political issues by emphasizing the interconnections and interdependencies among these dimensions, rather than analysing them in isolation. This approach enables a more comprehensive understanding of how climate resilience, gender dynamics, and conflict factors interact to shape program outcomes and community well-being (Bahadur et al., 2015).

The objectives of the evaluation were as follows:

1. To analyse the relevance and effectiveness of ADRA DK's programmatic approach to building climate resilience and identify opportunities for strengthening and/or broadening this approach to achieve greater impact.
2. To assess ADRA DK's climate-resilience programming through a) an agriculture lens and climate-smart practices b) a nexus lens in relation to conflict and displacement and c) a gender perspective in relation to women's empowerment, documenting successes, lessons learned, and possible opportunities to strengthen and scale.
3. To gather relevant best practices and lessons learned on community-led climate resilience programming, particularly in conflict-affected contexts with a nexus lens and on ways that promote women's empowerment.
4. To synthesise learning and provide concrete recommendations for ADRA DK's climate engagements in future programming, both programmatically, operationally and strategically.

The evaluation sought to directly address evaluation questions set out in the terms of reference (see Annex 2 for the evaluation questions).

CHAPTER 2: EVALUATION METHODOLOGY

2.1. Overall approach

The evaluation adopted a mixed-methods approach, integrating qualitative data (both primary and secondary) and quantitative data (secondary) to generate a comprehensive assessment of ADRA DK's climate resilience programmes implemented between 2018 and 2024 across Ethiopia, South Sudan, Sudan, Tanzania, and Uganda. The approach was grounded in participatory and inclusive principles, ensuring contextual relevance, adherence to ethical standards, and attention to cross-cutting priorities such as gender equality and conflict sensitivity. A localisation approach was applied, prioritising the perspectives of country teams, recruitment of national researchers, community members, and implementing partners, ensuring that these voices informed both the analysis and the recommendations. Continuous engagement with country teams was maintained throughout the evaluation, to share and discuss the evaluation process.

Data triangulation was achieved through the integration of multiple data collection methods, including a systematic review of programme documentation (such as annual and monitoring reports), key informant interviews (KIIs), and focus group discussions (FGDs). A strong emphasis was placed on engaging local stakeholders, including programme participants, ADRA country teams, implementing partners, and relevant government officials (where appropriate), to ensure that findings reflected lived realities and diverse perspectives.

Short case studies were developed to highlight community-level outcomes, innovative practices, or significant changes experienced by individuals or groups, particularly in fragile or conflict-affected areas. These case studies complemented broader data analyses and served as tools for both internal learning and external communication. Potential cases were identified during interviews and discussions, with follow-up interviews conducted to capture detailed narratives.

2.2. Inception Phase

During the inception phase, meetings were held with ADRA DK and ADRA offices in Uganda, Ethiopia, Tanzania, Sudan, and South Sudan to deepen understanding of programme contexts, implementation strategies, and thematic priorities. The engagements informed the refinement of the evaluation scope, approach, and methodology, ensuring alignment with local realities and cross-cutting priorities such as gender equality, conflict sensitivity, and inclusivity. An initial desk review of programme design documents, annual reports, and relevant literature was conducted to enhance understanding of socio-economic and political contexts, target beneficiary groups, and potential challenges during data collection.

To guide the evaluation, an overarching evaluation matrix (see Annex 3) was developed, linking OECD-DAC criteria, evaluation objectives, and key research questions to methods, data sources, and indicators. Country-specific sub-matrices translated overarching questions into context-specific lines of enquiry, mapped stakeholders for purposive sampling, and aligned data collection with each country's Theory of Change. A detailed workplan (See Annex 4), including a Gantt chart and field itinerary, was prepared to track progress, ensure quality assurance, and coordinate both in-person and remote data collection across the five countries. Data collection tools are available in the annexes (see Annex 5).

2.3. Data Collection

2.3.1. Desk review

A comprehensive review of secondary data was conducted, drawing from a diverse set of existing sources including the project annual reports, program reports and internal policy documents. The desk review was broadened to include relevant policy e.g. Core Humanitarian Standards (CHS) and national reports that provided secondary data for the evaluation See Annex 6 for the full list of reviewed documents.

2.3.2. Primary data collection

Primary data collection was conducted through a combination of KIIs and FGDs with key stakeholder groups. The stakeholder groups included programme participants (women, youth, and persons with disabilities), community leaders, civil society partners, ADRA staff, and relevant government actors. A full list of stakeholders is illustrated in Table 1.

Data collection was carried out in person in Ethiopia and Uganda. Table 1 below provides a summary of the location of data collection, the target groups, specific project under review and the method used to collect the data. The countries were selected for in-person fieldwork based on contextual feasibility, coverage of diverse intervention models, and accessibility. National researchers (NRs) facilitated the data collection process, including FGDs and KIIs, adhering to safeguarding and do no harm principles providing the necessary contextual interpretation of responses. The data collection process involved careful coordination with stakeholders to align schedules and ensure meaningful engagement.

In Tanzania, South Sudan, and Sudan, data was gathered remotely mainly through telephone interviews. Other virtual platforms such as zoom were used where feasible. Remote engagement leveraged ADRA country offices' support in facilitating connections to internal (staff and partners) and external (communities) stakeholders. After sampling had been conducted by the VIG, the contacts of the sampled individuals were shared by the relevant ADRA offices. Calls were made by the NRs to collect the required data from the sampled individuals. NRs received adequate training on how to create rapport and earn the trust of respondents remotely, probe while keeping discussions focused, and make the most of the short engagement periods. The tools that were developed for data collection were translated into local languages and adapted for use across remote and in-person modalities to ensure consistency in findings.

2.3.3. Sampling strategy

The primary qualitative data collection strategy employed a purposive sampling approach to ensure inclusion of stakeholders with direct experience and knowledge of ADRA's climate resilience, peacebuilding, and livelihood interventions. This approach enhanced contextual depth, stakeholder representativeness, and alignment with the evaluation's key lines of enquiry. Country-specific projects and sites were identified in consultation with ADRA country offices to capture diverse contexts and implementation models and is illustrated in **Table 1** below.

Table 1. Summary of the data collection sites and target groups for Uganda and Ethiopia

Country	Geography	In person/remote	Evaluation Method	Project
Ethiopia	Gode, Adadle, and Kelafo	In-person	KIIS and FGDs	RiHA BOLDER CLAP IDRR
Uganda	Abim, Kotido, and Kaabong (Northern and Southern Karamoja); Rwamwanja & Kyaka settlements; 3 host sub-counties in Kamwenge district	In person	KIIS and FGDs	REAL REAP
Tanzania	Dodoma and Morogoro	Remote	Telephone (& other virtual means where possible)	AGILE
Sudan	Blue Nile, White Nile and West Darfur	Remote	Telephone (& other virtual means where possible)	SCEED I, SCEED II and Climate Adaptations, ELSTR
South Sudan	Maiwut County, (Upper Nile)	Remote	Telephone (& other virtual means where possible)	ACCESS

Programme staff provided insights on project design, implementation, achievements, challenges, and resource management, informing analyses of relevance, effectiveness, efficiency, and sustainability. External stakeholders, including government officials and peer organisations, contributed perspectives on relevance, effectiveness, and impact, while programme participants shared experiences on project relevance to their needs, perceived impacts, unintended effects, and sustainability.

2.3.3.1. Key Informant Interviews

KIIs were conducted across the five countries, targeting a diverse group of stakeholders to ensure a comprehensive and balanced perspective as seen in **Table 2**.

Table 2. Number of Key Informants who participated in the evaluation

Group	Ethiopia	South Sudan	Sudan	Tanzania	Uganda	ADRA DK	Total
ADRA DK						5	5
ADRA Country Staff	4	4	4	4	4		20
Local IP	2	1	1	1	2		7
Community Leaders & Elders	4	2	2	2	4		14
Community Members		12	12	12			36
Government Officials	2	2	2	2	2		10
Members of Women Groups		6	6	6			18
Peer/Comparable Organisation	2	1	1	1	2		7
Total	**14**	**28**	**28**	**28**	**14**	**5**	**117**

2.3.3.2. Focus group discussions

FGDs were held with community members and women's groups across Uganda and Ethiopia only (see **Table 3** for details on the groups), ensuring gender and vulnerability inclusion. A total of 10 FGDs were convened in the two countries. Six of these were with community members (mixed groups) and 4 FGDs with women's groups were conducted across these countries, with each group comprising approximately eight participants. These FGDs explored community-level experiences, perceptions of programme outcomes, and contextual barriers or enablers of resilience, conflict mitigation, and gender empowerment.

Uganda: FGDs engaged beneficiaries from REAP and REAP project sites. Women's group FGDs included representatives from community-based VSLAs and livelihood groups.

Ethiopia: FGDs were conducted with beneficiaries from the BOLDER and CLAP projects. Mobility constraints had been noted for rural women; therefore, convenient sites were selected to facilitate their participation. The NR was appraised of the differences in literacy levels necessitating the creation of conducive environments for the participation of all women regardless of socio-economic factors.

Table 3. Number of FGDs conducted and participants reached per country

Groups	Ethiopia		Uganda		Total	
	# FGDs	# of participants	# FGDs	# of participants	# FGDs	# of participants
Community members	3	24	2	16	5	40
Members of Women Groups	3	24	2	16	5	40
Total	**6**	**48**	**4**	**32**	**10**	**80**

2.4.   Field Logistics

All NRs received comprehensive virtual training from VIG's qualitative team, supported by a recorded session and detailed manual. Training covered safeguarding and "do no harm" principles, ethical standards, respectful engagement, and gender-matched interviewing. Data collection tools were pre-tested through mock interviews to ensure cultural and linguistic appropriateness.

Most NRs were experienced, fluent in local languages, and familiar with community dynamics. The exception was Ethiopia, where a last-minute staff change created initial coordination challenges. Because the team was not fluent in Somali, translators were hired, but all researchers had knowledge of Islamic and pastoralist norms. NRs worked closely with ADRA teams for mobilisation and field coordination. With consent, KIIs and FGDs were audio-recorded for accurate transcription. Written consent was obtained from all participants.
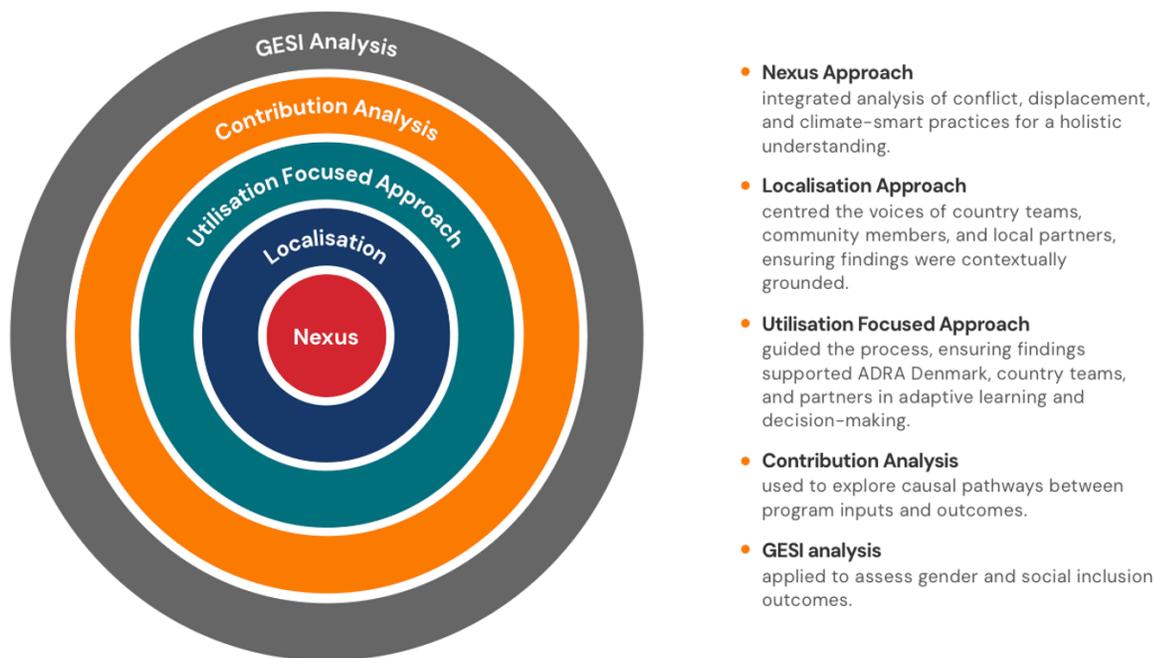
2.5.   Data Management and Analysis

All data was securely stored in a password-protected Google Drive folder accessible only to the research team. Qualitative data was managed through Google Drive and Otter.ai, while NRs used mobile and personal digital assistants (PDAs) for online and offline data collection and direct upload to encrypted platforms. Access was restricted to authorised VIG team members, with all files being password-protected and personally identifiable information anonymised or pseudonymised. Data cleaning, translation, transcription, and analysis were completed internally, in line with ADRA DK protocols and national data protection guidelines, after which all data was destroyed per contractual requirements.

A rigorous analytical approach was employed. Qualitative data from interviews and secondary sources underwent content analysis using ATLAS.ti, applying a mixed inductive–deductive coding approach guided by the OECD-DAC criteria. Codes were systematically reviewed and grouped into themes, with findings triangulated against secondary quantitative data to ensure robustness and coherence across countries. Furthermore, the Gender Equality and Social Inclusion (GESI) framework informed the analysis, to ensure perspective of women, men, youth, people with disabilities, IDPs, pastoralists, and other marginalised groups were identified. Data was disaggregated by gender and inclusion dimensions to identify barriers, enablers, and power dynamics, with intersectionality considered to capture overlapping inequalities and empowerment outcomes.

2.6.   Analytical Framework

To understand how ADRA Denmark's programmes contributed to the observed changes, the evaluation used a contribution analysis approach. This helped trace the links between project activities and outcomes while recognising that results were also shaped by other actors and external factors present in the same communities. The evaluation was utilisation-focused, designed to generate insights that could directly inform decisions and learning for ADRA Denmark, its country teams, and partners. A GESI lens and a **nexus lens** connecting climate resilience with conflict, displacement, and livelihoods guided the analysis throughout. Local voices were prioritised, ensuring that findings reflected the perspectives of community members and implementing partners. The analytical frameworks are diagrammatically depicted as **Figure 2.**

Figure 1. interconnected nature of the analytical framework

Nexus Approach
integrated analysis of conflict, displacement, and climate-smart practices for a holistic understanding.

Localisation Approach
centred the voices of country teams, community members, and local partners, ensuring findings were contextually grounded.

Utilisation Focused Approach
guided the process, ensuring findings supported ADRA Denmark, country teams, and partners in adaptive learning and decision-making.

Contribution Analysis
used to explore causal pathways between program inputs and outcomes.

GESI analysis
applied to assess gender and social inclusion outcomes.

2.7. Ethical Considerations

At all stages of the evaluation, the research team adhered to strict ethical procedures in collecting data, ensuring full compliance with the principles of *"do no harm"*, safeguarding and the ADRA Code of Conduct. VIG worked closely with ADRA offices to apply established referral pathways, safeguarding protocols, and feedback or complaints mechanisms in each context. Information sheets and consent forms were provided to all participants in advance, clearly outlining the purpose of the evaluation and participants' rights. Participants were informed of how their data would be used, assured of anonymity and confidentiality, and advised that their participation was voluntary and withdrawal could occur at any time without consequence. Quotes and personal accounts were only used with prior consent, and all data were handled confidentially to maintain the integrity, independence, and reliability of the evaluation while ensuring the safety and dignity of all respondents.

2.8. Quality Assurance

A detailed quality control plan was developed during the inception phase to ensure the integrity and consistency of the evaluation process. A comprehensive quality assurance system grounded in five core principles was adopted as outlined below:

(1) Output-based management: An output-focused approach guided the evaluation, ensuring that each phase produced clear, measurable deliverables that enhanced transparency and accountability.

(2) Effective project management: A dedicated Operations Manager oversaw day-to-day implementation under the supervision of the Principal Investigator. Regular debriefing sessions were held with NRs to address technical and logistical challenges, provide performance feedback, and ensure adherence to data collection protocols. Remote debriefings served as the primary feedback mechanism in contexts where real-time supervision was

constrained by language or connectivity barriers. Interview progress was closely monitored, with completion rates and interview durations compared against expected benchmarks while accommodating contextual variations.

(3) Stakeholder engagement: The ERG was engaged throughout the evaluation to provide strategic guidance and quality oversight. Their inputs ensured that the evaluation deliverables aligned with expected standards and that implementation followed the agreed plan.

(4) Strong communication and coordination: The ADRA DK team remained actively engaged across all stages of the evaluation, providing timely feedback, supporting problem-solving, and ensuring that emerging issues were promptly resolved.

(5) Gender-inclusive leadership and participation: Gender considerations were integrated into all aspects of quality assurance. This included promoting gender-balanced field teams where possible, ensuring safe and inclusive data collection practices for women and vulnerable groups, and applying a gender lens in tool design, field supervision, and analysis. This approach strengthened data quality by ensuring diverse perspectives were captured accurately and ethically.

2.9. Challenges and Limitations

Challenges
Several cross-cutting challenges were encountered during the evaluation, reflecting the realities of conducting research in fragile, conflict-affected, and geographically dispersed contexts. Key challenges included poor internet connectivity, logistical constraints, security restrictions, and overlapping community commitments that affected participation. In some areas, seasonal farming activities limited respondent availability, while bureaucratic approvals delayed fieldwork. To address these issues, the team applied adaptive field planning, coordinated closely with ADRA offices, and used flexible data collection approaches, combining remote and in-person interviews. Fieldwork was aligned with community calendars, and alternative sites or participants were engaged where necessary. Regular virtual communication ensured collaboration despite connectivity limitations.

Ethiopia: Data collection in the Somali Region was affected by extreme field temperatures and the early termination of contracts for one national researchers, which disrupted timelines. Additionally, community mobility during the dry season complicated scheduling for focus group discussions. These challenges were mitigated by engaging replacement researchers through ADRA's local networks and adjusting field schedules to cooler periods of the day. Close collaboration with ADRA Ethiopia staff and community facilitators helped sustain respondent engagement and ensure full data coverage.

Sudan: The evaluation team faced delays in obtaining approvals from the Humanitarian Aid Commission (HAC) and unstable internet connectivity, particularly in West Darfur, which hampered remote coordination. Insecurity and restricted movement also limited direct access to certain communities. To address these challenges, the team relied on local focal points and ADRA Sudan staff for data facilitation and used asynchronous communication methods such as recorded voice messages and WhatsApp for information exchange. These adaptive strategies allowed data collection to progress despite ongoing instability.

South Sudan: Fieldwork was constrained by security risks and displacement in parts of Upper Nile State, resulting in limited access to originally targeted sites. Mitigation measures included selecting alternative accessible communities and coordinating with local partners familiar with the context to ensure representation and data reliability. Enhanced communication with ADRA South Sudan's field teams also ensured consistent updates on security dynamics.

