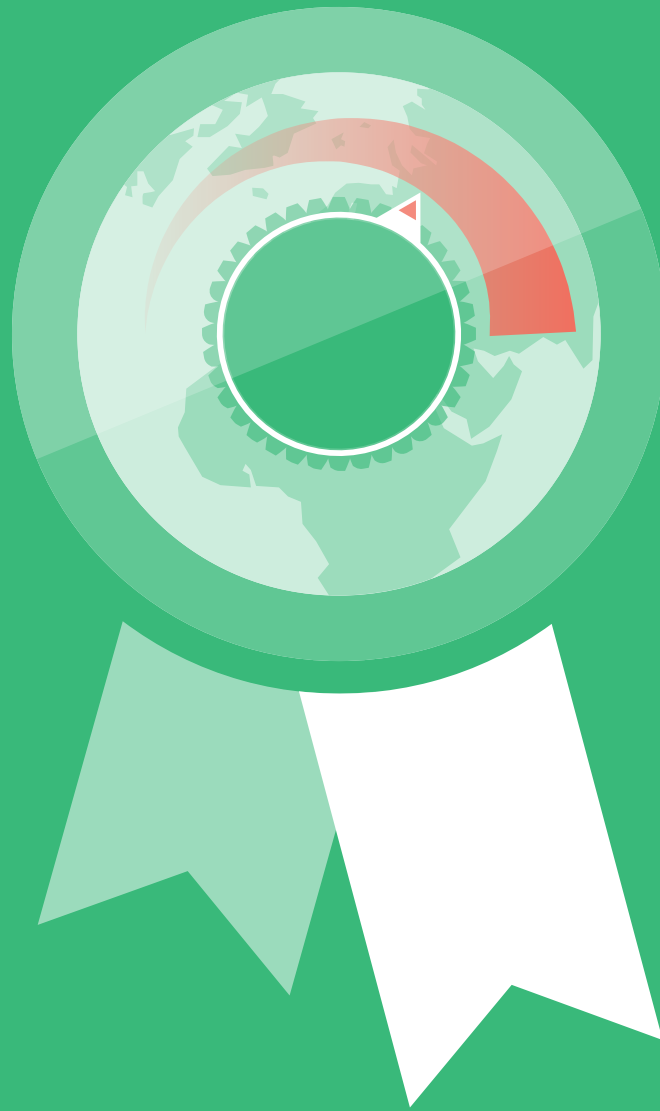


ideas to impact.



ADAPTATION AT SCALE

FINAL EVALUATION REPORT

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Submitted by Itad
In association with IMC Worldwide

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DISCLAIMER

The views expressed in this report are those of the evaluators. They do not represent those of IMC or of any of the individuals and organisations referred to in the report.

Contents

Executive summary: The Adaptation at Scale Prize	1
Section 1: Introduction	9
Section 2: Background to the Prize	11
Section 3: Introduction to the evaluation	14
Section 4: Findings	18
To what extent did the Prize achieve what it set out to achieve?	18
Section 5: How effective has the Prize been at catalysing innovation on the focus problem?	27
Section 6: To what extent has the effect of the Prize been sustained beyond the point of award?	34
Section 7: Does the Prize offer Value for Money when compared with alternative funding modalities?	37
Section 8: Were there any unintended consequences of the Prize and did they outweigh the benefits?	43
Section 9: Is solver support necessary for prizes to be successful?	47
Conclusions	53
Lessons and recommendations	56
References	59
Adaptation at Scale evaluation annexes	60
Annex 1: Verification methodology	60
Annex 2: Judging criteria	61
Annex 3: Key findings – Stage 1 interim evaluation	62
Annex 4: Evaluation approach	64
Annex 5: Theory of change	66
Annex 6: Summary of the final projects	79
Annex 7: Internal communications activities for the Prize	85
Annex 8: External media activities for the Prize	87
Annex 9: Value for Money analysis	88
Endnotes	99

List of acronyms

ANSAB	Asia Network for Sustainable Agriculture and Bioresources
A@S	Adaptation at Scale
BRACED	Building Resilience and Adaptation to Climate Extremes and Disasters
CBO	Community-based organisation
CDAFN	Community Development and Advocacy Forum Nepal
CDKN	Climate Development Knowledge Network
CL	Causal link
COP	Conference of the Parties
CRT/N	Centre for Rural Technology Nepal
CSA	Scaling-up Climate-smart Agriculture in Nepal
CGED	Centre for Green Economy Development
DFID	UK Department for International Development
DWO	Dalit Welfare Organisation
FGD	Focus group discussion
GESI	Gender, Equity and Social Inclusion
GoN	Government of Nepal
I2I	Ideas to Impact
ICCC	International Conference on Climate Change
IDS	Institute of Development Studies
IDS-Nepal	Integrated Development Society Nepal
INGO	International NGO
J (coding)	Live judge
KII	Key informant interview
LAPA	Local Adaptation Plan of Action
MOPE	Ministry of Population and Environment
MPDS	Multipurpose Development Society
NGO	Non-governmental organisation
PA (coding)	Participant awarded
PAC	Project Advisory Committee
PACE-Nepal	Partnership Aid Centre Nepal
PEQ	Programme evaluation question
PES	Payment for Ecosystem Services
PD (coding)	Participant discontinued
PF (coding)	Participant finalist
PS (coding)	Participant submitted

PT (coding)	Prize Team
SEQ	Sub-evaluation question
SIAS	Science Industry Assessment Service
ToC	Theory of change
UIN	Unique Identification Number
UK	United Kingdom
UNFCCC	United Nations Framework Convention on Climate Change
VFM	Value for Money

Glossary of terms

Beneficiaries: People benefiting from the climate change adaptation initiative.