Uganda: The main challenges included poor road conditions and long travel distances between field sites, which increased travel time and costs more than was anticipated. Scheduling conflicts arose as some participants were occupied with farming or market activities. To mitigate these issues, the team grouped interviews geographically to minimise travel burdens and rescheduled activities in consultation with community leaders to align with local

routines. ADRA Uganda's logistical support particularly in transport and community mobilisation was crucial in ensuring fieldwork completion within the planned timeframe.

Tanzania: Challenges were primarily linked to delays in securing interviews with government officials and limited participant availability due to overlapping local events. Connectivity limitations in rural areas also affected the efficiency of remote interviews. These were mitigated through early re-engagement with key stakeholders, rescheduling meetings, and conducting phone-based interviews where internet access was unreliable. ADRA Tanzania's active coordination with district officials and local leaders facilitated timely approvals and respondent mobilisation.

Limitations

- **Reduced real-time supervision and quality monitoring:** The reliance on remote supervision for data collection activities meant that comprehensive feedback to NRs could only be provided during the end-of-day debriefing sessions. This limited the ability to correct interviewing approaches in real time, which may have affected the consistency of data collection across countries.
- **Drawbacks associated with virtual interviews may have affected the quality of interviews:** Connectivity issues and time constraints in Sudan, South Sudan, and Tanzania affected the quality of virtual interviews. Virtual meetings limited the researcher's ability to observe body language and other non-verbal cues that support accurate interpretation. Loss of connectivity also disrupted interviews, potentially affecting the consistency of probing, interviewer techniques, and data recording. The lack of physical presence may have further affected rapport-building and respondents' willingness to share openly.
- **Variability in data completeness and depth across contexts:** Limited access to certain communities in Sudan and South Sudan due to insecurity, displacement, and logistical challenges resulted in the replacement of some originally targeted sites. While representation was maintained, the depth and richness of data from hard-to-reach or inaccessible areas may have been lower. As a result, the experiences of highly affected or remote populations may not be fully captured, potentially affecting the comprehensiveness of the analysis.
- **Reduced participation of government officials and key informants:** In Tanzania, delays in scheduling interviews with government officials, coupled with repeated rescheduling, limited opportunities for deeper engagement. This may have affected the breadth and diversity of government perspectives reflected in the evaluation.
- **Inaccuracies introduced during translations:** Although translation procedures were applied, the use of multiple local languages and interpreters in Ethiopia introduced a risk of meaning distortion or loss of nuance. Subtle expressions, technical terms, or culturally specific concepts may not have been translated with full precision, potentially affecting the accuracy and comparability of qualitative data.

CHAPTER 3: RESULTS

3.1. Relevance

The relevance analysis examines the extent to which ADRA DK's climate resilience programming is appropriately designed to strengthen local adaptive capacity, align with community needs, and remain inclusive across diverse contexts. It explores how local leadership, ownership, and participation are promoted; assesses the suitability of interventions in fragile environments; and evaluates alignment with ADRA DK's environmental and accountability commitments, including the CHS and Climate Charter.

3.1.1. Overarching Findings

3.1.1.1. Extent to which the design of / approach to climate resilience programming is conducive to strengthening local climate resilience

Relevance was achieved through deliberate design choices rooted in local experience and through adaptive mechanisms that enabled programmes to evolve alongside contextual changes. Programming consistently reflected the realities faced by communities affected by recurrent droughts, floods, and conflict, as well as shifting policy and institutional landscapes. ADRA's flexibility was particularly evident in its use of climate-smart agriculture (CSA) approaches that were tailored to local environmental conditions. In drought-affected areas such as Karamoja in Uganda and parts of central Tanzania, interventions such as terracing, mulching, and small-scale irrigation were introduced to conserve soil moisture and improve productivity. In South Sudan, where communities face frequent flooding, crop choices were adjusted to include water-tolerant varieties such as rice, enabling farmers to maintain production despite unpredictable rainfall. In several locations in Ethiopia, indigenous knowledge systems were integrated with scientific data e.g., combining traditional early warning indicators with meteorological forecasts to improve preparedness and responsiveness. These contextually grounded approaches not only strengthened resilience but also promoted community ownership and trust in programme interventions.

ADRA also demonstrated adaptive capacity through iterative programme design and implementation. In volatile settings such as South Sudan and Sudan, field teams used community consultations to revise Theories of Change (ToCs) and realign activities with emerging needs. This approach was particularly useful in contexts affected by conflict and displacement, where project sites, beneficiary groups, and activities needed to be periodically adjusted to maintain relevance and access. Similarly, programmes were responsive to evolving policy frameworks, such as Uganda's Parish Development Model and Tanzania's agricultural transformation agenda, ensuring coherence with national priorities while maintaining a strong focus on local realities. According to one Humanitartian Coordinator from ADRA DK:

"The overall approach by ADRA DK hasn't changed much for the past years, but it's been adjusted to address the changing needs on the ground".
ADRA DK Humanitarian Coordinator

However, adaptive implementation was said to be constrained at times by structural barriers that limited scalability and long-term impact. Common challenges mentioned by KIs across countries included limited funding flexibility, logistical constraints in hard-to-reach or insecure areas, and inadequate infrastructure such as lack of water systems or road networks. Environmental shocks such as droughts, floods, and pest infestations also tested the limits of community and institutional resilience, underscoring the need for sustained investment in climate adaptation, early warning systems, and resilient water infrastructure.

Below is a case study that demonstrates the relevance of the ADRA supported projects. Due to the relevance of the intervention, the socio-economic situation of the participant and her family was transformed.

Figure 2. Case Study 1

Case Study: Women's VSLA Member – Somali Region (Adade Village): Before joining the project, the participant and her family faced extreme hardship from drought and floods that destroyed their livestock and livelihoods, leaving them without food, water, or income. After joining ADRA's VSLA and farming groups, she received training, started saving, and began earning through crop farming and small business activities. The project improved food security, women's participation, and community cooperation. She now earns independently, supports her family, and feels empowered and hopeful for the future.

3.1.1.2.   Relevance of climate resilience programming and approach to the target groups

ADRA's climate resilience programming across Ethiopia, Uganda, Tanzania, Sudan, and South Sudan is strongly grounded in local needs, with a deliberate emphasis on reaching vulnerable and marginalised groups. Programme design is highly participatory, with community consultations and local leadership engagement ensuring that interventions reflect lived realities. As one ADRA DK Humanitarian Country Coordinator explained, *"the inclusion of marginalised groups is one of the requirements,"* illustrating how inclusivity is built into programme conception rather than added later.

The use of climate-smart agriculture techniques, including terracing, mulching, irrigation, and crop diversification, directly responds to livelihood challenges faced by smallholder farmers, while integration of indigenous early warning systems with modern meteorological data enhances preparedness in contexts like Ethiopia and South Sudan. In Uganda and Tanzania, alignment with national frameworks such as the Parish Development Model and broader agricultural transformation agendas strengthens policy relevance and supports government uptake.

Inclusivity is operationalised throughout implementation, with women, youth, persons with disabilities, internally displaced persons, and economically disadvantaged households systematically engaged in planning, training, and decision-making. A government representative in Ethiopia confirmed this commitment, noting that *"there is truly no one left behind… inclusiveness is a key aspect of our work."* Targeted support to vulnerable households and intentional involvement of marginalised groups in CSA initiatives, water management, and livelihood activities not only expands equitable access but also builds confidence, ownership, and social cohesion.

While relevance is strong overall, contextual factors shape the depth of impact. In Sudan and South Sudan, security concerns, limited land access, and logistical constraints restrict reach and sustainability, whereas Uganda and Tanzania benefit from stronger governance structures and more stable partnerships. Despite these differences, the programming consistently demonstrates that inclusive, community-driven approaches enhance both adaptive capacity and social equity, making ADRA's climate resilience work broadly relevant and responsive across diverse settings.

The programming leveraged local knowledge and existing social structures to ensure relevance and continuity. In Uganda and South Sudan, engaging community leaders and local committees facilitated the identification of vulnerable populations and ensured that interventions addressed their specific needs

3.1.1.3.   Promotion of local leadership and ownership in climate resilience programming and approach

Across all the programme countries, ADRA's use of community-driven approaches and sustained consultations has proven highly relevant in strengthening local leadership, ownership, and accountability. According to the ADRA DK 2023 Annual Report, *"working with a long term, localised, bottom-up approach has been central to ADRA Denmark's way of working since our foundation"* and this approach was maintained during the implementation of the various projects in the five countries.

The organisation's participatory methods ensured that project interventions were not externally imposed but

co-designed with communities, reflecting their priorities, knowledge, and lived realities. This approach promoted both legitimacy and effectiveness by positioning communities as central actors rather than passive beneficiaries. Furthermore, community consultations were a cornerstone of ADRA's design and implementation processes across all countries. In South Sudan, consultations during the development of the Theory of Change (ToC) enabled programmes to directly respond to community-identified needs, while continuous feedback loops ensured adaptation to shifting contexts. Similarly, in Uganda and Ethiopia, ADRA worked through existing community structures such as chairpersons, elders, and local committees to guide planning, monitoring, and management of initiatives like water systems, tree planting, and VSLAs. These participatory platforms promoted shared decision-making, transparency, and the gradual transfer of leadership responsibilities to community representatives.

In many contexts, community-led committees and volunteer groups played a pivotal role in programme oversight and continuity. Water user groups and environmental committees in Uganda and Sudan ensured the upkeep of shared resources, while lead farmers and trained youth in Tanzania and Ethiopia became local champions for CSA practices and savings groups. The use of local facilitators, farmer-trainers, and government extension officers further strengthened trust and legitimacy, as communities viewed them as relatable leaders who understood their priorities. As one community leader in Uganda noted:

"ADRA staff have asked for opinions, conducted community meetings and also monitored the work of the groups… involving opinion elders and the community in general for prioritization of the community needs." -Community Leader

This participatory engagement was mirrored in Ethiopia, where women's leadership proved transformative. A local partner highlighted that *"we have established women-led nurseries and women-led (total mixed ration (TMR) production hubs… when women lead initiatives, there is a noticeable difference, as they tend to provide direct support without compromising quality or accountability."* Together, these experiences illustrate how locally rooted leadership structures drive ownership, strengthen community confidence, and sustain programme gains.

This model not only improved implementation efficiency but also strengthened local capacity to sustain project activities after external support phased out. Moreover, community engagement cultivated inclusive leadership, creating opportunities for women, youth, and marginalised groups to assume active roles. Women-led savings groups and producer associations in Ethiopia, Uganda, and Sudan have evolved into self-managed platforms for advocacy, financial management, and peer learning. In some regions, traditional and religious leaders were engaged in gender-transformative dialogues, promoting broader acceptance of women's leadership within local governance systems. These developments demonstrate how community-driven approaches serve as an entry point for deeper social transformation.

Although the participatory model has strengthened local leadership, gaps remain in formalising handovers and building strong institutional linkages. In many cases, communities showed strong ownership, but weak integration with local government systems threatened long-term sustainability. Participants consistently noted that the most durable results emerged where ADRA created formal connections between community groups and government actors through joint planning, coordination meetings, or taskforces. Where these links were missing, respondents highlighted lack of government involvement as the main risk to continuity. As a community leader in Uganda noted, *"Strengthen the groups and integrate them into the programs of the government…",* while a mobiliser in Sudan similarly affirmed that *"leaders are key for communities."* Strengthening these bridges would help embed community gains within institutional structures and ensure support continues beyond donor funding.

3.1.1.4. Alignment with and support to environmental commitments

ADRA DK's climate resilience initiatives in fragile contexts demonstrate a commitment to the Core Humanitarian Standard (CHS). These programmes prioritise the inclusion of marginalised groups, including women, youth, and persons with disabilities, ensuring that interventions are accessible and equitable. For instance, in South Sudan,

community-based adaptation strategies were tailored to address the unique vulnerabilities of displaced populations, promoting resilience through participatory approaches.

Analysis of both primary and secondary data shows that ADRA DK demonstrated strong adherence to **CHS Commitment 3** by actively working to strengthen local capacities and building resilience, while minimising potential harm in its interventions. Across its country programs, ADRA's programming demonstrates a strong alignment with **CHS Commitment 1**, which emphasises that humanitarian responses must be appropriate, relevant, and responsive to the needs and priorities of affected communities. Decision-making processes within ADRA programming are guided by evidence, inclusivity, and adaptability, ensuring that interventions remain context-specific and responsive to evolving community needs. Decisions are informed by needs assessments, vulnerability analyses, and gender and inclusion considerations, which help to identify the most marginalised and at-risk groups. Furthermore, ADRA integrates participatory approaches in its decision-making, involving community members, local leaders, and key stakeholders from the earliest stages of project design through to implementation and evaluation. This participatory engagement ensures that project priorities reflect the voices and preferences of affected populations.

In line with **CHS Commitment 4**, which emphasises minimising negative social and environmental impacts, ADRA DK's climate programmes incorporate sustainable practices. Activities like rainwater harvesting, climate-smart agriculture, and soil conservation are implemented to enhance community resilience while safeguarding the environment. These initiatives not only address immediate climate challenges but also contribute to long-term ecological sustainability, particularly in areas like Sudan and Ethiopia where environmental degradation exacerbates vulnerabilities.

The organisation invests in training community members, local partners, and government counterparts to enhance their skills in disaster preparedness, climate adaptation, and sustainable livelihoods. In line with "do no harm" principles under the CHS, ADRA conducts conflict and risk analyses to identify and mitigate potential negative effects, including social tensions, dependency, or environmental degradation. This commitment ensures that interventions not only address immediate needs but also contribute to long-term self-reliance and stability within communities

ADRA DK's adherence to **CHS Commitment 7**, focusing on continuous improvement based on feedback and learning, is evident in its adaptive programming. This includes the integration of learnings across countries and years of programming. In Uganda and Tanzania, regular community consultations and feedback mechanisms are integrated into project cycles, allowing for real-time adjustments and ensuring that interventions remain relevant and effective. This commitment to accountability ensures that the needs and priorities of affected populations are consistently met, reinforcing the organisation's dedication to quality and responsiveness in humanitarian action.

Additionally, ADRA DK strengthens local capacities and builds strategic partnerships to enhance sustainability and scalability. Training local committees, engaging government agencies, and collaborating with other humanitarian actors ensures that knowledge, skills, and resources are shared and embedded at the community level. This approach reinforces CHS principles by promoting local ownership, enhancing resilience, and aligning practical interventions with broader organisational environmental commitments, including the Climate Charter and ADRA DK's climate strategy. Ethiopia, Tanzania, and Uganda are members of the Eastern Africa Alliance on Carbon Markets and Climate Finance while South Sudan is also part of regional bodies focused on climate action.

3.1.2. Relevance of ADRA DK Programming to Each Country's Context
Ethiopia
Relevance findings from Ethiopia show that ADRA's interventions aligned well with community priorities, particularly through local leadership, women's participation, and adaptation to environmental challenges.

Evidence from interviews indicates that projects were shaped by community input and recognised gender and social needs, though the consistency of integration varied across locations. According to one member of a Women's Group, the projects aligned well with their aspirations to improve their lives as evidenced by the quote below.

"Our group name is Ayaan[1]… we aim to change our lives and improve our daily activities."
Women's Group

Project activities were widely linked to livelihood improvements such as access to inputs, small-scale irrigation, and training supported income diversification. Several respondents emphasised practical gains such as improved access to water and markets as was stated by one member of the Women's Group. However, they also acknowledged barriers like limited infrastructure and unreliable electricity. Despite the limitations, the members of the Women's Group stated that they had gained knowledge and practical skills that strengthened their ability to sustain their livelihoods

"We have gained valuable knowledge about saving money… and received support including a water pump and seedlings."
Women's Group

Local leadership was a defining feature of relevance, with communities organising savings groups, managing small businesses, and maintaining agricultural initiatives. One stakeholder noted that the *"She Two Can campaign… advocates for women to take on leadership roles in social administration,"* reflecting broader community-led structures working with local government actors on planning and oversight. Furthermore, inclusion efforts targeted women, youth, people with disabilities, and displaced groups, embedded within broader participation structures rather than as stand-alone activities.

The blending of indigenous knowledge with technical systems further enhanced relevance. Community members described integrating traditional forecasting signs with formal early warning data, which strengthened preparedness for droughts and floods. As one stakeholder explained*, "We integrate the traditional forecast with modern institutes to prepare against drought and flood."*

Sustainability was linked to ongoing savings practices, livestock rearing, skills retention, and community coordination, though respondents stressed that long-term continuity depended on resources and technical support.

South Sudan
The relevance of ADRA's interventions in South Sudan is strongly shaped by the country's fragile, conflict-affected, and flood-prone environment. Nearly all respondents affirmed that the programme's focus on food security, protection, and resilience aligns with the most pressing community needs, even as repeated flooding and displacement continually challenge the programme's ability to adapt. As one community member explained, most families have been displaced by flooding, often losing property in the process; an experience that underscores why livelihood and emergency support remain essential. The sentiments from the community members pertaining to the effects of the floods were expressed in the following quote:

"As we speak now, most people have been displaced by flooding. When people are forced to relocate, they lose a lot of property or leave things behind. For example, if someone has already established themselves in a location and is displaced, many of their belongings may be damaged or destroyed. This situation has greatly affected how people carry out their activities."
Community member

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[1] This is a pseudonym used for purposes of this report only. The original name of the group has been removed to protect the identity of the members

Stakeholders also highlighted how conflict, weak institutions, and disrupted public services affect programme relevance. For instance, protection components have faced the greatest setbacks, with progress often reversed when insecurity forces the closure of safe spaces or prevents staff movement. This was mentioned by one ADRA South Sudan staff member who said that *"for protection, even if we have made progress, it was undone by conflict"*. ADRA South Sudan staff noted that while food security and emergency response were implemented effectively, protection gains were frequently interrupted by conflict, a reality compounded by systemic capacity gaps. Government officials described health and agricultural services as overstretched and under-resourced, suggesting that institutions weakened by repeated crises struggle to provide technical or logistical support. These constraints limit sustainability, even when local assets, such as tractors or training centres, exist but cannot be fully utilised.

Despite these challenges, ADRA's community-based approach remains highly relevant, with visible benefits in areas less affected by flooding and insecurity. Government representatives confirmed that locations protected by dyke systems are producing strong harvests, illustrating the potential of targeted resilience investments.

Participatory consultations and continuous adaptation were widely praised, with ADRA teams updating theories of change as conditions evolve to ensure interventions remain meaningful. Climate-resilient initiatives, especially water and irrigation management, were viewed as critical for long-term recovery; however, stakeholders stressed the need for stronger governance and technical support to sustain them. At the same time, unstable settlements and marginalisation continue to limit consistent participation, though ADRA's strategy of working with self-driven local farmers as lead farmers was recognised as an important step toward strengthening local ownership.

Table 4 below summarises the key enablers and barriers affecting the relevance of ADRA's programmes in South Sudan. Drawing directly from stakeholder insights, it highlights the local practices and contextual conditions that help interventions remain well-aligned with community needs ("what works"), alongside the challenges such as conflict, displacement, and limited government capacity that undermine continuity and relevance ("what doesn't work"). Table 4 presents these factors side-by-side to illustrate how enabling conditions strengthen programme fit, while persistent systemic barriers constrain impact and sustainability.