Climate change adaptation: Responses to actual or expected risks to livelihoods from climate change and variability, including planning and acting for a more variable and uncertain climate.

Contribution analysis: A theory-based evaluation approach that provides a systematic way to arrive at credible causal claims about a programme's contribution to change. Involves developing and assessing the evidence for a theory of change in order to explore the programme's contribution to observed outcomes.

Ideation prize: A type of inducement prize. Rewards innovative ideas or concepts in response to a predefined challenge.

Inducement prize: A type of innovation prize. Defines award criteria in advance to spur innovation towards a predefined goal.

Innovation prize: Can include recognition and inducement prizes. Offers a reward to whoever most effectively solves or meets a defined challenge.

Innovation: Application of new or improved products, processes, technologies or services that are either new to the world (novel), new to a region or business (imitative) or new to the field of endeavour – that is, repurposed (adaptive).

Participant: In the context of this evaluation, people or organisations participating in one of the prizes.

Recognition prize: A type of innovation prize. Awarded for specific or general achievements made in advance of the prize.

Scaling: Can include 'scaling-out' – expansion of activities within the current geographical location or to new geographical location(s); or 'scaling-up' – integration of activities into policies, plans or programmes of national, provincial and/or local government actors, and/or other actors such as non-governmental organisations.

Submission: The written proposal and supporting material submitted by a solver to the person seeking the solution in response to the prize problem statement.

Theory of change: In the context of innovation prizes, a detailed description of how and why the prize is expected to lead to the desired change in a given context.

Unintended consequences: In the context of this evaluation, things that happen as a result of the prize there were not planned. These can be positive or negative.

Value for Money: Optimal returns on investments achieving set objectives. Value for Money is high when there is an optimal balance between costs (resources in), productivity (processes leading to the delivery of outputs) and the equitable achievement of outcomes.

Executive summary: The Adaptation at Scale Prize

Scaling up and out climate change adaptation initiatives in Nepal

The Adaptation at Scale (A@S) Prize sought to promote innovative approaches to scaling up and out climate change adaptation initiatives by implementing organisations operating in Nepal (see Box 1).

Box 1: How A@S understands climate change adaptation and scalingⁱ

Climate change adaptation: Responses to actual or expected risks to livelihoods from climate change and variability, including planning and acting for a more variable and uncertain climate.

Scaling-out: Expansion of activities within the current geographical location or to new geographical location(s).

Scaling-up: Integration of activities into policies, plans or programmes of national, provincial and/or local government actors, and/or other actors such as non-governmental organisations (NGOs).

The Prize is one of a number of innovation prizes under Ideas to Impact (I2I), a UK Department for International Development (DFID)-funded programme established to test the value of using innovation prizes for international development, often to encourage people to act differently over months or years. An innovation prize offers a reward to whoever can first and/or most effectively solve or meet a defined challenge.

Two key types of innovation prize are recognition and inducement prizes. Unlike recognition prizes, which reward past achievement, inducement prizes, such as those run by I2I, define award criteria in advance to spur innovation towards a predefined goal. I2I defines its innovation inducement prizes as 'a financial incentive that induces change through competition'.

A@S was delivered by IMC Worldwide, with the Integrated Development Society Nepal (IDS-Nepal)/Centre for Green Economy Development (CGED) Nepal/Southasia Institute of Advanced Studies (SIAS) consortium as the local implementing agent; and was designed by the programme team consisting of IMC (Prize management), Blue Globe (Prize design) and the Institute of Development Studies (IDS) (adaptation technical lead). As the programme's evaluator, Itad is supporting I2I to understand if the innovation prizes delivered under the programme worked as intended, and when and where they could be useful as a funding mechanism for international development, compared with other forms of funding, such as grants.

If you just want to find out what happened when I2I tried using prizes in Nepal to incentivise scaling-up and scaling-out of climate adaptation initiatives, then this summary is for you. If you want to know more about the Prize and to access specific details of the evaluation, the introduction in Section 1 will direct you to where you need to look.

The challenge: To scale climate adaptation, to reach more people, in better ways

People innovate, experiment and adjust all the time, to cope with and adapt to climate risks: this is what adaptation is about. However, this often comes at a cost. For example, people run down their assets to cope with the impacts of floods and droughts. Adaptation projects aim to provide support to vulnerable people to ensure they are better able to deal with future risks.

Many individual adaptation projects have supported communities to adapt to climate impacts. However, lessons have not been shared or taken up to the extent that they could or should be.

I2I designed A@S to incentivise organisations in Nepal to increase the scale of their climate adaptation activities for the benefit of local communities. The Prize was launched with three key aims:

1. To reward and promote adaptation innovations that link communities with wider networks to bring local adaptation to scale;
2. To contribute to building or strengthening innovation capabilities among participants;
3. To ensure that local communities benefit from adaptation innovations delivered by participants.

While this challenge would be relevant in many countries, Nepal was selected as the focus country for A@S because:

- The country is facing considerable climate risks and increasing adaptation needs and challenges.
- There are numerous ongoing adaptation activities in Nepal, at national as well as sub-national level.
- The Government of Nepal (GoN) is committed to supporting adaptation.

The Prize: A two-stage innovation inducement prize

A@S was a two-stage prize run over three years, from 2016 to 2019 (see Box 2). This evaluation focuses on Stage 2 of the Prize.

Box 2: The prize types used in A@S

A@S ran as a two-stage prize over three years, between 2016 and 2019.

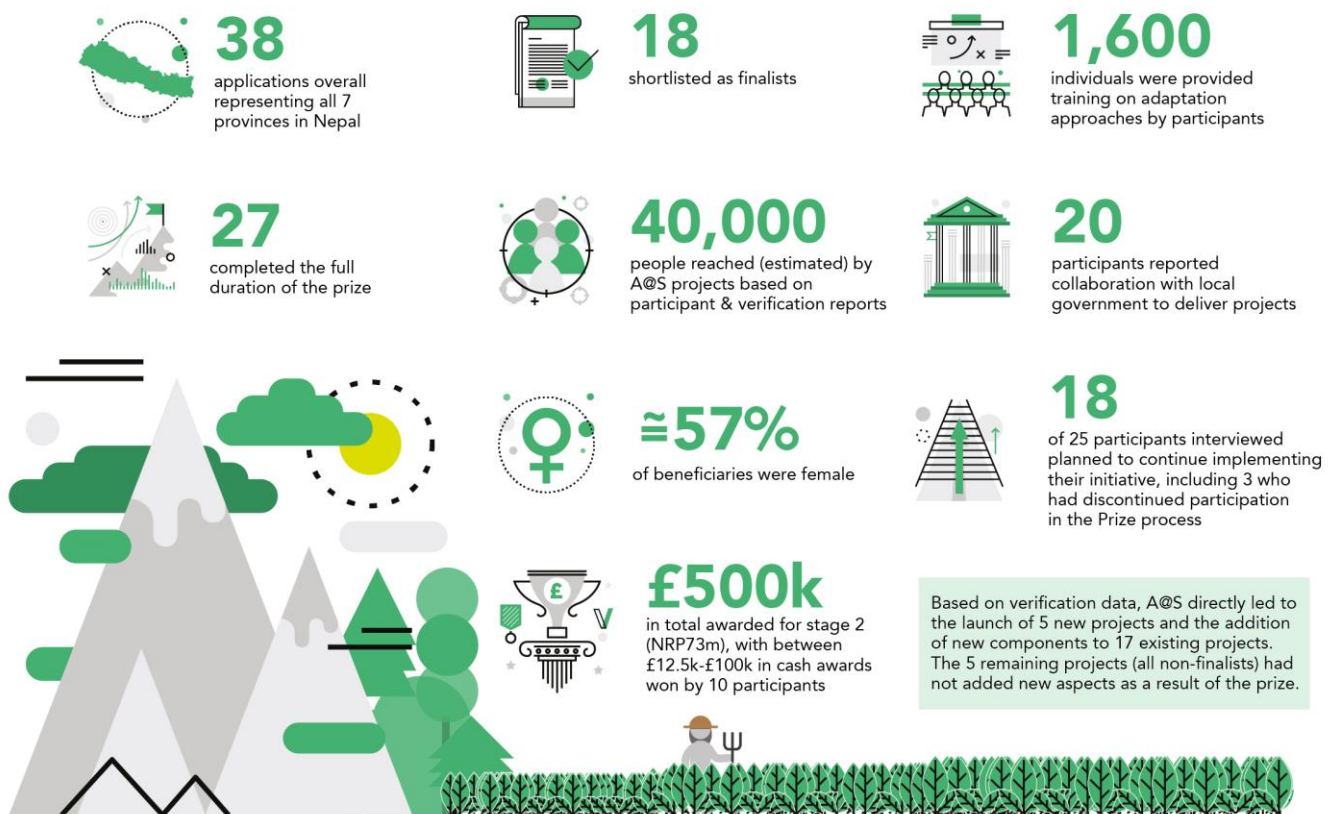
- **Stage 1 (Protsahan Puraskar)** was a 'hybrid' recognition and ideation inducement prize. It aimed to recognise best existing climate change adaptation practice in Nepal and encourage participants to develop ideas on scaling their existing practice up or out beyond their current capabilities and geographic scope. Participants were required to think through the practicalities of scaling up and out their approach, and present this through a project plan.
- **Stage 2 (Karyanwayan Puraskar)** was the main innovation prize aimed at inducing implementation of the scaling plans produced in Stage 1. This stage was not confined to Stage 1 participants but was also opened up to new entrants. The Prize was to be awarded to participants who could successfully demonstrate that they had met the challenge of scaling their adaptation initiative and achieved meaningful impact at scale at a community or government level. It intended to award eight prizes to a total of £500,000 to those who scored highest against a set of judging criteria based on adaptation (25%), scaling (25%), innovation (25%) and sustainability (25%).