Table 4. Enablers and barriers to maintaining relevance in South Sudan programmes

WHAT WORKS	WHAT DOESN'T WORK
Local Knowledge Integration → Learn from farmers, align calendars → Improves planting/fit	Conflict Disruption → Undoes protection gains → Gaps in health referrals
Community Consultation → Theory of change based on needs → Keeps updates relevant	Flooding Displacement → Destroys property, frustrates efforts → No data for prediction
Dyke Systems → Prevents floods in prone areas → Saves farms/harvests	Government Capacity Limits → No spares/fuel for tractors → Relies on NGOs only

Overall, ADRA's interventions in South Sudan demonstrate high contextual relevance within a complex humanitarian landscape. While the focus on food security, protection, and resilience aligns well with local needs, the sustainability of these outcomes depends on addressing capacity gaps, strengthening local leadership, and embedding flexible systems capable of operating amid ongoing fragility.

Sudan

ADRA's interventions in Sudan were well aligned with local priorities related to women's empowerment, livelihoods, and access to essential services. Women's groups consistently described the programme as relevant to their immediate economic and social needs, particularly in environments where sustainable income

opportunities are scarce. Although some activities were temporarily suspended due to security concerns, participants expressed confidence in sustaining their associations using the organisational and management skills gained through the project. As one women's representative explained: "[continuing the work] *will be easy because we have learned how to manage the association,"* though securing consistent funding remains a key challenge. The challenge posed by funding constraints was confirmed by one partner who cited this as a risk to the smooth continuity of programme activities.

Engagement with local governance structures further strengthened the relevance and acceptance of ADRA's initiatives. Beneficiaries noted active involvement from chiefs, community committees, and other local leaders, which helped reinforce collective ownership and maintain cohesion despite instability. As illustrated in the quote below, women reported notable improvements in income stability and wellbeing, emphasising that participation in farming and small businesses enabled them to better support their families. This quote further suggests how ADRA's support contributed to both economic empowerment and enhanced social roles for women.

"…we have income through farming or trading… help in children's education… and start to have good food and a good life."
Women's Group Representative

Environmental and infrastructural relevance was evident through improvements in water, sanitation, and awareness of resource management. Communities reported that tree planting and access to water pumps had contributed to both hygiene and environmental outcomes, such as restoring degraded land, improving water access, and strengthening environmentally responsible practices. Even where environmental benefits were indirect, farming practices introduced by the project had residual positive effects on land use and household conditions. Participants also highlighted their aspirations for the future, particularly in education and trade. They viewed the project as a starting point for continued community development and expressed interest in receiving further training and support to expand their livelihoods. These reflections reinforce that ADRA's work continues to be perceived as relevant to long-term empowerment and resilience goals.

The analysis of programme relevance in Sudan shows that several dimensions influence how well ADRA's interventions respond to community needs and contextual realities. These dimensions, summarised in **Table 5**, reflect both strengths and persistent gaps in programme design and delivery, with stakeholder quotations showing positive intonations in areas such as climate adaptation, women's support, community consultation, and training, while negative intonations emerge around unmet resource needs that limit the programme's ability to fully address community priorities.

Table 5. Factors affecting relevance of Sudan programme(s)

Dimension	# Quotes	Intonation	Stakeholder Group	Quotation
Climate Adaptation	4	+ Positive	ADRA Staff	"Yes, sometimes we change farmers' plantation plans according to rainy season…"
Women's Support	4	+ Positive	ADRA Staff	"Yes, the focus was on women because women are responsible for the family…"
Community Consultation	4	+ Positive	ADRA Staff	"Through community leaders… Were the climate resilience interventions designed with input from your community or organisation?"
Training & Skills	4	+ Positive	Women Group	"Skills we have acquired make it easy for us to continue managing it…"
Resource Gaps	3	– Negative	ADRA Staff	"Yes, what is missing is the water harvesting activity, which requires a budget…"

Tanzania

ADRA's interventions in Sudan were well aligned with local priorities related to women's empowerment, livelihoods, and access to essential services. Women's groups consistently described the programme as relevant to their immediate economic and social needs, especially in contexts where limited opportunities exist for sustainable income generation. Despite temporary suspension of activities due to security concerns, participants expressed strong confidence in their ability to sustain the association's work using the management and organisational skills gained during project implementation. However, they also highlighted that continued access to funding remains essential to ensure operational continuity and scale, with one member of the Women's Group noting that *"continuing will be easy because we have learned and known how to manage the association… the difficulty will be securing the fund."*

Engagement with local governance structures strengthened the relevance and acceptance of ADRA's interventions. Members of the Women's Groups noted that chiefs, community committees, and other local leaders offered active support in sustaining collective initiatives. This ongoing collaboration between women's associations and community leadership reportedly created a sense of shared responsibility for maintaining progress and contributed to community cohesion despite prevailing instability. At the household level, women reported significant improvements in income stability and wellbeing as illustrated in the quote below by a women's group representative:

"women's life has changed after the project… they help in children's education, and they start to have good food and a good life."
Women's Group Representative

The analysis of programme relevance in Tanzania highlights several sub-themes that shape how effectively the interventions align with community priorities and contextual needs. Stakeholder feedback shows a mix of positive intonations, where respondents express satisfaction or appreciation for programme components, and negative intonations, which signal constraints, unmet needs, or areas requiring further support. These details are summarised and presented in **Table 6** below.

Table 6. Relevance of the Sub-themes in Tanzania

Sub-Theme	# Quotes	Intonation	Verbatim Example
Education	10	+ Positive	"The needs which the program addressed, the first one is to give education to the farmers."
Participation	7	+ Positive	"Most of the activities... involve the community leaders."
Empowerment	6	+ Positive	"Women have improved their income... advised others."
Water Management	5	Negative/Bottleneck	"We lack... reliable water sources."

Uganda

ADRA's climate resilience programming in Uganda demonstrates a strong fit with community realities, particularly in areas affected by erratic rainfall, drought, and declining soil fertility. Across respondent groups, and illustrated in the quote below, the initiatives were recognised for their practical design and tangible benefits. Likewise, training on improved farming methods, soil management, and water conservation has helped households transition from subsistence farming to more adaptive and productive practices.

"Previously we used to do ordinary farming, but they came and taught us how to do farming well through CSA where you plant in lines, how to do trenches, how to plant only two seedlings. We used to do broadcasting, and things didn't germinate well but now we are better."
Community Member

These changes go beyond agriculture. Participants noted improvements in food availability, household nutrition, and decision-making. A representative for a Women's Group explained that they learned *"not to sell everything"* but to keep part of their produce for consumption. Many reported that receiving seeds and irrigation tools also enabled them to better manage harvests and reduce hunger during dry periods.

Local leadership has played a pivotal role in ensuring that ADRA's interventions remain relevant and community-driven. The creation and strengthening of groups ranging from VSLAs to farmer learning groups have enhanced self-organisation and cohesion; as one member of the Women's Group observed, ADRA ensured that *"refugees and nationals are put together,"* reducing isolation and strengthening relationships. These platforms have continued to function effectively, often taking on new initiatives beyond the project's immediate scope.

At the household level, gender dynamics have gradually shifted. Women's confidence in decision-making has increased, and men are reported to be more supportive of shared responsibilities in farming and finances, resulting in a reduction in cases of GBV, a change reflected in the observation by a community leader in the quote below:

"Through the behaviour change advocacy programmes recognisably, there is a reduction in GBV cases in the community."
Community Leader

The results from this evaluation suggest that gender dynamics have gradually shifted, women's confidence in decision-making has increased, and men are reported to be more supportive of shared responsibilities in farming and finances. As illustrated in the quote below, stakeholders also highlighted that leadership opportunities for women within groups have increased, reflecting broader empowerment outcomes.

"Women are coming up and they are taking part in the leadership of the groups."
External Stakeholder

Community leaders and ADRA Uganda staff described how the organisation's approach to capacity building reinforces this inclusivity. ADRA's partnership with local leaders and government representatives in implementation ensures that knowledge is retained within the community and strengthens the credibility of activities, as an ADRA Uganda staff noted that *"most of the activities… involve community leaders who work with us in implementation."*.

Despite these strengths, several respondents raised concerns about limitations that influence the continued relevance of project outcomes. Limited access to irrigation facilities, affordable tools, and sufficient land, particularly for women and landless households, were identified as ongoing constraints, with one community leader emphasising that while skills had improved, *"we need land and water access to apply them fully."* These challenges underscore the importance of aligning ADRA's community-level work with local government and peer programmes to secure longer-term support.

Table 7 below shows the top 5 strongest thematic linkages each backed by a consensus quote from multiple stakeholders. These high-co-occurrence pairs are not random as they represent causal pathways from cross-cutting values to sustainable impact.

Table 7: Co-occurrence of themes for relevance of programme(s) in Uganda

Theme A	Theme B	Co-Occurrence	Example Quote
Inclusivity	Community Changes	28	"refugees and nationals… now families live well"
Gender Equality	Community Changes	22	"wives beaten… now harmony"
Local Leadership	Post-Project Ownership	18	"we coordinate with government to sustain"
Marginalisation	Climate Resilience	16	"trained me… now I farm better"
Capacity Gaps	Resource Efficiency	14	"tools not enough… need individual"

Overall, the Uganda findings confirm that ADRA's interventions remain relevant across social, economic, and environmental dimensions. The programmes are grounded in lived realities, prioritising participatory delivery, local leadership, and inclusion. The adaptive, partnership-driven approach has enabled ADRA to respond effectively to changing conditions while maintaining community trust and engagement.

3.2. Efficiency

The efficiency analysis explores the extent to which ADRA DK's climate resilience interventions have achieved results in a cost-effective manner, ensuring optimal use of financial and human resources to deliver intended outcomes. It also examines whether the interventions demonstrate financial sustainability through strategies such as leveraging local resources, building community and institutional capacities, partnerships, and integrating successful models into government and market systems to sustain benefits beyond the project period.

3.2.1. Overarching insights

3.2.1.1. Adaptive cost-efficiency through community-based implementation

The community-based approach to climate resilience programming represents a strategic model for achieving adaptive cost-efficiency while ensuring local ownership and sustainability. By directly engaging community members in the design, implementation, and monitoring of interventions, the organisation was able to significantly reduce reliance on external technical expertise and contractors. This approach lowered operational and logistical costs while ensuring that interventions were contextually relevant, culturally appropriate, and responsive to local priorities. In Uganda, South Sudan, and Tanzania, community committees were trained to manage small-scale irrigation systems, rainwater harvesting structures, soil and water conservation initiatives, and climate-smart agricultural practices. These committees not only maintained and scaled interventions independently but also served as knowledge hubs, sharing best practices with neighbouring communities and promoting long-term skills development. Their influence extended beyond the project's original locations and duration, demonstrating continuity and uptake of practices well after formal implementation ended.

The community-based approach enhanced adaptive capacity by enabling real-time adjustments in response to changing environmental, social, and economic conditions. In Ethiopia and Sudan, where communities face recurrent droughts, floods, and soil degradation, flexible solutions such as modular irrigation systems, low-cost soil conservation measures, and community-managed seed banks allowed timely adaptation of planting schedules, water distribution, and maintenance activities. This minimised waste, prevented costly delays, and reduced the risk of intervention failure. By involving local populations in monitoring climate and environmental changes, ADRA DK ensured that interventions remained dynamic, efficient, and aligned with immediate needs, while reducing the burden of constant external oversight.

Moreover, the community-based approach showed to maximized cost-effectiveness by integrating multiple program objectives into single interventions. For example, linking climate-smart agriculture with livelihood diversification, natural resource management, and nutrition-focused activities allowed one set of resources to achieve multiple outcomes, creating synergistic benefits for vulnerable households. In fragile contexts like South Sudan and Sudan, this integrated model meant that communities could sustain gains even under constrained resources or intermittent access to external support. Early identification of risks and locally driven solutions further reduced dependency on emergency interventions, ensuring that resources were efficiently allocated to initiatives with the highest impact and sustainability.

In addition, the community-based approach reinforced social cohesion and strengthened local governance structures, which are critical in fragile and conflict-affected areas. By engaging women, youth, displaced populations, and other marginalised groups in decision-making, the programming not only promoted inclusivity but also distributed responsibilities for maintaining and managing climate adaptation measures. This shared ownership increased accountability, improved maintenance of infrastructure, and reduced the need for repeated investments in external support. Over time, the model enhanced both the economic and environmental

sustainability of interventions, making climate resilience programming cost-efficient, locally relevant, and resilient to the uncertainties of fragile operating contexts.

Overall, ADRA DK's community-based model demonstrates that adaptive cost-efficiency is achieved not just through financial savings but through strategic engagement, capacity building, integration of multiple objectives, and locally driven adaptability. By embedding these mechanisms into programming, the organisation ensured that climate resilience interventions were both sustainable and scalable, delivering lasting benefits to vulnerable populations in Ethiopia, Uganda, Tanzania, Sudan, and South Sudan while minimising resource wastage and enhancing long-term adaptive capacity.

3.2.1.2.   Emerging sustainability through community ownership and income-generating initiatives

ADRA DK's climate resilience programming has fostered emerging sustainability by promoting strong community ownership and linking interventions to income-generating opportunities across Ethiopia, Uganda, Tanzania, Sudan, and South Sudan. By involving community members in the planning, management, and monitoring of climate adaptation projects, the organisation ensured that local stakeholders developed a sense of responsibility and accountability for maintaining infrastructure such as small-scale irrigation systems, rainwater harvesting facilities, and soil conservation structures. In Uganda and South Sudan, community committees were trained to oversee these initiatives, empowering residents to manage resources independently and ensuring continuity beyond the project lifecycle.

Income-generating activities were integrated into climate resilience interventions to reinforce economic sustainability. In Ethiopia and Sudan, climate-smart agricultural practices, drought-resistant crops, and small-scale livestock projects provided households with additional sources of income while simultaneously enhancing adaptive capacity. In Tanzania, linking livelihood diversification with environmental initiatives allowed communities to mitigate climate risks while creating new revenue streams, such as vegetable farming and poultry rearing. These approaches strengthened incentives for community members to maintain and expand adaptation measures, demonstrating that economic benefits and climate resilience can be mutually reinforcing.

Furthermore, ADRA DK promoted inclusivity by ensuring that women, youth, and other marginalised groups actively participated in income-generating and resource-management activities. In Ethiopia and Uganda, for instance, women's cooperatives and youth-led community enterprises were directly linked to climate-smart agriculture and water management initiatives. This not only enhanced social cohesion but also distributed the benefits of climate adaptation more equitably. Over time, the combination of ownership, local management, and income generation has contributed to the sustainability of interventions, enabling communities in fragile and resource-constrained contexts to maintain adaptive practices independently, reduce dependency on external support, and strengthen resilience against future climate shocks.

3.2.2.   Efficiency of ADRA Programming per Country

Ethiopia

The program in Ethiopia shows that ADRA's interventions were implemented with a focus on local resource use, economic diversification, and community-led engagement. Across statements from multiple stakeholder perspectives, the data indicate that communities applied project inputs and training in practical ways that balanced productivity with available resources. Efficiency was shaped by local capacities, environmental constraints, and infrastructure challenges, yet overall reflected efforts to optimise outcomes within existing limitations. For example, a Woman's Group Representative described how they expanded into multiple income streams, noting that: *"some of us are engaged in trading potatoes, tomatoes, and onions, while others operate small shops… and a few of us also run a refrigerator business."*

Community-level changes were among the most frequently mentioned aspects of efficiency, with respondents describing diversified livelihoods, crop production, trading, and small-scale enterprises. The introduction of new

agricultural techniques and savings practices contributed to increased self-sufficiency and reduced dependence on external assistance. However, as illustrated in the quote below, limited access to markets, electricity, and transportation opportunities contributed to limit scale.

"…our electricity supply is unreliable… this inconsistency complicates our ability to run businesses, study, or even store perishable food items properly, and the high cost of transportation exacerbates these issues."
Women's Group Representative

The use of available resources emerged as a recurring theme, with emphasis on cost-effective, locally appropriate agricultural methods such as intercropping and organic fertilisers, which helped maintain soil quality and output without increasing production costs. Programme staff and community members described how resource management approaches were designed to minimise environmental impact while supporting food security. Post-project ownership and efficiency were strengthened by ongoing savings practices, the continued application of skills, and local monitoring structures that reinforced training delivered during implementation.

Efficiency was also affected by capacity gaps and infrastructure constraints, particularly in rural or remote areas. Participants highlighted poor roads, high transport costs, and limited access to agricultural tools as factors that reduced implementation efficiency and slowed progress. This was captured by one member of a women's group who explained that *"our village is struggling with significant challenges… the condition of our roads is often poor, making travel hazardous and time-consuming."*

Local leadership further contributed to efficiency through participatory decision-making and oversight. Committees and women's groups monitored progress, managed small funds, and coordinated with government representatives, which helped reduce duplication and enabled timely problem-solving. As illustrated in the quote below, evidence related to scalability suggests that while resource-efficient systems and local management structures were in place, expansion was constrained by limited funding and technical capacity.

"what could help strengthen sustainability is increased funding and technical capacity so that pilot interventions can continue at a larger scale."
External Stakeholder

Figure 3 is a flow diagram illustrating how the different strategies implemented in Ethiopia collectively contributed to the overall effectiveness of the programme. It visually maps the pathways through which key interventions such as capacity-building, women's empowerment, and adopting of indigenous knowledge collectively promote collective decision making which in turn, together with climate adaptation, results in the effectiveness of the programme. The diagram helps demonstrate the sequencing, linkages, and combined influence of these strategies on improving resilience, livelihoods, and community well-being.

Figure 3. Effectiveness of programme(s) in Ethiopia
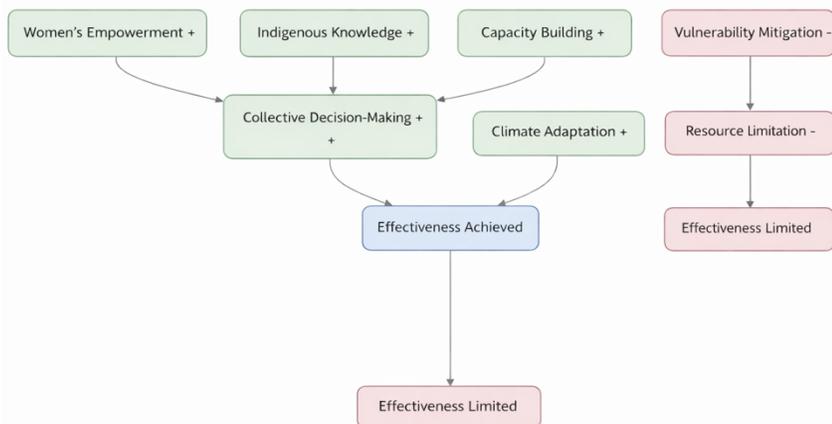
South Sudan

Findings on efficiency in South Sudan show that the programme had to constantly adapt to a fragile environment affected by displacement, flooding, and ongoing logistical challenges. Evidence from more than 30 quotations shows that ADRA's ability to redirect, reallocate, and repurpose resources under pressure enabled it to continue delivering support even when conditions became unpredictable. In this context, efficiency is demonstrated through operational agility and strategic prioritisation rather than strict cost control. As one ADRA South Sudan staff member explained, "*[the team] had planned to target people with multipurpose cash… [but] redirected the resources to still meet the needs of displaced people*" when circumstances changed.