What did the Prize achieve?

Overall, the Prize was successful, with 10 prizes awarded celebrating success among participants

The Prize engaged a set of 38 organisations, including international, national and local NGOs, community-based organisations (CBOs) and a couple of private sector organisations from around Nepal. Of these, 27 made final submissions, 18 were shortlisted as finalists and 10 were awarded cash prizes (see Figure 1).

Figure 1: What happened, who benefited?



Participants delivered diverse activities, though clearly determining Prize influence is challenging

The 27 final submissions represented a diversity of adaptation activities, from capacity building and awareness raising to hard technology construction, and from insurance schemes to income generation activities, all designed to enable communities to adapt to observed or foreseen climate impacts. While many of these activities were being implemented ahead of the Prize, participants explained that the Prize had stimulated them to do new things, including integrating new activities into existing projects, expanding to new areas to reach more beneficiaries and, in some cases, implementing entirely new projects.

However, it was a challenge to identify what had been done specifically as a result of the Prize, as compared with what would have been done anyway, as the majority of participating organisations were already involved in climate adaptation activities ahead of the Prize being launched.

Participants worked through partnerships to bring local adaptation to scale

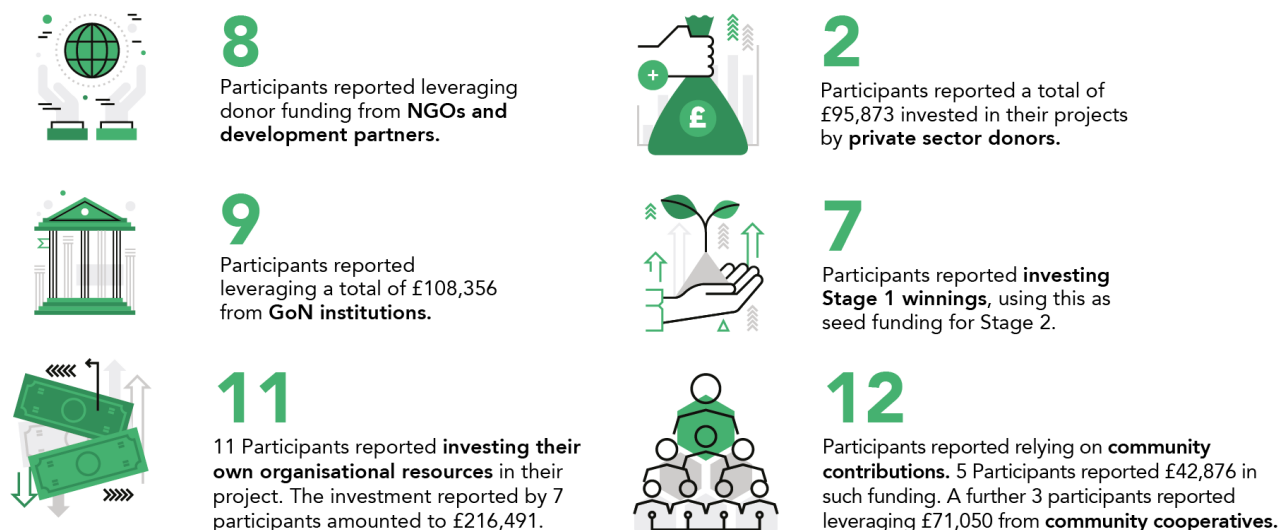
Our evaluation identified increased collaboration to deliver climate adaptation activities, particularly with local government:

- **Twenty participants reported collaborating with local government to deliver their projects.** They engaged local government agencies in funding, implementing and learning from their projects.
- **Participants worked closely with communities to deliver their projects.** Five participants also reported linking the communities with other communities, local organisations and local government.
- **Participants worked with local partners.** Participants collaborated with existing community institutions, CBOs and NGOs, and some established new community groups.

Participants leveraged funding from a range of sources to deliver their projects

Of 27 participants, 23 reported a cumulative total spend of £1,331,781 in their final report.ⁱⁱ This figure represents almost three times the total in cash prizes awarded for Stage 2. However, the financial data reported lacks clarity, and in some cases it is unclear what was specifically leveraged for and spent on A@S activities versus other projects.

Figure 2: Funding sourced by participants



Participants and communities invested significantly to deliver benefits for local communities

Participant projects offered communities a range of benefits: income generation, resource access, livelihood improvement, better health, technology access, knowledge, improved land management and vegetable production. However, the model of the Prize required personal or organisational investment from resource-constrained organisations and from the communities with which they were working.

Based on the evidence available, it appears that, by stimulating increased climate change adaptation activity, the Prize benefits outweighed the potentially negative impact of the investment made by participants and communities. However, a deeper understanding of outcomes and impacts at ground level is required to understand the individual and specific community-level benefits in the context of the unintended consequences.

Prize support to participants contributed to their capability to participate in the Prize

The Prize aimed to strengthen the adaptive capacity of participants by focusing on the capabilities needed to problem solve, create and apply adaptation innovations effectively. The Prize Team promoted the concepts of adaptation and scaling among participants through orientation and training workshops, 'Learning and Encouragement' visits and ongoing communications. This was beneficial in engaging, encouraging and motivating participation; and building participants' understanding of the Prize problem.

Ongoing motivation of participants was necessary to ensure some remained involved until the end of the Prize – the long implementation period being a challenge for some participants. This raises ethical concerns for participants who did not win but who continued to invest in their projects as a result of the ongoing encouragement provided.

However, the Prize posed barriers for participants, which were not addressed by solver support

There were barriers related to the Prize design and process, including funding, staffing and time constraints, intensive reporting needs and disparate capacity among participants. Some of these could be addressed in future prizes, for example by reducing the reporting requirements and the necessary time commitment for participants. The lack of funding provision until after the Prize closes, however, is inherent to the design.

The Prize Team made efforts to level the playing field, including through additional training for participants not involved in Stage 1 and categorising participants into two different groups for judging. Nevertheless, issues remained with regard to the differing organisational capacities among participants, some being able to, for example, hire in additional support to fulfil Prize requirements. Interviewees also raised questions around the approach and communications with regard to categorising participants for the final judging.

Did the Prize trigger the intended prize effects?

At the start of the programme, I2I identified a set of effects that can be triggered by prizes (see Figure 3). A@S was expected to promote best practice adaptation innovations to key stakeholders in Nepal, raise awareness of the concepts of climate change adaptation and scaling, stimulate network building, encourage community action and influence policy at a local level.

We found that A@S was successful in each of these areas. It also achieved some effects that this Prize did not specifically target, including open innovation and maximising participation towards the sponsor's aims.

- Adaptation activities were **promoted** through Prize- and project-level activities among local and national stakeholders.
- **Awareness** of climate change adaptation approaches was raised at project level among local government, project partners and communities, including through the training of 1,600 beneficiaries.
- Participants reported 48 **partnerships** and collaborations. These included both formal partnerships (e.g. with private sector businesses) and less formal collaborations (e.g. with local government and communities).
- **Communities actively** participated in project activities, primarily in implementation, as well as in coordination, decision-making, funding and lobbying for support.
- Participants engaged government to **influence plans and policy** at local level. Prize-level activities built political capital by engaging national government representatives, including significant representation of the Ministry of Population and Environment (MOPE) at the Stage 2 awards ceremony.

Figure 3: Summary of I2I prize effects



Source: Adapted from Ward, J. and Dixon, C. 2015. Innovation prizes: a guide for use in a developing country context. Ideas to Impact.

Was A@S better than using a grant?

Demonstrating where prizes can help solve development problems is only half of the story for I2I. When a funder is choosing from the funding modalities available to them, they will need to know if and how prizes offer value over a grant or payment-by-results contract, for example. We explored this by investigating the Value for Money (VFM) of the Prize.

We first conducted an 'internal' assessment, measuring the VFM of A@S against the original expectations for the Prize. We then carried out an 'external' assessment, comparing it with a grant-funded project that aimed to identify scaling pathways for climate-smart agriculture initiatives: the Climate Development Knowledge Network (CDKN)-funded Scaling-up Climate Smart Agriculture in Nepal (CSA) project. We found the following:

A@S moderately exceeded the Prize Team's expectations overall

A@S met economy expectations. Although the Prize was closed and awarded a month later than originally intended, it was implemented and awarded to budget. Based on the numbers of applications accepted for Stage 2, prizes awarded and partnerships established, *A@S significantly exceeded efficiency expectations.* The Prize Team anticipated reaching 15,000 beneficiaries, whereas we estimate that A@S reached close to 40,000. Based on this and the results of activities aimed at promoting best practice, we find that *A@S moderately exceeded effectiveness expectations.* Finally, we found evidence that the Prize *moderately exceeded equity expectations*, at participant and beneficiary level – reaching a higher proportion of female than male beneficiaries, and supporting marginalised groups – although it did better on gender equity among beneficiaries reached than in attracting women-led organisations to participate.

A@S and CSA achieved fairly similar levels of VFM

Though A@S had higher input costs than CSA, it went further in terms of implementation and beneficiary reach. We found that A@S involved more potential innovation than CSA: CSA focused on existing practices, trialling them with a small group of new users, whereas A@S provided the space for new project activities, technologies and partnerships (*imitative innovation*). However, delivery of desired results was higher for CSA, which had simpler aims, all of which were achieved. A@S was very ambitious and questions were raised by key stakeholders on the additionality offered by the Prize and the extent to which scaling happened as a result of it. This points to greater control over achieving desired outcomes with a grant-based approach, but less room for innovation, autonomy and flexibility for implementing entities, as when using a Prize process, each of which provides the potential for added value.

What next for A@S?

There are signs of sustainability among participants, which could support further scaling

Participants plan to continue implementing their initiatives beyond the Prize award. They reported plans to ensure institutional and financial sustainability, and to focus on how their initiative displays the potential for social and environmental sustainability. Most promising are the instances where participants have secured local government support, aligned with government plans and collaborated with and leveraged funding from government.

Prize Team members felt that both winning Prize money and the opportunities that the Prize provided for participants to share what they were doing with sector-level stakeholders would provide the motivation for participants to sustain their initiatives. They explained:

The 27 remaining partners form a potentially powerful network of Nepalese innovators and practitioners who will help to build a climate adaptive and resilient society based on a vision of resilience.