Adaptive planning and rapid resource reallocation were essential for maintaining continuity. When conflict or flooding cut off access to locations such as Nasir, resources were quickly redirected to accessible areas like Maiwut to ensure that cash transfers and food assistance reached affected populations. This flexibility reflects a needs-driven approach, although efficiency remains heavily constrained by the operating environment.

However, narrow implementation windows caused by insecurity, heavy rains, and transport delays often forced activities into the rainy season, leading to flooding and increased costs. One ADRA South Sudan staff member noted, *"when you plan to do things in February and cannot, by May there are rains and flooding, [leaving a] very short window to do many key activities."*

This quote also highlights that, while ADRA's learning-based approach, including early prepositioning of materials, has reduced some delays, dependency on favourable weather remains a major risk.

Contextual cost variations further shape efficiency perceptions. Prices for basic materials vary widely between Juba and Upper Nile due to transport, insecurity, and supply constraints. Despite higher prices in remote areas, stakeholders valued ADRA's preference for local procurement, which supported the local economy and helped ensure availability. Additionally, at community level, findings from interviews with beneficiaries suggest that efficiency was strengthened through well-sequenced training aligned to seasonal needs.

Environmental disruptions, especially flooding, continue to hinder implementation by destroying farmlands, reducing planting space, and displacing farmers. Nevertheless, integrating emergency components into programme design has enabled ADRA to shift quickly between recovery and humanitarian support. Equity was pursued through flexible resource sharing across accessible populations. However, as indicated by a staff member from ADRA South Sudan in the quote below consistency in aid distribution was sometimes challenged or impossible due to access constraints. As the quote also suggest prioritising the most affected was widely seen as fair.

"It becomes difficult when you are talking about fair distribution… when we cannot access one place, we give support to people displaced by the same conflict whom we can reach."
ADRA South Sudan Programme Staff

Table 7 below presents the main themes, with additional notable mentions included to illustrate how contextual factors have shaped efficiency.

Table 7. Co-occurence of themes affecting efficiency

Theme A	Theme B	Co-Occurrence	Example Quote
Resource Efficiency	Fragile Contexts	5	"Yes, but geography we have relocated some resources from Nasir to Maiwut… Otherwise, if this is not done, we might end up not using the resources."
Capacity Gaps	Fragile Contexts	6	"But it has been a challenge, when we do some referral… the government institutions are not strong because they have been affected by war after war."
Resource Efficiency	Capacity Gaps	5	"It is difficult to say yes or no but what we have to rely on is some time, we procure things from Juba because it is difficult to get things on ground…"
Community Changes	Fragile Contexts	5	"In addition, as we speak now, most people have been displaced by flooding… it can lead to frustration and loss of hope."
Marginalization	Capacity Gaps	4	"In addition, as we speak now, most people have been displaced by flooding… it can lead to frustration and loss of hope."

Sudan

ADRA's operations in Sudan demonstrated a largely efficient implementation approach despite conflict-related disruptions and resource scarcity. Efficiency was achieved through strong collaboration with community structures, early planning to mitigate disruption, and adaptive implementation by staff and local actors. Capacity development was central, with training described as both practical and empowering. Staff trained through the Farmer Field Schools later became trainers themselves, creating a multiplier effect that reduced reliance on external technical support.

The programme's alignment with community priorities further strengthened operational efficiency. Activities in agriculture and marketing were seen as relevant and well suited to local capacities, minimising wastage and ensuring direct community engagement. Although not all staff members were involved in initial design, they agreed that ADRA's participatory planning process effectively incorporated community input and supported timely implementation as demonstrated in the quote below:

"The project is designed around the needs of the communities… activities are very suitable, especially agriculture and marketing activities."
ADRA Sudan Programme Staff

Despite intermittent insecurity, the programme maintained continuity by adopting pre-emptive planning and flexible scheduling. Field teams reported adjusting implementation timelines in anticipation of funding delays or travel restrictions, preventing major disruptions. As staff reflected, *"During conflict we tried as much as we could to not stop activities and tried emergency support."* This was attributed to the preparedness of the country office for such eventualities.

Efficiency gains also stemmed from inclusive targeting of displaced persons and returnees. Although emergency assistance was short-term, ADRA integrated these groups into mainstream activities, promoting resource

optimisation and social cohesion. This was stated by a Sudan programme staff member who explained that *"The emergency support was only for three months… But displaced and returners are included in all project activities."* Another Sudan programme staff member noted that *"Al-Karmuk was not affected by the conflict, but there were displaced people… They demanded food, and we focused on increasing the areas for farmers."*

Women's groups reported parallel gains in efficiency through increased productivity and self-organisation. The formation of cooperatives and collective agricultural initiatives improved access to finance, enhanced coordination, and reduced duplication. Leadership support from community structures enabled timely completion of activities within limited resources. As one women's group member stated, *"Members formed groups and started collective agricultural projects. Community leaders, chiefs and committee members always support us."*

However, short funding cycles and limited resources remained constraints. While participants acknowledged ADRA's strong logistical planning, they noted that funding uncertainty and brief emergency support periods limited the duration and scale of activities. Addressing these challenges could further enhance efficiency and sustain the positive outcomes already observed.

Tanzania
Project delivery in Tanzania demonstrated overall efficiency in translating resources into visible outcomes, despite clear capacity, knowledge, and resource gaps. Across ADRA Tanzania staff, government representatives, and community members, efficiency was closely linked to education, access to training, and the ability to apply climate-smart and income-generating practices. As one ADRA Tanzania staff member noted, *"People need education about the activities they are doing… The first challenge is education; they lack knowledge."* The sentiments were also shared by a government representative who echoed that communities need more knowledge on CSA and how to protect the environment.

Training and knowledge-transfer mechanisms were central to maintaining efficiency. The cascade model, where trained representatives relayed knowledge to their groups, optimised time and resources while maintaining reach across dispersed villages. However, learning sometimes diluted in larger or more remote groups, pointing to the need for more consistent follow-up and refresher sessions. Despite these limitations, strong community readiness allowed activities to proceed with minimal delays.

Efficiency also depended on how effectively resources were deployed across regions. Equipment and refresher trainings were prioritised for strong-performing groups, while government extension officers supported remote communities to reduce logistical costs. Illustrated in the quote below, ADRA's coordination with district authorities and adherence to protocols enabled smooth delivery, reduced duplication, and promoted joint accountability.

> *"You cannot train all members… It is expensive to send a person every day, so we work through government representatives and receive their reports."*
> ***ADRA Tanzania Programme Staff***

Government partnerships further enhanced efficiency, improving oversight and reducing administrative bottlenecks. Local authorities were engaged in planning and monitoring, aligning activities with district priorities and enabling timely problem-solving. Models such as Farmer Market Schools and ToT approaches strengthened community-level capacity, supporting ownership and timely delivery. As an ADRA Tanzania staff member explained, *"We introduced the Farmer Market School, trained project officers and extension officers as ToTs, and they facilitated groups directly."*

Implementation challenges emerged around scale, financial management, and adoption of modern agricultural practices. Participants increasingly recognised the value of climate-smart agriculture, but applying these

techniques on larger plots required more labour and investment. Groups accessing loans also experienced repayment challenges due to limited financial literacy and insufficient follow-up on savings and loan management. A women's group representative highlighted that *"Training matched society's needs… VSLA shows the importance of savings and loans so people can invest in their activities."*

Enablers and barriers to efficiency in the Tanzania programme reflect a balance between strong community engagement and persistent structural limitations as shown in **Table 8** below. On the enabling side, training proved highly effective, with several participants (minimum of 6) noting that it "opened the eyes of the farmers," while there was also demonstration of ownership of livelihood activities such as poultry projects, which some households successfully turned into small businesses. However, efficiency was hindered by notable barriers, particularly low education levels (maximum of 5 quotes) as well as resource constraints that left programmes unable to meet the scale of community needs.

Table 8. Enablers and barriers to efficiency of Tanzania programme(s)

WHAT WORKED	WHAT DIDN'T WORK
"Most of the trainings… has opened the eyes of the farmers." → [+6 quotes]	"They lack education. They lack knowledge." → [-5 quotes]
"They have made the poultry project their business." → [+4 quotes]	"Resources are limited… people are in need." → [-3 quotes]

Uganda

Efficiency within ADRA's Uganda programming is reflected in the balance between strong community delivery systems and recurring gaps in resource access and sustainability. With over 60 quotations, evidence shows that programmes achieve cost-effectiveness largely through localised delivery and group-based approaches, though challenges persist around tools, facilitation, and post-project dependency. This was evidenced from members of women's groups as demonstrated on the quote below.

"The tools which we use as a group are not enough… tapelines are now getting torn, we want more."
Women's Group Representative

Across respondent groups, the most frequently cited concern was the limited availability and durability of agricultural tools. Communities appreciated receiving seeds, watering cans, and implements, but these were often shared among several households, creating strain during peak seasons. While group ownership reduced duplication and improved accountability, participants emphasised that individual access could further enhance productivity. A community member explained this concern in the following quote:

"The tools they need to give us individually… even when a neighbour comes to borrow, they can't access it because it's for the group."
Community Member

Land and input constraints also limited efficiency. Despite effective training and soil conservation techniques, small or infertile plots constrained full application of new methods. Renting land was common but costly, particularly for female-headed households. One female community member stated that, *"the land they gave me is infertile… but ADRA taught me how to utilise it."* This was confirmed by another female member who indicated that the size of the land is of concern especially to households with many children.

Financial efficiency emerged as one of the programme's strongest components. VSLA groups successfully replaced high-interest money lenders, enabling participants to save, borrow, and reinvest at minimal cost. This mechanism reduced household debt and strengthened programme sustainability through reinvestment in livelihoods and education. As participants reported:

"Money lenders used to cheat us… now we borrow at low interest from VSLA," and *"When I got money from sharing, I started poultry… now my four children are in high school."*
Women's Group Representative

Training delivery was widely regarded as efficient, though not without challenges. Sessions were seen as practical and well-sequenced, yet some participants felt overburdened by long, consecutive sessions without facilitation for transport or meals. Vulnerable households found this financially demanding. Community members shared that *"They [ADRA] engage us so much with no facilitation… you end up with no salt at home."*

Coordination with government systems added another layer of efficiency. Local leaders confirmed that ADRA's collaboration with extension officers and alignment with government programmes such as the PDM improved community visibility and prevented duplication. However, respondents stressed the need for stronger linkages for long-term sustainability. One partner organisation noted that the government enrols strong groups into PDM, hence the need for continuous collaboration.

Finally, dependency emerged as a moderate but recurrent concern. Although groups remain active and self-organised, some stakeholders observed lingering reliance on ADRA for inputs, facilitation, and follow-up. Partner organisations highlighted the need for capacity-building in proposal writing, management, and financial planning. This is confirmed by the following quote from a peer organisation:

"There is dependency syndrome… some groups are strong but need management skills."
Peer Organisation

Table 9 highlights the key enablers and barriers affecting programme efficiency in Uganda. On the enabler side, VSLAs and group savings provided accessible, low-cost loans that helped women save and invest, while timely delivery of seeds, vegetables, and watering cans supported immediate use for irrigation and home gardens. On the barrier side, relying only on group tools proved inadequate because tools wore out quickly and could not be shared widely. In addition, limited land size restricted farming activities and prevented households from expanding production.

Table 9. Enablers and barriers to efficiency of programmes in Uganda

WHAT WORKED	WHAT DIDN'T WORK
VSLA & Group Savings → Low-cost loans replace money lenders → Women save and invest	Group-Only Tools → Not enough, wear out, can't share with neighbours
Seeds, Greens, Watering Cans → Delivered on time, used immediately → Enabled irrigation and home gardens	Small / Insufficient Land → Limits scale of farming → No room to expand

Overall, efficiency in Uganda is anchored in ADRA's decentralised delivery and strong community ownership. The model maximises limited resources through group-based mechanisms and effective local partnerships. However, inefficiencies persist around tool shortages, small landholdings, and residual dependency, suggesting that future programming could focus on scaling self-financing skills, improving resource distribution, and deepening institutional linkages for long-term operational efficiency.

3.3.   Effectiveness

The effectiveness analysis examines the key results and changes achieved among beneficiaries and communities participating in ADRA DK's climate resilience interventions, assessing progress toward the objectives of the

climate resilience and livelihood components. It considers both intended and unintended outcomes, as well as variations in effectiveness across gender, age, and levels of vulnerability.

3.3.1. Overarching insights

3.3.1.1. Key results and changes

The climate resilience interventions produced tangible results across Ethiopia, Uganda, Tanzania, Sudan, and South Sudan, reflecting improvements in both community adaptive capacity and socio-economic outcomes. Communities demonstrated enhanced resilience to climate shocks, including droughts, floods, and soil degradation, through the adoption of climate-smart agricultural practices, small-scale irrigation, rainwater harvesting, and soil and water conservation measures. In Ethiopia and Sudan, households reported increased crop yields and more reliable access to water, reducing vulnerability to seasonal climate stressors. Evidence from the 2024 CLAP programme in Somali and Borana zones reinforces this pattern, showing that Farmer Field Schools and holistic natural resource management contributed to early improvements in food security, social cohesion, and community resilience following prolonged drought and flooding events. Analysis of the impact - cross cutting indicators (see **Table 10** for the impact indicators) show an improvement from 2022 to 2023 as recorded in the ADRA DK 2022 and 2023 Annual Reports.

Table 10. Impact Indicators for 2022 and 2023

Impact	Cross-cutting Indicator	2022	2023
People affected by poverty and marginalisation, particularly women, improve their livelihoods and are better able to adapt to climate change (SDG 1, 2, 5, 10, 13, 17)	Number of people with increased resilience assets (physical, natural, financial, social, human)	4,703	6.208
	Number of people with reduced vulnerability to extreme weather events and other climate change consequences	26,858	42.467

Economic benefits also emerged as a result of integrated livelihood initiatives. In Tanzania and Uganda, CSA, small livestock projects, and income-generating activities such as vegetable farming and poultry rearing provided households with additional income streams, creating incentives to sustain adaptation measures. Findings from CLAP similarly show that 853 households in Ethiopia increased their income through climate-smart technologies in 2024, while 1,074 households diversified their livelihoods, including through fodder production, beekeeping and poultry, demonstrating a rapid uptake of income-generating practices even in the first year of implementation. These economic improvements enabled communities to invest in other resilience activities and household needs, demonstrating a positive feedback loop between adaptive capacity and livelihood security.

Social and institutional changes were equally significant. Inclusive participation of women, youth, and marginalised groups strengthened social cohesion, enhanced decision-making, and distributed responsibilities for resource management. In South Sudan, local committees managed water resources and agricultural interventions collaboratively, promoting accountability and ensuring sustainability. Similar trends emerged in Ethiopia under CLAP, where Natural Resource Management (NRM) committees were formalised with functional bylaws (13 committees in 2024), and community-led Disaster Risk Reduction and Early Action Protocols were developed in close collaboration with woreda authorities, helping embed community resilience practices within government systems. Integration with local institutions and governance structures also reinforced technical support, monitoring, and policy alignment, enabling communities to continue adaptation practices independently.

Overall, the key changes observed include improved agricultural productivity, diversified livelihoods, enhanced water and natural resource management, strengthened local governance, greater social inclusion, and a heightened sense of community ownership. Collectively, these results demonstrate that ADRA DK's climate resilience programming not only mitigates immediate climate risks but also builds longer-term adaptive capacity, socio-economic stability, and sustainable community resilience across fragile and resource-constrained contexts. These changes are reflected in the outcome indicators summaries on **Table 11.**

Table 11. Outcome Cross-cutting indicators for 2022 and 2023

Ouctome	Cross-cutting Indicator	2022	2023
Smallholder farmers use climatic adaptation and improved agricultural production techniques	Number of people practising climate-smart agriculture	966	1,571
Smallholder farmers increase their income from selling farm produce	Number of people reporting increased income from selling their produce	815	2,613
Women have access to and control over productive resources	Number of people taking loans through VSLAs	2,602	1,464
Expansion of small businesses and diversification of livelihood activities	Number of people sustaining the established small-scale business	320	485
Communities have Disaster Risk Reduction plans in place and are linked to relevant stakeholders	Number of CMDRR plans	10	15

The case study from Maiwut Country (**Figure 4**) is a case that demonstrates the effectiveness of the programme intervention.

Figure 4. Case Study 2

Case Study: Community Member – Maiwut County, South Sudan
Before the project, the participant and his community faced unemployment, hunger, and limited access to education despite having fertile land. ADRA's intervention in 2021 introduced rice farming, training members in planting, management, and modern cultivation techniques. The group's initial success grew into larger harvests, improved food security, and local income generation. The project also promoted women's participation and community cooperation. Ongoing challenges include limited machinery and crop damage from birds, but rice farming has significantly reduced hunger and strengthened livelihoods across the community.

3.3.1.2.   Achievement of objectives

ADRA DK largely achieved its objectives in strengthening climate resilience, enhancing adaptive capacity, and promoting sustainable livelihoods across Ethiopia, Uganda, Tanzania, Sudan, and South Sudan. Target communities successfully adopted climate-smart agricultural practices, small-scale irrigation, rainwater harvesting, and soil and water conservation measures, directly contributing to improved food security and reduced vulnerability to climate shocks. In Ethiopia and Sudan, households reported increased crop yields and more reliable water access, indicating progress toward the objective of enhancing resilience to environmental stressors.

The integration of income-generating initiatives and livelihood diversification contributed to the achievement of economic objectives. In Uganda and Tanzania, households engaged in livestock management, vegetable farming, and other climate-adaptive enterprises, which improved household incomes and created incentives to maintain

and expand adaptation practices. These economic gains reinforced community commitment to sustainability and strengthened local adaptive capacity.

Social inclusion and community engagement objectives were also met, with women, youth, and marginalised groups actively participating in decision-making, resource management, and monitoring activities. In South Sudan, locally managed committees demonstrated strengthened governance and accountability, ensuring equitable access to interventions and long-term sustainability. Coordination with local institutions and governance structures further enhanced technical support, monitoring, and alignment with regional development plans, enabling interventions to be sustained beyond direct project support.

3.3.1.3.   Effectiveness of interventions across groups

The climate resilience interventions have demonstrated strong effectiveness across a wide range of population groups, including women, men, youth, elderly, and households with varying levels of vulnerability across the countries. Gender-sensitive programming ensured that women, particularly women-headed households, were actively engaged in climate-smart agriculture, small-scale irrigation, water harvesting, and livelihood diversification activities. In Ethiopia and Uganda, women participants reported increased crop yields, improved household food security, and additional income from climate-adaptive livelihoods, demonstrating that gender-targeted interventions not only enhanced resilience but also empowered women economically and socially. Men were equally engaged in technical and resource management activities, such as soil conservation, irrigation management, and water distribution, ensuring that both genders participated equitably in interventions and that responsibilities for adaptation were shared within households and communities.