Eight of the 10 Prize winners explained that they intended to use their Prize winnings to further finance their initiative, despite there being no conditions from the Prize to do this. With continued implementation of their initiatives, further scaling as a result of the Prize could yet occur.

What can be learned from the A@S Prize?

At the end of the evaluation report, we propose a set of lessons and related recommendations, based on our findings, for consideration by DFID and other potential funders and managers interested in running prizes for development in similar contexts. Here, we share three key lessons and encourage readers to reflect on how they could be brought into the design of their own prizes in the future.

1. Participating in prizes is more of a challenge for small, resource-constrained participants with limited organisational capacity.

These types of organisations will need support to ensure they can engage effectively and gain non-financial benefits from the process that counterbalance the risks the Prize poses for them. The support may need to be flexible to account for the differing needs of different organisation types.

2. Engaging different organisation types in a prize requires careful consideration of how to ensure a fair process.

A@S made efforts to respond to this by providing additional training for participants not involved in Stage 1 and by judging participants according to different categories, though it was felt there were still some limitations to the approach used to categorise participants, and that communication to participants regarding this was not very clear. In engaging organisations with different capacities, consideration of how to level the playing field is critical and needs to be integral to the prize process.

3. Sustainability and scale need to be thought through from the start of a project, whereas in a prize there is a focus on the end goal of the award.

Many of the sustainability activities reported by A@S participants were intentions, rather than processes that had been put in place before the end of the Prize period. Consideration should be made from the start on how to ensure sustainability and scale beyond the duration of the Prize, particularly when addressing issues such as climate change adaptation, which require long-term and adaptable processes.

Section 1: Introduction

1.1 The Adaptation at Scale Prize

The Adaptation at Scale (A@S) Prize was launched in Nepal in 2016 as a multi-stage innovation inducement prize to promote innovative approaches to scaling up and out climate change adaptation initiatives by implementing organisations operating in Nepal (see Box 3).

Box 3: How A@S understands climate change adaptation and scalingⁱⁱⁱ

Climate change adaptation: Responses to actual or expected risks to livelihoods from climate change and variability, including planning and acting for a more variable and uncertain climate.

Scaling-out: Expansion within the current geographical location or to new geographical location(s).

Scaling-up: Integration into policies, plans or programmes of national, provincial and local government and/or other actors such as non-governmental organisations (NGOs).

A@S was delivered by IMC Worldwide, with the Institute of Development Studies Nepal (IDS-Nepal)/ Centre for Green Economy Development (CGED)/ Southasia Institute of Advanced Studies (SIAS) consortium as the local implementing agent; and was designed by the programme team consisting of IMC (Prize management), Blue Globe (Prize design) and the Institute of Development Studies (IDS) (adaptation technical lead). **It is one of a set of prizes implemented under the UK Department for International Development (DFID)'s Ideas to Impact (I2I) programme, which seeks to induce innovative solutions to development challenges in Climate Change Adaptation, Energy Access, and Water, Sanitation and Hygiene; and, in doing so, to test, research and learn about the use of innovation prizes for development.**^{iv}

As the Evaluation and Learning Partner for I2I, Itad is supporting this learning by delivering a set of evaluations across the prizes. The evaluations are designed to explore the process, outputs and outcomes of each prize, to determine whether innovation prizes are suitable for addressing complex development problems. This report is the result of one such evaluation. In addition, and as part of the Learning component of the programme, we will bring the evaluation findings together through a series of learning papers that draw across the evaluations to provide insight into the value and use of innovation prizes for development.

1.2 Prize types and effects

I2I aimed to deliver innovation inducement prizes, but sometimes integrated innovation recognition prizes, within its prize models. These two types of prizes – recognition and inducement – are defined in Table 1. The A@S Prize was a two-stage prize that aimed both to recognise achievements to date and induce ideas, in the first stage; and to induce implementation of those ideas, in the second stage.

Table 1: Types of innovation prizes and prize effects (source Everett et al. 2011)

Prize type	Description
Recognition	Awarded for specific or general achievements made in advance of the award
Inducement	Define award criteria in advance to spur innovation towards a predefined goal

I2I has identified a set of nine prize effects that prizes have the potential to achieve: raising awareness, promoting best practice, facilitating and strengthening partnerships and networks, maximising participation towards the sponsor's aims, community action, point solution, open innovation, market stimulation and altering the policy environment (see Figure , further discussed in Section 5).

We use these effects to further distinguish between I2I prizes by identifying the specific effects they are expected to stimulate to achieve their objectives. For the A@S, these prize effects are:

- Promoting best practice;
- Raising awareness;
- Facilitating and strengthening partnerships and networks;
- Influencing policy; and
- Community action.

Figure 4: I2I prize effects



1.3 The focus of this evaluation

This A@S evaluation is one of the smaller of the evaluations, in terms of resources and time invested, relative to other I2I prize evaluations.¹ Focusing on the Stage 2 implementation prize, it explores the outcomes observed under the Prize to respond to a set of programme-level evaluation questions set by DFID (detailed in Section 3.2). The evaluation explores the Prize theory of change (ToC) to provide the story of the Prize; the observed prize effects; the potential for sustainability; the Prize's Value for Money (VFM); unintended consequences; and solver support. In considering prize effects, we focus particularly on promoting best practice, as identified by DFID and the Prize Team as the key intended prize effect of this Prize. However, where observed, we also note evidence against the other eight prize effects identified under I2I.