The interventions also showed effectiveness across age groups. Youth engagement in community committees, seed banks, and water management initiatives strengthened leadership skills, technical knowledge, and local governance capacities. In Tanzania, youth-led groups successfully maintained and expanded rainwater harvesting systems and promoted climate-smart agricultural practices, demonstrating the value of involving young people as both beneficiaries and active implementers. Older adults, including those with deep indigenous knowledge of weather patterns, soil fertility, and traditional farming techniques, were incorporated into planning and technical training. This intergenerational approach facilitated knowledge transfer, enhanced the appropriateness of interventions, and strengthened community-wide resilience by combining modern climate adaptation techniques with local wisdom.

Effectiveness was particularly pronounced among vulnerable and marginalised households, including low-income families, displaced populations, and those living in areas prone to recurrent climate shocks. In South Sudan and Sudan, displaced households and highly vulnerable families were provided with access to irrigation systems, drought-resistant crops, small livestock, and livelihood diversification programs. Engagement in community-based committees, training, and participatory resource management strengthened their capacity to manage resources, make decisions, and sustain adaptive practices over time. These targeted approaches ensured that interventions reached those most at risk, addressing both the technical and social dimensions of vulnerability, and reducing disparities in resilience outcomes across different socio-economic groups.

Moreover, the interventions promoted social inclusion and cohesion. Across all operational countries, women, youth, elderly, and marginalised groups were actively involved in decision-making and governance of community resources. This inclusive approach strengthened accountability, ensured equitable access to benefits, and built a sense of collective responsibility for maintaining adaptation measures. For example, in Uganda and Ethiopia, community water management committees and agricultural cooperatives included representatives from diverse groups, ensuring that interventions addressed the needs of all population segments. The combination of inclusive participation, tailored technical support, and livelihood integration contributed to both the effectiveness and sustainability of interventions.

3.3.1.4.   Unintended Positive and Negative Outcomes

Across the five countries, several unintended outcomes, both positive and negative emerged beyond the planned results of ADRA's climate resilience programming.

Unintended Positive Outcomes
- Strengthened community cohesion and social capital as communities collaborated on shared adaptation initiatives (e.g., water points, irrigation schemes, farmer field schools).
- Community-led coordination structures continued beyond ADRA's facilitation, showing increased local ownership and leadership.
- Some communities replicated project models using their own resources, demonstrating spillover effects and sustainability.
- Inclusive participation unintentionally empowered women and youth to take on leadership roles in community decision-making platforms.
- Increased involvement of women and youth occasionally challenged traditional gender and power norms, requiring ongoing sensitisation.

Unintended Negative Outcomes
- Increased competition over natural resources (water, fertile land) as improved productivity attracted users from neighbouring communities.
- In conflict-affected and displaced areas, visible project assets sometimes generated perceptions of inequity among non-beneficiaries.
- These tensions underscored the need for more inclusive targeting and conflict-sensitive implementation approaches.

3.3.2. Effectiveness of Programming per Country

Ethiopia

Effectiveness findings from Ethiopia show that farmers made practical changes in their farming methods, group savings, and preparedness, which respondents said they were using in their daily lives. Interviewees consistently explained that introduced practices were absorbed into existing structures, though uptake varied depending on local capacity, geography, and the strength of linkages with public services. A government official noted that the benefits were not limited to direct participants explaining that both those directly involved in the programme and those who were not also benefited, creating both direct and indirect gains for communities.

Accounts also highlighted how practices spread beyond initial groups, with diversification emerging across savings and farming initiatives. Women's groups members described how regular saving became a predictable routine supported by peer accountability, and one representative from the group explained that with guidance from the organisation, members began saving monthly and diversified their activities as illustrated in the quote below.

"With guidance from the organisation, we started saving money on a monthly basis… some members chose to buy goats due to their manageable size and quick reproduction, while others opted for cattle."
Women's Group Representative

Community leaders and partners linked farming adjustments such as shelterbelts and crop choices to observed climate conditions, emphasising that these were incremental, locally grounded adaptations rather than dramatic shifts.

Coordination with government systems was another consistent feature in descriptions of programme implementation. Officials reported that NGO and public programmes worked in complementary ways to avoid duplication, explaining that they oversaw implementation jointly to ensure coverage across sites. According to a government official, *""We work in a complementary manner… we oversee implementation at the sites and avoid*

duplication." This collaboration was framed as a practical necessity, especially where extension services were active and could reinforce community-level activities.

Preparedness and risk-reduction measures also emerged strongly. Interviewees discussed planning for dry spells and using familiar local cues to anticipate seasonal stresses. Local partners explained that communities contributed indigenous knowledge on traditional early-warning signs, which was integrated with formal inputs to better align agricultural decisions, such as timing of feed preparation, with expected conditions. This was confirmed by a local partner organisation as stated below.

"Yes, the local communities contributed the indigenous knowledge they have in traditional Early Warning System signals."
Local partner organisation

Perceptions of inclusion were reflected in accounts of women's expanded decision-making roles and the consideration of people with disabilities and internally displaced persons during implementation. Community leaders drew attention to the importance of designing basic services in ways that enable participation, noting that *accessible water points are essential for elderly women, pregnant individuals, and people with disabilities* to reliably engage in farming and related activities. Environmental stewardship was frequently linked to livelihood aims, with respondents describing soil protection and resource-management measures as standard practices rather than add-ons. Local partners explained that communities were encouraged to adopt approaches suited to their available resources and long-term needs.

South Sudan
Effectiveness in South Sudan is closely tied to the programme's ability to function in an environment shaped by flooding, conflict, and recurrent displacement. Evidence shows that activities continued through adaptive measures such as re-targeting and sequencing, producing visible results where timing and access allowed. However, where shocks were particularly severe, outcomes, especially for protection services, were significantly moderated. As demonstrated in the quote below, community members described how flooding directly undermined agricultural plans, noting that crops intended for planting could no longer be used because waterlogged areas remained inaccessible for long periods.

"It has affected households… crops meant for planting can no longer be planted… the areas with mud remain waterlogged."
Community-member

Conflict and displacement further shaped both the reach and depth of results. Activities were frequently relocated when areas became unsafe or inaccessible, allowing displaced groups to continue receiving support but limiting continuity for others, particularly in livelihoods, protection, and referral services. As one community member explained, "*ongoing conflict has forced people to rebuild repeatedly, yet available food and resources remain insufficient*." The ADRA South Sudan member of staff similarly observed that while food security and emergency response activities performed well, progress in protection was often reversed by renewed conflict.

Agricultural outcomes varied depending on local hazards and constraints. Farmers who received inputs and coaching on time reported learning and periodic gains, including progress in rice pilot initiatives. At the same time, predation, flooding, and limited means to protect fields reduced yields in several locations. For example, one community member highlighted that protecting rice from birds had become so difficult that they did not plant at all this year due to lack of protective measures. Training quality and the timely distribution of seeds and tools played an important role in uptake. Respondents described receiving full-cycle training, from land preparation through post-harvest handling, which helped improve field practices when seasonal windows aligned. As one community member put it, "*with the right training, people are less likely to waste their land and end up with nothing*." Food security outcomes were strongest where agricultural support and emergency relief complemented one another. When access constraints increased, resources were deliberately shifted to displaced

populations to maintain coverage. According to the ADRA Country Office, "*resources were redirected so that displaced people in Maiwut could receive the same assistance, rather than keeping supplies unused in inaccessible areas.*"

Health and protection effectiveness, however, was significantly constrained by insecurity and service disruptions. The closure of the one-stop GBV support centre was cited as a stark example of how conflict can reverse earlier progress, with staff noting that there remains a major gap in health services, and the GBV support centre is now closed due to the current conflict.

The factor affecting the effectiveness of programmes in South Sudan are summarised on **Table 12** below. The Table shows how effectiveness of programmes in South Sudan is shaped by a mix of positive contributors and persistent contextual challenges. Improved harvests emerged as the strongest enabling factor, with community members noting that the provision of quality seeds led to noticeably better yields in the second year. This contributed directly to greater food availability, as communities increasingly recognised the value of training and support in securing consistent food supplies. A gradual return of stability in some areas also helped enhance programme results, as returning households resumed cultivation of their farms. Alongside this, emergency assistance to displaced populations, highlighted by programme staff, ensured continuity of support even during population movements, strengthening overall programme reach. However, property loss during displacement remains a significant barrier. When families are forced to relocate, they lose assets critical for rebuilding livelihoods, undermining long-term recovery and limiting the overall effectiveness of interventions.

Table 12. Factors affecting effectiveness of programmes in South Sudan

Rank	Sub-Theme	# Quotes	Intonation	Stakeholder Group	Quotation
1	Harvest Improvement	3	+ Positive	Community Member (KII)	"They provided rice seeds… in the second year, the harvest was better."
2	Food Availability	3	+ Positive	Community Member (KII)	"Now I see that people really need training… it helps ensure there is food available."
3	Stability Return	2	Mixed	Community Member (KII)	"Now that there is some stability, people are starting to return and cultivate their farms."
4	Emergency Aid	2	+ Positive	Programs Staff (ADRA South Sudan Office)	"We are also making sure that people who are displaced in Maiwut get the same assistance."
5	Property Loss	2	– Negative	Community Member (KII)	"When people are forced to relocate, they often lose a lot of property…"

Across interviews, stakeholders noted gradual adaptation to changing weather patterns, as well as engagement in peace building alongside livelihoods. These threads supported community stability where conditions allowed, though aggregate impact fluctuated with access.

Sudan

ADRA's programming in Sudan demonstrated solid progress toward its intended outcomes, particularly in improving agricultural practices, strengthening community skills, and maintaining essential services despite persistent insecurity and environmental shocks. Farmers reported that the introduction of improved planting techniques and training on seasonal variability helped them adapt to delayed rainfall and recurrent drought. ADRA Sudan staff noted that "*autumn farming remains highly dependent on rain and is frequently challenged by agricultural pests,*" explaining that they collaborate closely with the Ministry of Agriculture to address these issues. Women farmers likewise described how delayed rains affected agriculture, and how ADRA responded by teaching communities to adjust planting dates and save part of the harvest for emergencies. This is evidenced by the quote below.

Capacity building emerged as one of the programme's strongest components. Staff and community members credited the Farmer Field Schools and Farmer Market Schools with improving agricultural efficiency, enhancing knowledge transfer, and building long-term skills. According to one trainee she was selected to work as a trainer *under* the SHIWA project, facilitating sessions on modern agricultural technologies and later serving as a community mobiliser in coordination with the Ministry of Agriculture. Women's groups also explained that continuing the work would be easy because they had learned to manage their associations and had other agricultural projects underway, underscoring the durability of the skills gained. These sentiments from women are revealed in the following quote:

Collective agricultural productivity improved as women formed cooperative structures that enhanced access to inputs, shared labour, and strengthened organisational capacity. These groups became key spaces for collaboration, supported by community leaders and committee members who consistently encouraged participation. As one representative explained, "*members formed groups and launched joint agricultural projects with strong support from local leaders,*" helping to reinforce solidarity and women's economic roles.

Improvements in sanitation and water access further contributed to programme effectiveness. Beneficiaries highlighted the installation of water pumps, tree planting initiatives, and hygiene awareness campaigns as particularly impactful, noting that *there had once been no toilets, but now every household had one*, representing a major improvement in daily living conditions. Some women added that the environmental benefits were indirect, mainly through farming activities.

Project effectiveness was also strengthened by active local leadership and collaboration. Community leaders played a central role in sustaining activities, resolving emerging issues, and encouraging participation even during periods of conflict or restricted movement. This contributed to continuity in implementation and reinforced accountability within communities.

Despite the strong progress, several limitations were noted. Concerns were raised about funding continuity and the short duration of some emergency interventions, with both staff and beneficiaries stressing the importance of sustained support to consolidate gains and preserve behavioural and technical improvements. Nonetheless, ADRA's adaptive planning, particularly during conflict, helped minimise interruptions. As staff explained, *they tried as much as possible not to stop activities and ensured emergency support continued*, enabling service delivery across project sites even under challenging conditions.

Tanzania
ADRA's initiatives in Tanzania demonstrated strong effectiveness in improving agricultural practices, diversifying livelihoods, and stabilising household incomes. Stakeholders consistently highlighted visible gains in crop yields and farming methods, noting that *"we have improved our agricultural education, and now we can produce more yield,"* reflecting how practical training and demonstration plots translated into behavioural change. Technical shifts such as crop rotation, use of planters, intercropping, and organic farming strengthened soil health and enhanced resilience to climate variability. These adaptations showed that farmers were not only adopting new techniques but integrating them into routine agricultural planning.

Livelihood diversification further contributed to effectiveness, with beneficiaries increasingly engaging in poultry, beekeeping, and small-scale processing. As one participant explained, income improved "due to the technologies

introduced in keeping chicken," demonstrating how value addition and alternative ventures reduced risks and expanded economic opportunities.

Financial inclusion mechanisms like VSLAs and M-Koba strengthened household financial stability, enabling members to save, borrow, and reinvest in productive assets. Despite limited resources, implementation remained efficient, with staff emphasising that "the resources are limited, but implementation was so efficient," underscoring the cost-effectiveness of group-based delivery and ToT models.

The projects also significantly advanced gender empowerment and inclusive leadership. Women increasingly assumed decision-making roles and supported peers, described by one group member who noted that *"women have improved their income and have even advised others,"* signalling broader social transformation beyond economic gains.

Figure 5 below shows how the findings from the evaluation demonstrated two contrasting pathways. On the left, crop rotation and creation of alternative income positively contribute to increased yield, leading to the effectiveness of the interventions. On the right, limited water access creates a barrier to scaling, constraining the effectiveness of the interventions. This illustrates how programme strategies improved outcomes where conditions allowed, while water constraints reduced overall impact.

Figure 5. Effectiveness of the programme(s) in Tanzania
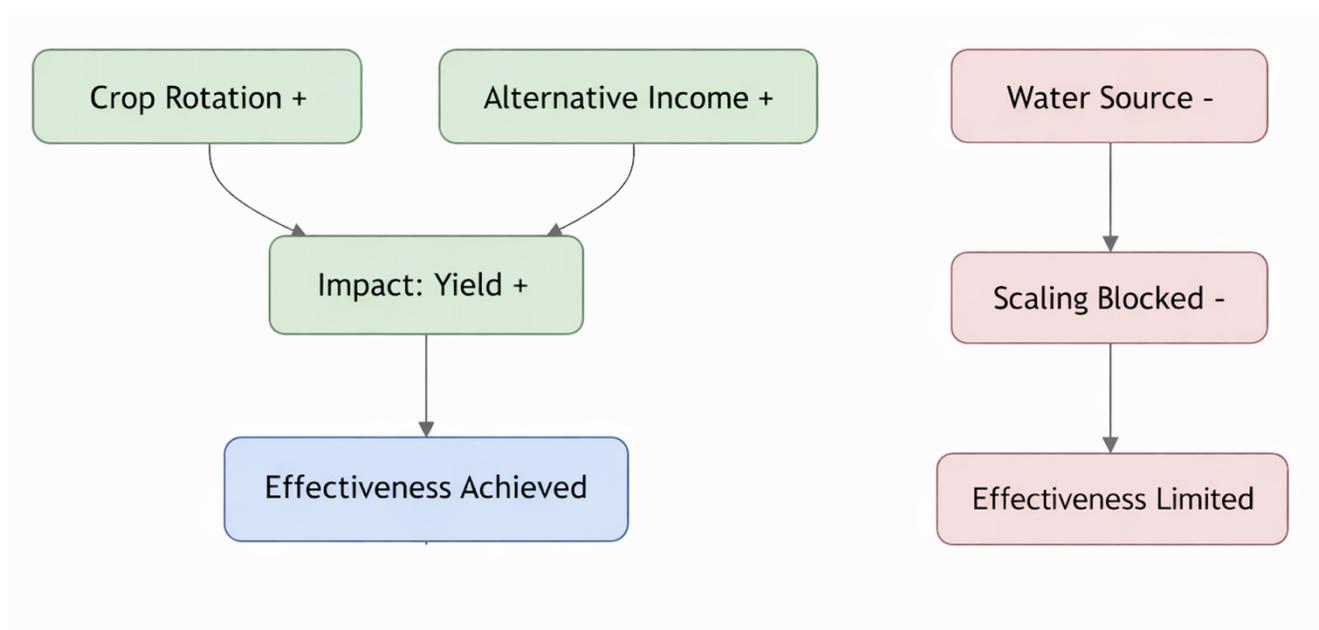
Uganda

Effectiveness in Uganda is evident across multiple dimensions, with respondents reporting improvements in farming practices, income stability, and overall well-being. ADRA's interventions achieved both technical and social outcomes, from better yields and diversified diets to stronger family relations and community cohesion, as reflected by one woman from a women's group in following quote:

"I used not to save but now I save, I can rent land and do farming… now we are doing it and we have no problem."
Women's Group Representative

Agricultural productivity gains were a key indicator of effectiveness. Farmers adopted soil-management and terracing techniques that reduced erosion and maintained yields even during prolonged droughts, while improved seeds and irrigation supported crop diversity and food supply. A community member highlighted that *"prolonged drought and little rainfall… until we practiced what they taught us, now we know how to use our soils*

well." These shifts strengthened food security and household nutrition, with women noting that children used to have bad health but now this had improved as they were now aware of the recommended feeding practices.

Economic empowerment and livelihood diversification were also evident. Savings groups and small business initiatives increased household incomes and resilience, enabling investments in education and health. A woman noted, *"before money lenders charged high interest… now we save in groups and get loans,"* while another reported that starting a poultry project facilitated the education of her four children in high school. Furthermore, gender equality improved across communities. Women assumed leadership roles in savings and farmer groups, and men increasingly participated in joint decision-making, with behaviour change campaigns contributing to reduced domestic violence and stronger household cooperation.

Table 13 illustrates the positive effects of ADRA's programmes as reported by women participants in Uganda. The most frequently cited impact was improved practices, with women noting enhanced skills in group formation, farming techniques, terracing, and water management, which enabled them to work more effectively and save for productive activities such as renting land. This translated into improved harvests and yields, as women applied new knowledge to better manage soil and crops, overcoming challenges like drought and poor soils. Consequently, food security improved, with households experiencing more reliable access to nutritious food and reduced hunger. Women also reported gains in financial management and savings, which enhanced their resilience and ability to respond to household needs. Finally, the programmes contributed to health improvements, with better feeding practices and nutrition positively affecting both women and children. Overall, the table highlights the integrated impact of ADRA's interventions on women's livelihoods, economic empowerment, and household well-being.