This evaluation report documents the details of the Prize (Section 2), the evaluation approach (Section 3), findings (Sections 4–9), conclusions (Section 10) and lessons and recommendations (Section 11).

¹ With approximately 90 days allocated to the design, planning and delivery of the A@S evaluation, as compared with 125 days for the Climate Information Prize, 100 days for the Sanitation Challenge for Ghana, 85 days for Dream Pipe and 20 days each for the Global Light and Energy Access Partnership Prize and the Off-grid Cold Chain Challenge.

Section 2: Background to the Prize

When the A@S Prize was first envisioned, Nepal was selected as a focus country, for several reasons. First, the country is experiencing considerable climate change adaptation needs and challenges; second, at the time of research, a large number of ongoing adaptation activities were being carried out; third, and relatedly, the Government of Nepal (GoN) is committed to supporting adaptation, being heavily involved in the processes of the United Nations Framework Convention on Climate Change (UNFCCC), and translating this support at local level through spearheading the establishment of local adaptation plans for action (LAPAs) (I2I, 2016).

2.1 Prize problem

Over recent years, there has been an increasing focus on how to scale up existing adaptation knowledge, technology, practices, experiences and lessons, expanding their current base 'outwards' (geographically or thematically) or 'upwards' (integration in wider policy, governance, plans and programmes at local, regional or national levels) (I2I, 2016). However, efforts to scale up adaptation face a major challenge because adaptation knowledge, skills and technologies are highly context-specific. A simplified version of the A@S problem statement is provided in Box 4.

Box 4: The A@S problem statement, simplified (source I2I, 2016)

People innovate, experiment and adjust to cope with and adapt to climate risks all the time: this is what adaptation is about. However, this often comes at a cost. For example, people run down their assets to cope with floods and droughts; they need support to ensure they are better able to deal with future risks. There have been many individual projects that have successfully supported communities in this way. However, lessons have not been shared or taken up to the extent that they could or should be. This is mainly because of the localised nature of adaptation, but also because there are insufficient resources to share experiences. The A@S Prize aims to support such sharing, by scaling up and scaling out, to reach more people, in more areas, in better ways and to focus on processes of engagement rather than delivering specific technologies.

2.2 Prize aims

The Prize aims shifted throughout the course of the Prize. Ahead of the evaluation, the Prize Team clarified that the final aims of the Prize were to:

- Reward and promote adaptation innovations that link communities with wider networks to bring local adaptation to scale;
- Contribute to building or strengthening innovation capabilities among participants;
- Ensure that local communities benefit from adaptation innovations delivered by participants.

These represent some adjustments from the original aims of the Prize – namely, a shift away from some key aims, including to engage the private sector, to reward and promote innovation systems rather than adaptation innovations and to ensure local communities can secure the rights to intellectual property. While these aims were achieved in some cases, they were not the Prize's priorities in its second stage.

The Prize Team reviewed and revised the aims to ensure they were more targeted, relevant and focused on process rather than hard technologies.

2.3 Prize mechanism

The A@S Prize was run as a multi-stage prize over a three-year period, from 2016 to 2019. There were two main awarding points:

- **Stage 1 (Protsahan Puraskar):** The first stage was a ‘hybrid’ recognition prize and an ideation prize, which aimed to recognise best existing practice in climate change adaptation in Nepal and to encourage applicants to develop ideas on scaling their existing practice up or out beyond their current capabilities and geographic scope. Applicants were required to think through the practicalities of scaling up and out, and to produce a project plan in line with this.
- **Stage 2 (Karyanwayan Puraskar):** Stage 2 was the main prize, which aimed to induce implementation of the scaling plans produced in Stage 1. This stage was not confined to Stage 1 participants but also opened up to new entrants. The Prize was to be awarded to participants who could successfully demonstrate that they had met the challenge of scaling their adaptation initiatives and achieved meaningful impact at scale at a community or government level.

An additional recognition prize (Pahichan Puraskar) was originally envisioned for A@S, but this was cancelled in favour of awarding a set of honorary prizes at the end of Stage 2.

2.4 Prize timeline

The timeline for the A@S prize is provided in Figure 5. This is for Stage 1 and Stage 2, moving from the launch of the Protsahan Prize to the award of the Karyanwayan Prize.

Figure 5: A@S Prize timeline



2.5 Prize projects

Of 38 participating organisations, including international, national and local NGOs, community-based organisations (CBOS) and private sector organisations, 27 completed the Prize process. These 27 participants delivered a diverse range of activities under the Prize, from soft skills development to hard technology construction, and from insurance to income generation activities. We broadly identify three categories to the activities delivered.

1. Soft support, such as knowledge-building, awareness-raising, capacity-building, training and social mobilisation, largely with community and other local actors, to support climate change adaptation activities and awareness;
2. More practical implementation activities, including water resource activities such as irrigation, watershed conservation and installation of pump systems, as well as agricultural, conservation, nutrition, livelihood and ecosystem-based adaptation activities;
3. Financially focused activities, supporting communities in income generation, delivering Payment for Ecosystem Services (PES) approaches and offering insurance and microfinance activities.