Table 13. Effects observed by women through programme(s)

| Rank	Sub-Theme	# Quotes	Intonation	Stakeholder Group	Quotation
1	Improved Practices	8	+ Positive	Women's FGD Participant (Refugee)	*"They taught how to form groups and we formed them. Like me I didn't know how to work, but now I have been trained from the group I can work with. I used not to save but now I save, I can now rent land and do farming. They taught us how to do proper farming and terracing, such that water doesn't affect our beans, so now we are doing it and we have no problem."*
2	Improved Harvests / Yields	7	+ Positive	Women's FGD Participant (Host Community)	*"Initially we used to have poor harvests in the area, no sauce, because of prolonged drought and little rainfall, poor soils and yields were less until we practiced what they taught us, now we know how to use our soils well."*
3	Food Security	6	+ Positive	Women's FGD Participant (Refugee)	*"I get good yields compared to the past when I would plant and get less yields, and sell everything and children would suffer from hunger yet I planted crops, I would go to nationals to look for food, but since ADRA trained me, I now do farming, my children no longer go hungry, I even planted greens at home, I just pick and cook."*
4	Financial Management / Savings	5	+ Positive	Women's FGD Participant (Host Community)	*"What ADRA helped me is saving. Previously we used to use up whatever we got but now you keep thinking about saving. When you have savings and you get a problem, you are there for help, they help you and lend you money. That's how I was helped."*
5	Health Improvement	5	+ Positive	Women's FGD Participant (Host Community)	*"Me and my family, what ADRA taught me, helped me to change my feeding patterns. Children used to have bad health, but when they trained me, I learned how to farm, how to feed the children, they eat well and have a good life."*

Knowledge retention and continuity emerged as a strong dimension of effectiveness, with respondents noting that skills learned during the programme are actively applied in daily agricultural practice. Some participants have even taken on peer-teaching roles to share knowledge, with a local partner observing that *"the knowledge has remained with beneficiaries and they are applying it in daily agricultural production."*

Environmental protection practices, including tree planting, soil conservation, and controlled water use, have been internalised at the community level. Beneficiaries linked these practices to improved long-term productivity and resilience to climate hazards, explaining that *"they trained us not to plant in wetlands… cutting trees brings drought."*

Across all programme themes, training quality and delivery were consistently praised. Sessions were described as practical, timely, and accessible, with local trainers using visual and demonstration methods to enhance understanding. As noted by programme staff, *"use of pictorial aids suggested for illiterate learners will lead to better understanding."*

Figure 6 illustrates the pathways through which the Uganda programme achieved its effectiveness. It shows how the provision of training and seeds led to the formation of VSLA groups, strengthening gender equality and enabling community-wide improvements in savings and yields. At the same time, deliberate inclusivity, particularly of women and refugees, supported stronger post-project ownership. Together, these connected strategies contributed to meaningful community changes and more sustainable outcomes.

Figure 6. Visualising effective capabilities of programme(s) in Uganda
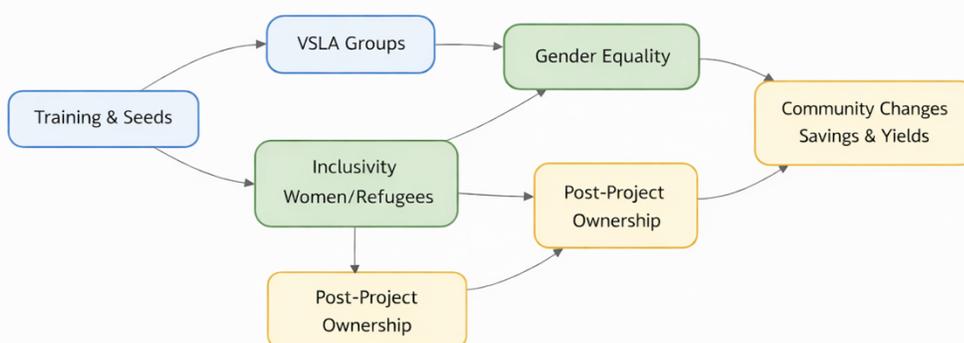
3.3.2.1.   Barriers to scaling

The evaluation found that while ADRA's climate resilience initiatives demonstrated strong local relevance and positive community-level outcomes, several barriers constrained their potential for large-scale replication and institutionalisation.

- **Limited financing and dependency on short project cycles restricted continuity and scale**. Many interventions relied on donor-funded pilots that ended before full institutional embedding could occur. The absence of long-term financing mechanisms such as revolving funds, micro-credit, or public-private partnerships meant that communities struggled to maintain or expand interventions beyond the project lifespan.
- **Weak policy linkages and fragmented institutional coordination:** Although ADRA maintained constructive relationships with local authorities, in several contexts the climate resilience interventions were not sufficiently integrated into district or national adaptation plans, reducing opportunities for resource mobilisation and policy uptake. In some cases, the lack of clear government frameworks for community-based adaptation limited institutional ownership.

- **Capacity gaps at local and community levels hindered consistent replication of successful models:** Technical knowledge in climate-smart agriculture, early warning systems, and resource management often remained concentrated among trained beneficiaries or project staff, with limited diffusion to broader community members or local institutions.
- **Infrastructure and technology limitations**, including unreliable access to water, energy, and digital tools, reduced the ability of communities to expand productive activities or adopt innovative practices at scale. This was particularly evident in remote and conflict-affected areas of Sudan and South Sudan, where insecurity and logistical barriers further undermined continuity.
- **Socio-cultural norms and gender inequalities** continued to pose challenges to scaling. Although the interventions increased women's participation, entrenched gender roles and land ownership barriers limited their control over productive resources, constraining broader empowerment and transformation.
- **Climate and conflict-related shocks** disrupted implementation cycles and community gains, often diverting attention and resources to emergency response. The dynamic and fragile contexts in which ADRA operated required continuous adaptation, which, while effective for resilience-building, limited opportunities for standardised scaling.
- Overall, these barriers relay that scaling up ADRA's climate resilience initiatives required long-term, systems-oriented strategies anchored in policy engagement, sustained financing, institutional capacity development, and inclusive, conflict-sensitive programming.

3.4.   Sustainability

The sustainability analysis assesses the extent to which ADRA DK's climate resilience interventions and approaches are likely to continue delivering benefits beyond the project period. It examines the integration of local institutions, governance structures, and community systems into programme design and implementation, as well as the degree of local ownership and capacity built to sustain outcomes. The analysis further identifies opportunities to strengthen sustainability through enhanced institutional linkages, policy integration, and long-term resource mobilization strategies that embed resilience within local and national frameworks.

3.4.1. Overarching insights
3.4.1.1.   Sustainability of interventions

The sustainability of ADRA DK's climate resilience interventions is anchored in strong community ownership, capacity building, and the integration of locally relevant and adaptable practices. By actively involving communities in the design, implementation, and monitoring of projects, the organisation ensured that local stakeholders, particularly women, youth, and marginalised groups, developed the skills, knowledge, and confidence to maintain and manage infrastructure and adaptation activities independently. In Ethiopia and Uganda, for example, community committees were trained to oversee small-scale irrigation systems, water harvesting structures, soil and water conservation measures, and climate-smart agricultural practices. These committees not only maintained the infrastructure but also shared knowledge and best practices with neighbouring communities, creating a multiplier effect that extended the benefits of the interventions beyond the initial project areas.

Economic sustainability was reinforced through the deliberate integration of income-generating activities into climate resilience programming. Households engaged in drought-resistant agriculture, small livestock management, and livelihood diversification initiatives gained additional sources of income, providing tangible incentives to sustain adaptation measures. In Sudan and Tanzania, linking environmental initiatives with market-oriented activities, such as vegetable farming, poultry rearing, and agro-processing, ensured that economic benefits complemented climate resilience objectives. This approach strengthened community commitment to maintaining adaptation measures while enhancing financial resilience against climate shocks.

ADRA DK also emphasized inclusivity and social cohesion as critical drivers of sustainability. Ensuring the active participation of vulnerable and marginalised populations in decision-making processes enhanced accountability,

transparency, and collective responsibility for managing interventions. In South Sudan, for instance, women- and youth-led committees managed water resources, agricultural plots, and soil conservation projects collaboratively, reinforcing local governance structures and fostering a sense of shared ownership. By combining technical capacity building, economic incentives, and inclusive social structures, ADRA DK's interventions have demonstrated emerging sustainability, enabling communities in fragile, resource-constrained, and climate-vulnerable contexts to maintain adaptive practices, strengthen resilience, and reduce dependency on external support over the long term.

3.4.1.2. Integration of local institutions for sustainability

ADRA DK's climate resilience programming has prioritised the strategic integration of local institutions to ensure sustainability, effectiveness, and long-term impact. By working with community organisations, local government, traditional leaders, water user committees, and agricultural extension services, the programme embedded climate adaptation activities within existing governance systems. This strengthened local ownership and accountability, enabling interventions such as small-scale irrigation, rainwater harvesting, soil and water conservation, and climate-smart agriculture to be properly managed and maintained. In Ethiopia and Uganda, for example, extension officers provided ongoing technical support, while community water committees operated and maintained irrigation and harvesting systems beyond the project lifecycle.

This institutional integration also aligned community-level interventions with national and regional policies, enhancing legitimacy, scalability, and technical backing. In South Sudan and Sudan, coordination with local authorities supported more systematic planning, resource allocation, and monitoring, while community committees carried out activities in a participatory and responsive manner. This reduced dependence on external actors and helped establish durable, locally anchored mechanisms capable of sustaining adaptation efforts in fragile contexts.

The approach further promoted inclusivity and social cohesion. Women, youth, and marginalised groups were intentionally included in committees and decision-making processes in Tanzania, Uganda, and Ethiopia, ensuring interventions reflected diverse community needs and strengthening shared ownership. These social structures proved crucial in maintaining interventions during climate shocks or instability.

Finally, integrating local institutions facilitated knowledge transfer and capacity development. Committees and government offices not only managed interventions but also gained the skills to replicate successful practices. In Tanzania, trained committees expanded climate-smart agriculture to neighbouring villages, while in Uganda, community-led seed banks and small livestock initiatives became models for wider local government adoption. By embedding technical, managerial, and financial roles within local systems, ADRA DK enabled communities to sustain and scale climate resilience interventions independently over time.

Figure 7 demonstrates the sustainability of outcomes due to the VSLA initiatives in Sudan

Figure 7. Case Study 3

Case Study: VSLA Leader – Hashaba, Sudan: Before the project, the participant and her community faced poverty, unstable harvests, and few opportunities for women. With ADRA's Climate Resilience, Livelihoods, and Empowerment Programme (2021), she helped establish a 20-member VSLA that launched a grinding machine business, generating income and by-products for animal feed and bricks. The initiative empowered women especially widows and displaced women through savings, training, and leadership roles. She now leads community committees, as women's participation in decision-making has risen sharply. The group plans to expand into oil pressing and vocational training, promoting lasting economic and environmental resilience.

V I G
VASHI IMPACT GROUP

3.4.2. Sustainability of the ADRA programs per country

Ethiopia

Sustainability in Ethiopia is supported through community-led ownership, locally managed resources, and the integration of traditional and institutional systems. Respondents emphasized that sustainable outcomes depend on communities maintaining both knowledge and structures established during project implementation, with many groups demonstrating independent operation. A local partner noted (see quote below) that governmental and research institutes provide ongoing training and backstopping, highlighting the institutional support that reinforces community autonomy:

> *"There are governmental institutions, like Solaris, there is a Somali pastoral research institute… who are supporting us in providing training for the community members and also taking care of the backstopping."*
> ***Local Partner, Ethiopia***

Integration of traditional and modern knowledge systems strengthened adaptive capacity and preparedness. Communities now use locally observed environmental indicators alongside meteorological forecasts, enabling self-sustaining early warning systems that function without external input.

Local governance and coordination structures played a central role in sustaining outcomes. Steering committees acted as bridges between communities, partners, and local administrations, monitoring progress, resolving conflicts, and ensuring alignment with local needs. As one partner explained, *"There are project steering committees, who always evaluate and monitor the project… if there is any conflict or misunderstanding with the community, they are there to solve and boost the understanding of the community."*

Equity and inclusion further reinforced sustainability, with the participation of women, youth, and people with disabilities ensuring that diverse groups benefited from training, resources, and decision-making roles. A government official stated, *"During the planning and implementation of the project, we considered the needs of women, youth, and internally displaced persons. Inclusiveness is a key aspect of our work."*

In addition, practical resource provision, such as water pumps, freezers, and seedlings, supported ongoing engagement and livelihood diversification. Sustainability, however, was defined less by the tools themselves and more by communities' ability to maintain and use them collectively. Across Ethiopia, respondents described sustainability as a dynamic process rooted in adaptive knowledge, shared responsibility, inclusive structures, and the blending of traditional and formal systems.

South Sudan

Sustainability of programme outcomes in South Sudan is strongly influenced by community engagement, adaptive management under recurrent shocks, and the level of institutional ownership achieved by local authorities. While progress was evident in fostering farming groups, training-based skills retention, and resource adaptation, external disruptions such as flooding, displacement, and governance limitations remain central determinants of long-term sustainability.

Local dialogue and ownership emerged as a recurring theme, with both ADRA and community respondents acknowledging that long-term continuity depends on government collaboration and reduced local interference. Respondents emphasized that sustainability is not only about resources but also about continued coordination and shared accountability at the county level. Training was repeatedly cited as the most tangible investment in sustaining gains beyond project closure. Respondents described the training as comprehensive and practical, covering all stages of farming. Improved seed varieties and farming techniques have already demonstrated visible change, indicating potential for self-sustaining food production if supported further through timely inputs and seasonal planning. One community member stated that, *"Previously, people farmed using traditional methods,*

but ADRA's support has increased productivity… even with a small plot of land, the improved seeds and techniques can lead to sufficient food production."

Agricultural continuity appears achievable in the medium term, particularly in areas like Maiwut where rice groups have formed. The establishment of farmer collectives has built local capacity to sustain practices learned through project support, although recurring floods, limited input access and conflict continue to threaten harvest stability. This was confirmed by one ADRA South Sudan member of staff who stated that, *"We didn't expect that we would impact the community so much through farming and peace building but we have seen that we have positively impacted in those two areas."*

ADRA's adaptive approach, including resource relocation from inaccessible to safer areas, was key to maintaining programme continuity and optimising available resources. This flexibility, along with integrated emergency and development components, was widely viewed as a strength contributing to the sustainability of outputs. However, persistent logistical barriers such as flight cancellations, limited financial infrastructure, and security restrictions were highlighted as structural constraints that could undermine continuity. The absence of consistent government support and capacity, particularly in equipment and infrastructure, also limits the scaling and institutionalisation of project practices. Despite these challenges, there is a shared perception of progress toward long-term goals, especially in strengthening agricultural and peace-building linkages. Continued investment in local leadership, skill reinforcement, and environmental adaptation will be critical to sustaining achievements.

Table 14 summarises the main enablers and barriers affecting sustainability in South Sudan. The enablers such as structured training, group-based rice farming, and early provision of materials helped maintain productivity and continuity. In contrast, sustainability was hindered by flooding, conflict-related disruptions, and the absence of a clear exit strategy, all of which limited long-term ownership and resilience.

Table 14. Enablers and barriers to sustainability

WHAT WORKED	WHAT DIDN'T WORK
Training Stages → Stage-by-stage guidance → Sustains productivity	Flooding Disruption → Crops/livestock lost → No long-term grazing
Rice Group Harvests → Seeds + group protection → Year-on-year improvement	Conflict Interference → Local authority disrupts → No ownership
Early Positioning → Materials before rains → Enables continuity	No Exit Strategy → "No mention of handover" → Dependency risk

Sudan

ADRA's work in Sudan shows strong prospects for sustainability, driven by strengthened local capacity, high community ownership, and consistent engagement with local leaders. Beneficiaries repeatedly noted that training and hands-on experience gave them the skills and confidence to manage their associations and continue agricultural activities with minimal external supervision. However, some risks remain, including limited member commitment, financial constraints, and the need for ongoing technical guidance. One Women's Group representative cautioned that inconsistent participation and the lack of continued support could hinder long-term functioning.

Local leadership has been central to maintaining momentum and legitimacy. ADRA's close collaboration with chiefs, committees, and community leaders was widely credited for mobilising participation, providing follow-up, and keeping women's groups active beyond the project period. As an ADRA Sudan staff member explained, *"community leaders are essential to the success of any project because they are closely connected to the community and have the most influence on it."* Community ownership further strengthened sustainability. By involving women and other local actors in planning and decision-making, the programme fostered shared responsibility and expanded women's leadership. Participants reported increased confidence, with one noting

that they now *"start to speak up and discuss their issues."* Some groups also expressed plans to expand income-generating initiatives, indicating growing entrepreneurial ambition and commitment.

Water, sanitation, and environmental practices introduced by the project appear likely to endure. The widespread installation of household toilets and water pumps, highly valued by the community, has led to visible and lasting behavioural change. This was confirmed by members of the women's group and is reflected on the quote below.

"There were no toilets. Now there are toilets in every house."
Women's Group Representative
s

Yet sustainability is still limited by financial and resource gaps. Community members and staff highlighted the need for funds to support water harvesting and environmental monitoring, activities that require ongoing investment. As one staff member noted, *"what is missing is the water harvesting activity, which requires a budget, and we also need to measure rainfall and know the weather conditions."* Institutional sustainability is reinforced by strong teamwork within ADRA, with staff reporting that they remain fully engaged and able to maintain programme momentum even during transitions. While income-generating activities and small loans boost resilience, an ADRA representative acknowledged that broader support systems are still needed, since *"most of the support is not sufficient for the long term, and income-generating projects and loans are what cover the needs for the long term."*

Tanzania

Sustainability in Tanzania was strongly supported by a clear sense of ownership and continuity among beneficiaries, who showed genuine motivation to maintain project activities beyond the project period. Stakeholders agreed that the training, savings models, and agricultural practices introduced had become part of daily life, marking a shift from dependence to self-sufficiency. Participants expressed confidence that activities would continue, with one women's group member noting that *"our activities are ongoing; even when ADRA stops funding us, we will continue working."* Farmer groups reported that agricultural and livelihood initiatives were now embedded in their own planning cycles, with members independently managing production, marketing, and group savings. The ongoing operation of VSLA groups, poultry cooperatives, and demonstration farms demonstrates the persistence of collective structures and peer learning.

A strong sense of ownership has also emerged, rooted in both the skills gained and the local adaptation of project ideas. Participants acknowledged that they started their groups with their own ideas and only later aligned with ADRA for technical support, highlighting intrinsic motivation and autonomy. For many, the project served as a catalyst rather than a dependency structure. This was confirmed by members of women's groups as demonstrated by the quote below:

"We started the group with our own ideas in mind."
Women's Group representative

Local infrastructure, shared plots, meeting spaces, and community-managed tools, reinforced this autonomy and showed that responsibility for resources had shifted to the community.

Financial sustainability was another key strength. Savings and loan groups continued to function independently, enabling both collective investment and individual income generation. Members described using soft loans and pooled funds to sustain farming and diversify their businesses, with one noting that *"VSLA has helped to get loans; before we did not have a place where we could save."* The uptake of M-Koba and VSLA systems reflected growing financial literacy and trust in self-managed economic models.

Institutional integration further enhanced sustainability. Collaboration with local government and other actors ensured ongoing technical support through extension officers and farmer field schools. The presence of these linkages created a support ecosystem that can sustain agricultural innovation and adaptive responses to climate

stress. The quote below from an ADRA Tanzania member of staff illustrates this sentiment of continuity beyond the project.

"They know what training people got and can visit farms even if we are not there."
ADRA Tanzania Programme Staff

Sustainability was also reflected through personal empowerment and long-term behavioural change. Women and vulnerable groups reported increased confidence, self-reliance, and economic control, with women-led savings groups, poultry initiatives, and horticulture activities continuing to grow.

Uganda

Sustainability findings from Uganda show strong signs of community ownership, skill retention, and continued practice adoption beyond direct project support. Across more than 80 quotations covering ownership, knowledge retention, government linkage, and financial continuity, evidence indicates that communities are maintaining key practices introduced through ADRA's resilience initiatives, though resource limitations and weak structural linkages still affect long-term stability.

Community ownership is the strongest sustainability factor. Groups across all study areas reported that they have become increasingly self-reliant, managing savings independently and sustaining agricultural and environmental activities with minimal external support. One community member explained that *"even if the organisation leaves right now… we remain on the ground, and we have to be eyes for the things that were done,"* while a community leader emphasised the need to *"strengthen the groups and integrate them into government programs"* to safeguard long-term continuity.

Knowledge retention and practical application were consistently observed. Respondents described ongoing use of farming, savings, and food preservation skills, with many sharing these practices with neighbours and other groups. This peer-to-peer diffusion has turned early beneficiaries into informal trainers, as one member noted: *"I am seeing we are still following the knowledge… people want to learn how to do it and I teach them."* Local government integration has supported sustainability in some areas. District and forestry officers continue to provide sensitisation and technical guidance, helping communities maintain nurseries and environmental initiatives. Community groups also reported coordinating with local leaders to sustain activities, explaining that *"we coordinate with the government and make sure we sustain them."* However, sustainability is weaker where formal handover and exit planning were limited, and alignment with government programmes such as the Parish Development Model remains incomplete.

Resource and infrastructure maintenance remain partial gaps. Communities understand the need to maintain tools, irrigation schemes, and nursery beds but lack the financial or technical capacity to replace worn-out equipment or expand production. Environmental stresses, including droughts and soil degradation, further challenge continuity, despite ongoing efforts in tree planting and adaptive farming. As one women's group stated, *"We need more land so that the program can continue,"* while others highlighted successes, noting that *"the project of trees worked best for us because we all planted seedlings."*

Financial sustainability is still emerging. VSLAs remain active, but limited capital constrains their ability to support new ventures. Participants explained that *"when you need 150 dollars to start some business you find there's only 50 dollars to share."* Many expressed interest in value addition and improved business skills such as recordkeeping and proposal writing to enhance income and reduce dependence on external support, sharing aspirations to "do something big that can help us as a group and the community."

Table 15 highlights the key factors influencing sustainability, showing that self-reliance, government linkage, and knowledge retention were viewed positively, with respondents noting strong community ownership, integration with government programmes, and continued use of acquired skills. However, sustainability is challenged by limited resource continuity, as some participants reported needing more land or inputs to maintain progress. In

addition, concerns about exit risk and potential dependency suggest that without a clear transition strategy, some gains may be difficult to sustain.

Table 15. Factors affecting sustainability

Dimension	# Quotes	Intonation	Verbatim
Self-Reliance	6	+ Positive	*"we remain on the ground, and we have to be eyes…"* (FGD)
Government Linkage	6	+ Positive	*"integrate into government programs"* (KII)
Knowledge Retention	7	+ Positive	*"most of us are still using that knowledge"* (FGD)
Resource Continuity	5	– Conditional	*"need more land so program can continue"* (FGD)
Exit Risk	3	– Negative	*"dependency syndrome… need exit strategy"* (KII Peer Org)

3.5.   Cross-cutting Themes

Cross-cutting themes such as gender equality, climate justice, and environmental stewardship were integrated throughout the programme and influenced how interventions were designed, implemented, and experienced by communities. These themes helped shape participation, decision-making, and the distribution of benefits, ensuring that the programme addressed underlying inequalities while promoting fair and responsible use of natural resources. The following analysis highlights how these cross-cutting considerations interacted with programme activities and contributed to broader programme outcomes.

3.5.1.   Overarching insights

3.5.1.1.   Integration of Climate Justice and Environmental Stewardship

ADRA's climate resilience programming strongly reflected the organisation's commitments to climate justice and environmental stewardship, aligning with global frameworks such as the Core Humanitarian Standard (CHS), the Climate and Environment Charter for Humanitarian Organisations, and ADRA's own strategic priorities on sustainability and resilience. Across the five countries, ADRA demonstrated a consistent effort to integrate environmental considerations into project design, implementation, and monitoring processes. The organisation prioritised community-led natural resource management, sustainable agriculture, and eco-friendly livelihood practices that addressed both immediate adaptation needs and long-term environmental protection.

The evaluation found that ADRA's approach to **climate justice** was evident in its emphasis on equity, participation, and accountability, ensuring that vulnerable groups, particularly women, youth, and pastoralist communities, were meaningfully engaged in identifying and managing climate risks. The programming recognised that those most affected by climate change often contribute the least to its causes and therefore sought to strengthen their adaptive capacity through inclusive and locally led solutions. By integrating participatory planning, ADRA promoted fairness in resource distribution and decision-making, helping communities to claim their rights to a safe and sustainable environment.

In terms of **environmental stewardship**, ADRA's interventions incorporated practical measures such as reforestation, soil and water conservation, and the promotion of renewable energy and climate-smart agricultural practices. These actions contributed to reducing environmental degradation and enhancing ecosystem resilience. Moreover, adherence to CHS principles ensured that environmental safeguards were applied to protect both people and natural systems, while the Climate Charter commitments informed programmatic efforts to reduce the ecological footprint of operations, including the adoption of energy-efficient practices and the responsible management of natural resources.

However, the degree of institutionalisation of these commitments varied across countries. While some country offices, such as Ethiopia and Uganda, had developed strong environmental management components and systematically tracked environmental outcomes, others were still in the process of operationalising the commitments outlined in ADRA's global strategy. Strengthening capacity for environmental risk assessment,

carbon footprint tracking, and local climate governance engagement would enhance the organisation's ability to fully realise its climate justice and stewardship objectives.

3.5.1.2. Innovations and Adaptive Approaches

Across the five programme countries, ADRA consistently demonstrated strong innovation and adaptive capacity in fragile, rapidly changing contexts. In South Sudan and Sudan, flexible livelihood models—combining short-term humanitarian support with drought-tolerant crops and solar irrigation—helped sustain food production during conflict and displacement. In Ethiopia and Uganda, community-managed natural resource committees and early warning systems strengthened local governance, with one partner noting, *"We integrate the traditional forecast and EWS with modern Ethiopian Meteorology Institute forecasts to prepare communities against drought, flood and other climate change calamities."* Tanzania advanced adaptation by blending indigenous knowledge with scientific climate information, while also adopting digital tools such as M-Koba for mobile savings: *"We have been taught about VSLAs… and now we are using M-Koba."*

Operationally, ADRA adapted quickly through real-time learning loops and digital feedback systems that enabled work to continue in insecure or flood-affected areas. As an Ethiopian partner explained, *"Our complaint handling mechanism is supported by technology… they call us if there is any challenge, and we immediately respond."* Together, these innovations enhanced programme relevance, strengthened effectiveness, and built locally owned systems for resilience, positioning ADRA as a flexible, learning-driven organisation capable of sustaining climate resilience outcomes even in the most fragile environments.

3.5.2. Cross cutting themes of ADRA Programmes per Country

Ethiopia

Findings from Ethiopia highlight how environmental sustainability and social inclusion intersect to shape holistic, locally grounded resilience. Across interviews and focus groups, respondents described how marginalised groups, including people with disabilities and internally displaced persons, actively contribute to and benefit from climate and livelihood initiatives. Rather than being treated as separate areas, environmental and inclusion goals were viewed as mutually reinforcing, strengthening both adaptive capacity and community cohesion.

Participants emphasised inclusive decision-making and the deliberate involvement of vulnerable groups as central to equitable outcomes. Community collectives explained how group formation and shared financial practices had expanded their sense of agency, providing social support and a platform for leadership. As one women's group representative explained, *"We have received various benefits from the project, including seedlings for vegetables and bananas, a water pump, a refrigerator, and a machine for grinding wheat and corn. We have also learned about food and nutrition."* Local partners confirmed that participation was broadly inclusive, noting, "In our committees, women often make up more than half of the participants, actively engaging in the decision-making processes."

The link between climate justice and fairness was evident in how respondents connected environmental protection to participation and equitable access. Partners described a people-centred approach that prioritised the needs of those most affected by environmental shocks. One local partner stated, *"Climate change disproportionately affects the most vulnerable populations, who have contributed the least to the problem. Addressing this disparity is central to our projects. We promote two key principles through a holistic, people-centred approach across all our activities."*

The integration of traditional and modern systems featured prominently in discussions on inclusivity and resilience. Local knowledge, such as indigenous weather-forecasting signals, was incorporated into modern early warning systems, ensuring that adaptation mechanisms were both effective and culturally grounded. This

participatory blending of expertise made systems more accessible to community members, especially those without formal education.

Inclusion of marginalised groups also extended to protection measures within climate and livelihood activities. Respondents highlighted that project designs were attentive to vulnerabilities such as limited mobility among displaced populations and exposure to risks in crowded settlements. As a local partner explained, *"We address cross-cutting issues in our interventions, such as support for people with disabilities and internally displaced persons who face various risks… Our services are designed to ensure these vulnerable groups do not suffer in the camps or communities."*

Across all discussions, the cross-cutting dimension was characterised by a holistic and forward-looking orientation. Efforts to improve environmental sustainability were paired with livelihood diversification, savings schemes, and collective responsibility for resource management. As one women's group representative put it:

"We hope to enhance our lives and achieve financial stability by strategically increasing our capital… we aim to empower ourselves through education and skill development, which will allow us to make informed decisions and better navigate our financial futures."

South Sudan

Cross-cutting themes in South Sudan reveal a coherent focus on climate justice and stewardship and innovation. Community leadership and participation emerged as key drivers of innovation, climate justice, and environmental stewardship, ensuring both local ownership and long-term programme sustainability. Chiefs, committees, and local organisations played active roles in shaping activities and maintaining accountability, reinforcing the principle that climate solutions must be grounded in community voice and fairness. As one staff member noted, *"Yes, there was a consultative workshop held with participation of all stakeholders,"* while women's groups emphasised that *"Community leaders and committee members always support us."*

Innovation was most visible in the project's emphasis on training and skill development. Respondents consistently identified knowledge transfer as the foundation of adaptive and climate-resilient livelihoods. Practical sessions introduced improved techniques in crop management, tree planting, and water-saving; innovations that strengthened local stewardship of natural resources and boosted resilience. As one group shared, *"People were trained in new farming techniques, which increased income and improved agricultural approaches,"* while the country office confirmed:

"No gap, they were included within the targets from the beginning… the trainings offered were useful for the challenges faced."

The adoption of new practices directly contributed to enhanced production and livelihood gains. Expanding cultivation areas, increasing yields, and improving resource use were reported as positive outcomes that aligned with the principles of climate justice ensuring vulnerable groups benefit from climate-smart innovations. As the country office highlighted, *"Increasing the cultivated area has had a positive impact on housing, the standard of living, and children's education,"* and women's groups affirmed, *"They have benefited as well, only through farming."*

Environmental awareness and improved water management further demonstrated stewardship at community level. The installation of water pumps and the promotion of tree planting reflected not only resource recovery but a collective commitment to ecological responsibility. One group explained, *"Yes, water pump and tree plantation and awareness raising… there were no toilets before, now there are toilets in every house."* At the same time, programme staff recognised gaps that, if addressed, could expand future climate innovations:

"What is missing is the water harvesting activity, which requires a budget."
ADRA South Sudan Programme Staff

Efficient resource management also contributed to climate-sensitive stewardship. Respondents described careful use of materials and strong teamwork among staff and partners, which reduced wastage and strengthened project coherence even in crisis conditions. As the country office shared, *"Nothing was wasted or misused... staff are fully utilised because we work with team spirit."*

Sustainability was ultimately linked to continued community engagement, learning, and adaptive planning. Maintaining relevance through dialogue and locally led innovations was seen as essential for carrying climate and livelihood gains into the future. As staff emphasised, *"Sustainability and continuity ensure the project's connection to the community,"* a sentiment echoed by women's groups who reiterated, *"Community leaders, chiefs, and committee members always support us."*

Sudan

In Sudan, ADRA's programming effectively integrated key cross-cutting priorities, particularly climate adaptation, gender inclusion, and community participation. Stakeholders consistently highlighted the programme's strong focus on climate-aware farming and adaptive planning. Beneficiaries reported that adjusting planting calendars and adopting improved techniques helped them cope with irregular rainfall and drought, while staff emphasised close collaboration with the Ministry of Agriculture to address seasonal variability and pest risks. As the Country Office explained, *"The main challenges are autumn farming that depends on rain and also agricultural pests. Regarding this, we seek help from the Ministry of Agriculture."* Similarly, a women's group representative noted how the programme strengthened practical resilience, stating, *"The delay in rain affected agriculture, and ADRA focused on changing the planting date and taught us how to plant and save part of the crop for emergencies."* Together, these practices demonstrate strong alignment between community needs, national climate priorities, and ADRA's resilience objectives.

Training and skill development continued to serve as critical enablers of inclusive participation and gender empowerment. Through Farmer Field Schools, value-addition workshops, and management training, community members especially women gained new knowledge that improved both technical and leadership capacities. Women's groups highlighted that the learning acquired through ADRA's programmes allowed them to manage associations independently and develop strategies to maintain agricultural activities beyond external support. Agricultural productivity improvements were also gender-inclusive, as collective farming initiatives enabled women's participation in decision-making and strengthened community ties. The formation of women-led agricultural groups created avenues for peer support and shared accountability. Participants credited these groups for enabling continuity and for providing informal mechanisms to manage small-scale production and savings. Sustainable water, sanitation, and environmental practices featured prominently as indirect outcomes of ADRA's interventions. Community members reported tangible improvements in water access and household sanitation facilities, noting that nearly every home now has a toilet and access to clean water. These environmental outcomes reinforced broader health and livelihood gains by reducing disease risk and improving living conditions.

Community leadership and inclusion remained at the heart of ADRA's cross-cutting approach. Local leaders facilitated participation, ensured equitable access, and promoted ownership of project activities. Their ongoing engagement provided continuity and accountability across project sites. Women also reported increased confidence to participate in public discussions and group management, marking a visible shift in social norms.

However, financial sustainability and funding constraints were recurring challenges across cross-cutting outcomes. While participants recognised improvements in knowledge and organisation, many noted that continued progress would depend on future funding, local partnerships, and sustained support from government or private actors. ADRA's ability to maintain operations and adapt during conflict periods was also seen as an example of resilience and proactive planning that minimised disruption to key activities.

Tanzania

Cross-cutting themes in Tanzania reflected the integrative nature of AGILE and RIPAT projects, which not only promoted agricultural transformation but also embedded inclusivity, environmental responsiveness, and gender-sensitive aid approaches into community structures. The initiatives succeeded in engaging diverse demographic and social groups while addressing the intersecting vulnerabilities arising from climate and economic shocks. Stakeholders across interviews emphasised that these projects created spaces for intergenerational learning, participation of marginalised groups, and diversification of livelihoods beyond agriculture. Respondents described visible intergenerational impact, particularly through the transfer of knowledge and climate awareness to younger generations. Project-trained community members expressed optimism that agricultural and environmental education would extend to schools and families, supporting long-term awareness of sustainable practices. This ripple effect from adults to youth reinforces continuity in climate-conscious behaviours and points towards a sustained cultural shift in rural learning.

Inclusivity was most visible in the engagement of women, widows, and vulnerable households. These groups were central to agricultural training, savings groups, and leadership structures, often becoming role models within their communities. Several respondents highlighted how women's participation translated into tangible empowerment including improved income, self-confidence, and decision-making power demonstrating that inclusivity in design led to equity in outcomes.

Environmental factors intersected strongly with project activities, shaping both the challenges faced and the adaptive responses developed. Drought and water scarcity were frequently cited as barriers to consistent production, but participants also noted that project training on drought management, water-efficient farming, and crop diversification had improved resilience. The promotion of organic farming and climate-adapted planting systems further reflected the projects' attention to environmental sustainability.

Cross-cutting impacts also extended into entrepreneurship and economic diversification. Many group members had branched out into non-farm enterprises, ranging from poultry and horticulture to small trade, which reduced income volatility and enhanced resilience against climate shocks. These forms of macro-entrepreneurship highlighted how adaptive livelihood diversification became both a survival and growth strategy. Finally, participants emphasised that aid management in these initiatives was gender-responsive and equitable. The projects ensured women's voices were included in needs identification, planning, and benefit-sharing processes. Interviewees suggested that remaining gender gaps are minimal, indicating that the empowerment frameworks and inclusive engagement strategies had effectively addressed barriers that often marginalise women in agricultural programming.

Uganda

Cross-cutting findings from Uganda show that ADRA's interventions have strengthened climate justice, environmental stewardship, and community-led innovation. Respondents highlighted that the programme helped households and groups adapt to increasing climate shocks while promoting fair access to knowledge, land-use practices, and livelihood opportunities. A key contribution was the creation of shared learning spaces where refugees and host communities worked together to adopt climate-smart practices. Participants reported that training in improved farming, soil management, and post-harvest handling helped reduce losses, improve food security, and support fairer resource use across groups facing similar environmental pressures.

Innovation was a strong theme throughout the responses. Communities described new approaches, such as improved planting techniques, better storage, and savings methods, that enabled them to manage risk, stabilise household consumption, and reduce dependence on emergency assistance. These innovations were seen as practical, low-cost, and suited to fragile, climate-affected environments. According to one community member, *"We used to farm without knowledge… now we keep part of the harvest, and our homes are stable."*

Environmental stewardship emerged through strengthened awareness of sustainable practices and the value of protecting shared resources. Participants noted clearer guidance on soil conservation, nutrition, and responsible land use, contributing to improved resilience and reduced pressure on the environment.

The findings also emphasise that climate vulnerabilities, such as erratic rainfall, low yields, and scarcity of inputs, remain significant. However, ADRA's focus on practical skills and community-led solutions has equipped households to better withstand shocks, manage limited resources, and plan more sustainably.

CHAPTER 4: RECOMMENDATIONS

4.1. Relevance

4.1.1. Overall recommendations for relevance

- **Enhance Context-Specific Adaptation Measures:** ADRA DK should deepen contextual adaptations based on local climate risks and socio-economic vulnerabilities. In Ethiopia and Sudan, scaling up climate-smart agriculture (CSA), drought-tolerant crops, and small-scale irrigation addresses recurrent water scarcity. In Uganda and Tanzania, integrating indigenous forecasting systems and traditional farming knowledge improves preparedness, while in South Sudan, livelihood diversification should target flood-affected households to reduce vulnerability.

- **Strengthen Inclusivity and Participation:** Efforts to promote inclusion should focus on women, youth, displaced populations, and other marginalized groups, especially in Sudan, South Sudan, and Ethiopia. Targeted strategies such as women-led farmer groups, participatory decision-making forums, and inclusive monitoring committees will ensure adaptation planning reflects community priorities and fosters ownership.

- **Increase Integration of Environmental Sustainability:** Programmes should emphasize environmental restoration and conservation. In Uganda, Tanzania, and Ethiopia, reforestation, soil conservation, and ecosystem-based adaptation can mitigate land degradation and reinforce long-term resilience. In Sudan and South Sudan, integrating natural resource management into humanitarian programming can reduce resource-based conflicts.

- **Enhance Multi-Stakeholder Collaboration:** Partnerships are critical for relevance and coherence. In South Sudan and Sudan, coordination with local governments, NGOs, and international agencies strengthens alignment between humanitarian and development efforts. In Ethiopia and Tanzania, engagement with research institutions and extension services enhances the scientific basis of resilience interventions and supports evidence-based scaling.

- **Expand Monitoring, Learning, and Adaptive Capacity:** Invest in robust monitoring systems that capture community feedback and evolving climate realities, particularly in Ethiopia and South Sudan. Embed adaptive management and regular learning reviews to ensure interventions remain responsive to shifting socio-political and environmental dynamics.

- **Localize Climate Adaptation and Infrastructure:** Prioritize investment in localized water and soil management systems, such as boreholes, solar-powered irrigation, terracing, and rainwater harvesting in drought-prone areas like Karamoja (Uganda) and Dodoma (Tanzania). Co-management with local authorities ensures sustainability, proper maintenance, and integration into district-level climate adaptation plans.

- **Strengthen Policy Alignment and Coordination:** Work with ministries of agriculture, environment, and finance to embed CSA and livelihood programming into national resilience strategies, such as Uganda's Parish Development Model or Ethiopia's Green Legacy Initiative. This enhances complementarity with government priorities and increases opportunities for co-financing.

- **Integrate Indigenous Knowledge and Local Forecasting:** Combine traditional climate prediction methods (e.g., early warning signs from pastoralists or local calendars) with modern meteorological systems and CSA practices. Establish community climate advisory committees to guide local planning and decision-making.

4.1.2. Recommendations for relevance per country

Ethiopia

- Future programming should focus on consolidating collaboration with woreda-level agriculture to scale up crop and livestock production, and women's affairs offices and integrating/ scaling up indigenous early-warning systems into local disaster committees, would improve responsiveness and institutional coherence. Strengthening local ownership through community led committees and joint reflection sessions can ensure that interventions remain adaptive, inclusive, and closely aligned with community priorities under Ethiopia's shifting climatic and socio-economic realities.

- Recognise and prioritise the CAP approach as a core mechanism for localisation and community ownership, ensuring that interventions remain community-driven, co-financed, and aligned with local priorities to enhance contextual relevance and long-term sustainability.
- Integrate the Sustainable Livelihoods Analysis (SLA) approach into programme design to identify communities with demonstrated readiness and commitment, thereby improving contextual appropriateness and reducing dependency on external support.
- Promote the use of traditional and eco-friendly pest management practices such as neem-based natural pesticides as cost-effective, locally accepted, and environmentally sustainable options that strengthen climate adaptation and community resilience.
- In arid regions such as the Somali Region, ADRA Ethiopia's use of mature seedlings for agroforestry represents a practical adaptation to low rainfall and grazing pressures. They should continue and expand the use of mature seedlings in agroforestry interventions, while complementing this approach with community-based water management and grazing control strategies to further improve survival rates and long-term sustainability of tree planting initiatives.

South Sudan
- Given the recurring displacement and government capacity gaps, ADRA should continue focusing on community-managed dyke and water systems that have proven successful in flood control and agricultural recovery. Consolidating partnerships with county-level agricultural and water departments can ensure maintenance and scalability of these systems without creating parallel structures.
- Strengthening lead farmer and volunteer models, already in use, can preserve continuity amid instability and reduce dependence on formal institutions. Within the protection component, integrating psychosocial support and livelihood linkages where possible can sustain engagement even during displacement.

Sudan
- Given the strong performance of agricultural and small-trade activities, ADRA should deepen its support for women-led value chains and revolving funds rather than introducing new project streams.
- Strengthening collaboration with local environmental committees to maintain tree planting, water pump repairs, and hygiene initiatives would help preserve environmental gains already achieved.
- Ensuring small-scale funding and continued technical backstopping for existing women's groups would make ADRA's engagement both practical and highly relevant in Sudan's volatile context.
- The project should strengthen women's economic empowerment by building the capacity of VSLAs to actively participate in value chain activities and effectively manage revolving funds. This could include targeted training on financial literacy, business management, and market engagement, ensuring women have sustainable access to income-generating opportunities despite limited formal financial services.

Tanzania
- ADRA should prioritise support for groups seeking collective farming land, as access constraints remain a major barrier to scaling successful practices. Given the proven demand for alternative livelihoods, ADRA should also consolidate its efforts around scalable income-generating activities such as beekeeping and poultry, rather than expanding into new sectors.

Uganda
- ADRA should focus on linking farmer and savings groups with sub-county agricultural offices for continued technical and input support, while addressing structural barriers such as limited land and water access through small-scale irrigation and communal land-use arrangements.
- Enhance access to productive resources by facilitating access to irrigation, affordable tools, and land particularly for women and landless households to enable full application of acquired skills and improve agricultural productivity, nutrition, and food security.

- Promote gender equality and empowerment through the expansion of initiatives that build women's confidence in decision-making, support shared responsibilities in farming and finances, and provide leadership opportunities within groups, while maintaining behaviour change programs that reduce GBV.
- Maintain adaptive, participatory approaches through the continuous implementation of flexible, partnership-driven strategies that respond to social, economic, and environmental challenges while fostering community trust and engagement.

4.2. Efficiency

4.2.1. Overall recommendations for efficiency

- **Consolidate local facilitation and volunteer models:** Formalize the role of community facilitators, lead farmers, and VSLA mentors as the primary delivery mechanism. Provide non-financial incentives, refresher training, and recognition awards to maintain motivation and ensure continuity beyond project funding.
- **Strengthen data systems and digital tools:** Introduce mobile-based monitoring tools for tracking CSA adoption, VSLA performance, and infrastructure functionality. Simplify reporting templates and train community leaders in basic digital literacy to improve real-time data flow and accountability.
- **Improve supply chain and resource management:** Develop country-level procurement frameworks for essential inputs (seeds, tools, irrigation pumps) to reduce delivery delays. Establish maintenance committees for shared assets like boreholes and irrigation systems to minimize breakdowns.
- **Enhance partner and community financial capacity:** Train implementing partners, cooperatives, and community groups in financial management, budgeting, and procurement compliance to ensure resources are used effectively and transparently.

4.2.2. Recommendations for efficiency per country

Ethiopia

- Building the capacity of community led committees to track resource use and monitor small grants or revolving funds can improve accountability and ensure efficient reinvestment of returns into local enterprises.
- Strengthen Project Technical Support Committees (PTSCs) as an effective coordination and accountability mechanism through regular joint technical oversight.
- Expand capacity-building for woreda-level sector offices and community groups in leadership, DRM/EW, and M&E to enhance planning, monitoring, and reporting, and reduce dependency on external support.
- Scale up the VSLA digitalisation initiative to improve transparency, simplify tracking, reduce workload, and enhance overall efficiency and data management.

South Sudan

- Strengthening local procurement and storage partnerships with county traders or cooperatives would help offset price fluctuations and transport delays, while maintaining community-level benefits.

Sudan

- ADRA could formalise a "trainers' network" under agricultural and cooperatives to sustain skill transfer and reduce future training expenses.

Tanzania

- ADRA should focus on consolidating ToT networks and linking them with local extension officers for continued technical supervision instead of repeated external training cycles.
- Strengthening financial literacy within VSLA groups would help reduce loan defaults and improve reinvestment of savings into productive activities.

- Investing to scale up in low-cost climate infrastructure, particularly community water harvesting and irrigation systems in drought-prone areas like Dodoma, would address key bottlenecks affecting productivity.

Uganda
- Building on the strong foundation of VSLAs and farmer learning groups, ADRA Uganda should enhance efficiency by diversifying resource-sharing systems, enabling partial individual ownership of critical tools like watering cans and tapelines to minimise delays during peak planting.
- Strengthening linkages between farmer groups and sub-county agricultural offices would improve access to inputs and technical support without additional project expenditure.
- To sustain cost-effectiveness, ADRA can integrate financial literacy and self-financing modules within existing training to reduce dependency on external facilitation. Simplifying training through pictorial and modular approaches would also cut costs and increase reach among low-literacy participants.
- Formalising integration with government programmes like the Parish Development Model (PDM) will allow smoother handover of active groups into national systems, securing long-term operational efficiency and resource continuity

4.3. Effectiveness
4.3.1. Overall recommendations for effectiveness
- **Expand climate-smart and adaptive practices:** Scale up CSA demonstration sites showcasing terracing, intercropping, organic composting, and water harvesting and facilitate local learning events and peer field visits to strengthen replication across villages. Link these practices to economic opportunities through value-chain development and market access.
- **Link livelihoods to market systems:** Support contract farming, aggregation models, and value-chain partnerships with agribusinesses to provide stable markets for smallholder produce. Introduce vocational and business skills training for youth and women to diversify income sources, leveraging VSLAs to diversify income sources and improve financial management.
  Institutionalize peer learning and mentorship: Formalize peer-to-peer mentorship networks within VSLAs and farmer groups, training community role models to support new entrants. Promote cross-country learning exchanges (e.g., Uganda–Tanzania) to transfer best practices in CSA and savings management.
- **Integrate gender transformation and social cohesion:** Embed GBV prevention, male-champion programs, and women's leadership training, and inclusive representation (displaced persons, persons with disabilities, elderly, underserved groups) into all resilience programming. In fragile contexts like South Sudan, link these initiatives with peacebuilding and dialogue platforms to promote social stability.
- **Maintain flexibility and adaptive delivery**: Establish contingency planning mechanisms for droughts, floods, or conflicts that allow for rapid reprogramming of activities and budgets without derailing delivery or outcomes.
- **Enhance adaptive monitoring, learning, and digital tools:** Develop real-time monitoring systems and community feedback mechanisms to track progress, identify challenges, and enable rapid adjustments. Expand digitalization initiatives, such as VSLA tracking, to improve transparency, data management, and operational efficiency.
- **Promote cross-sectoral integration:** Align climate resilience programming with health, nutrition, education, and disaster risk reduction interventions to address interconnected vulnerabilities and strengthen holistic community resilience.

4.3.2. Recommendations for effectiveness per country

Ethiopia

- Strengthening inclusion-sensitive design, for example, by ensuring accessible water points and training venues would enhance consistent participation by elderly, pregnant women, and persons with disabilities. Lastly, codifying the use of traditional early-warning cues alongside meteorological data into training curricula would institutionalise community-led preparedness and improve the long-term effectiveness of ADRA's resilience programming.
- Scale up the FMS model to promote Climate Smart Agriculture, soil fertility management, and Integrated Pest Management, improving yields, knowledge transfer, and adaptive capacity.
- VSLAs linked with IGAs to diversify livelihoods, enhance household resilience, and connect financial inclusion to climate-adaptive actions.
- Promote the Three Legs Approach (CLA) by engaging households in multiple interventions (CSA + VSLA + IGA) to reduce vulnerability to climate shocks and reinforce the effectiveness of outcomes.
- Strengthen CLA initiatives through capacity-building to improve local accountability, responsiveness, and governance, ensuring sustainability of project impacts.

South Sudan

- Strengthening community-based crop protection mechanisms, for instance, low-cost bird deterrents or communal storage, would help preserve yields in volatile conditions.

Sudan

- Identify and support the most active and committed VSLA groups to transition into producers' or local enterprise groups. This approach leverages existing women's participation and leadership within community structures, strengthening economic empowerment while building on established social and financial networks.

Tanzania

- Strengthening market-oriented components, such as collective processing, packaging, and cooperative marketing, would amplify income stability and sustain motivation among women's groups. Given the success of poultry and beekeeping as entry points, ADRA could support scaling these ventures through existing VSLAs and M-Koba platforms, linking them with local financial institutions for access to microcredit.

Uganda

- ADRA should prioritise scaling low-cost irrigation and soil management techniques that have proven resilient during droughts, ensuring these are linked to ongoing government agricultural programmes for continuity.
- Embedding peer-to-peer demonstration models, especially led by high-performing women farmers, would enhance knowledge diffusion and maintain adoption momentum.
- Continue collaboration with local health and agricultural officers to integrate nutrition, hygiene, and climate awareness into farmer group activities.

4.4.   Sustainability

4.4.1. Overall recommendations for sustainability

- **Deepen Community Ownership and Leadership:** Strengthen long-term sustainability by empowering local leaders and community groups to take strategic decision-making roles. This includes developing mentorship programs for emerging leaders, formalizing responsibilities for infrastructure maintenance (e.g., irrigation systems, water harvesting, and soil conservation), and establishing structured governance frameworks within communities.

- **Expand Economic Incentives and Livelihood Linkages:** Link climate adaptation activities to income-generating opportunities to motivate households to maintain and scale adaptive practices. Examples include facilitating market access for climate-smart crops, supporting cooperatives, and promoting small-scale enterprise development.
- **Strengthen Integration with Local Institutions and Governance:** Embed interventions within local governance and development structures by collaborating closely with government offices, extension services, and traditional authorities. Build local institutional capacity for replication and monitoring, integrate climate resilience into development plans, and formalize resource management agreements.
- **Enhance Knowledge Transfer and Technical Capacity:** Promote community self-reliance through expanded training programs, peer-to-peer learning, and demonstration sites. Share lessons across communities and countries to strengthen problem-solving skills, adaptive capacities, and long-term innovation.
- **Institutionalize Monitoring and Feedback Mechanisms:** Develop robust community-based monitoring systems that track performance, support adaptive management, and allow timely response to emerging challenges. Local data collection and feedback loops ensure continuous relevance and effectiveness of interventions.
- **Promote Inclusivity and Social Cohesion:** Ensure women, youth, persons with disabilities, and marginalized groups are actively involved in decision-making and benefit from interventions. Mechanisms such as quotas, participatory forums, and community agreements safeguard equitable access and strengthen collective ownership.
- **Leverage Strategic Partnerships:** Engage NGOs, local businesses, research institutions, and government agencies selectively to provide technical guidance, innovation, and financial support. Collaborative approaches enhance knowledge sharing, scale successful practices, and maintain initiatives during stress or transition periods.
- **Bridge the Gap Between Community Action and Systemic Support:** Advocate for policy engagement to address systemic barriers like land access, irrigation infrastructure, and financing gaps. This ensures communities can scale and sustain project outcomes beyond local efforts.
- **Institutionalize Community Governance and Maintenance Systems:** Create resource management committees responsible for shared assets such as water points, nurseries, and equipment. Train members in maintenance, record-keeping, and coordination with district officials.
- **Link Savings Groups to Formal Financial Institutions:** Facilitate partnerships between VSLAs, cooperatives, and microfinance institutions to expand access to credit, business development services, and support for women- and youth-led initiatives.
- **Establish Resource Hubs for Knowledge and Tools:** Develop community-managed hubs (e.g., seed banks, tool libraries, nurseries) to preserve technical knowledge and sustain inputs post-project. These hubs can be partially financed through VSLA contributions and strengthen community self-sufficiency.

4.4.2. Recommendations for sustainability per country

Ethiopia
- The continued functioning of local community steering committees and their collaboration with entities like the Somali Pastoral Research Institute and woreda agriculture offices demonstrate institutional anchoring beyond project timelines.
- Communities' ability to independently manage savings, organise trainings, and maintain adaptive farming practices reflects effective knowledge transfer and reduced dependency on external actors.
- The blending of indigenous early-warning indicators with formal meteorological systems has strengthened preparedness and created self-reliant local mechanisms for drought and flood management as well as food crops and animal feed production. Sustained inclusion of women, youth, and people with disabilities in planning and monitoring processes has further reinforced collective responsibility and equitable benefit-sharing.

- Formalize VSLAs by supporting the official registration and formalization of mature VSLAs to enable access to microfinance services, enhance credibility, and ensure continuity of group activities beyond the project lifecycle.
- Scale up Private Service Providers to expand the use of trained local facilitators to continue supporting community groups post-project, strengthening sustainability, replication, and local capacity.
- Leverage the CAP approach by continuing with the promotion of CAPs to foster community ownership, cost-sharing, and self-reliance, ensuring that interventions remain effective and sustainable after project closure.
- Invest in ongoing capacity building through continuous training and mentorship for community structures and local government offices to maintain adaptive practices, improve institutional coordination, and retain critical knowledge beyond project implementation.

South Sudan
- ADRA should formalise handover strategies that link farmer groups and rice collectives to county agriculture offices and local NGOs, ensuring technical support continues post-project. Expanding pre-season input prepositioning and establishing small, community-run seed reserves could mitigate recurring access disruptions.

Sudan
- Establish a local-level spare parts centre to support Water User Committees in promptly maintaining water infrastructure. This will enhance the sustainability and functionality of water systems by ensuring timely access to necessary parts, complementing existing cost recovery mechanisms and coordination with the State Water Corporation.

Tanzania
- Going forward, ADRA Tanzania should focus on facilitating community land access and group-led infrastructure (e.g., shared farms, irrigation) through partnered advocacy.

Uganda
- Sustainability should focus on integrating community initiatives into local government systems through the Parish Development Model, strengthening water and soil conservation infrastructure, and linking VSLAs with microfinance institutions to enhance financial resilience.
- Promoting youth- and women-led green enterprises and formalizing community groups as local CBOs will sustain livelihoods and ensure long-term ownership beyond project support.

CHAPTER 5: CONCLUSION

Overall, the evaluation concludes that ADRA's resilience programming has made significant and contextually relevant contributions to improving livelihoods, food security, and climate adaptation in fragile, drought-prone areas. The initiatives are highly relevant, aligning effectively with local needs and national priorities through climate-smart, inclusive, and community-driven approaches. Efficiency has been strong, leveraging local facilitators, community-based delivery models, and strategic partnerships to achieve broad reach and ownership at reduced operational costs. Effectiveness is evident in measurable improvements in agricultural productivity, income diversification, women's empowerment, and social cohesion, demonstrating how practical training and group-based systems foster sustainable behavioural change. Emerging sustainability is visible through continued VSLA activities, community-led adaptation, and retention of local knowledge, though deeper integration with government systems, enhanced access to finance, and improved infrastructure maintenance are critical for long-term resilience. By further strengthening government partnerships, expanding infrastructure and financial linkages, and scaling inclusive, community-led models, ADRA can ensure that resilience gains are maintained and amplified beyond the project cycle.