The projects are detailed in Annex 6.

2.6 Prize management

The Prize was managed and implemented by a Prize Team. This included a team of experts working in collaboration to link the wider international Prize programme to the A@S Prize at national level. In Stage 1, an international team, including a Prize expert, thematic advisers and project management and support

members, worked with national experts based in Nepal. For Stage 2, the same international team worked with a Nepali-based organisation (IDS-Nepal), which took on a large part of the responsibilities for country-level activities for Stage 2. We refer to both counterparts together as the Prize Team throughout the report.

2.7 Reporting, judging and verification process

Stage 1 received 59 completed applications. These were subject to an online judging process, with each application reviewed by a set of five judges. At the end of Stage 1, 15 prizes were awarded, with each winner receiving £10,000 each. Of the 59 applicants for Stage 1, all of those that received an overall score of 40% or more were invited to participate in Stage 2. Additional organisations that had not participated in Stage 1 were also invited to participate in Stage 2.

Through the course of Stage 2, participants were required to submit an initial application, two six-monthly reports and a final report. After submission, final reports were verified by an independent verification agent, who visited each project site and team to verify the content of the report (see Annex 1 for the verification methodology).

The submissions were then judged against a set of criteria based on four headline criteria: focus on adaptation (25%); degree of scaling (25%); degree of innovation (25%); and sustainability (25%) (see Annex 2). The first stage of judging was completed remotely, by a panel of 26 national and international judges. Based on this, participants were shortlisted for the live judging. To be shortlisted, a submission needed to be identified by the judges as 'prize-worthy' and to have an average score of 60%. The results were communicated to all participants via email a week ahead of the live judging.

The shortlisted participants were then judged face to face by a set of four 'live judges'.² Following two days of presentations and discussions, the Prize winners were identified. A total of 10 prizes were awarded to a total value of £500,000, ranging from £12,500 to 100,000 per awardee. These prizes had not been pre-set but were decided by the judges as part of the live judging process.

² Judges were Magdalena Banasiak from DFID; Shuvechha Khadka from the Asian Development Bank; Madan Koirala from Tribhuvan University in Kathmandu; and Maheshwar Dhakal from the Nepali Ministry of Population and Environment (MOPE).

Section 3: Introduction to the evaluation

This evaluation focuses on the A@S Stage 2 implementation prize: the Karyanwayan Puraskar Prize. Its purpose is to provide evidence of the overall success of the Prize against its ToC, and to help answer a set of programme evaluation questions (PEQs), agreed with DFID (see Section 3.2). The evaluation of the Stage 1 Protsahan Puraskar Prize was delivered as an interim evaluation for an internal audience, following its award in April 2016 (see Annex 3 for the headline findings). In this section we provide the background and headline methodology for the evaluation. Further details on the approach are provided in Annex 4.

3.1 Focus of the evaluation

The focus of this Stage 2 evaluation was determined according to the Stage 1 findings, the programme’s mid-term review and discussions with DFID and the programme team. Together, we identified the following priorities for the evaluation:

1. Prize effects, with a focus on promoting best practice;
2. Sustainability of the Prize, in terms of the mechanisms established for sustained adaptation;
3. Additional benefits of using a prize modality as opposed to other funding modalities to achieve development aims;
4. Unintended consequences of the Prize; and
5. The likely need for or value of solver support to ensure the Prize reaches its aims.

This evaluation explores these elements of the Prize in the context of the A@S ‘story’, as recorded through participant reports and ongoing communications with the Prize Team.

3.2 Evaluation questions

We developed an ‘overarching question’ to explore the overall success of the Prize, and a set of five programme evaluation questions (PEQs) in response to the priorities outlined in Section 3.1. We responded to these PEQs through a set of sub-evaluation questions (SEQs), in order both to deliver a Prize-level evaluation and to contribute to the programme-level learning that draws from across the prizes. The PEQs and SEQs are provided in Table 2.

Table 2: Evaluation questions

Programme evaluation questions	Sub-evaluation questions
Overarching question: Did the Prize achieve what it set out to achieve?	Overarching question: To what extent did the Prize drive the scaling of local adaptation to benefit local communities?
PEQ 1: How effective has the Prize been at catalysing innovation on the focus problem?	SEQ 1.1: How effective has A@S been at promoting best practice adaptation innovations to key stakeholders in Nepal?
PEQ 2: To what extent has the effect of the Prize been sustained beyond the point of award?	SEQ 2.1: How are Prize participants establishing mechanisms to sustain their adaptation innovations beyond the Prize award?
PEQ 3: Does the Prize offer VFM when compared with alternative funding modalities?	SEQ 3.1: How has the support provided by the Prize enabled scaling of adaptation solutions in comparison with support provided by alternative funding sources?

Programme evaluation questions	Sub-evaluation questions
PEQ 4: Were there any unintended consequences of the Prize and did they outweigh the benefits?	SEQ 4.1: Has the A@S Prize resulted in unintended consequences? Did the negative consequences outweigh the benefits of the Prize?
PEQ 5: Is solver support necessary for prizes to be successful?	SEQ 5.1: How have solver support activities delivered by the Prize contributed to improved solver ability to (i) participate in Stage 2; (ii) implement scaling of adaptation solutions?

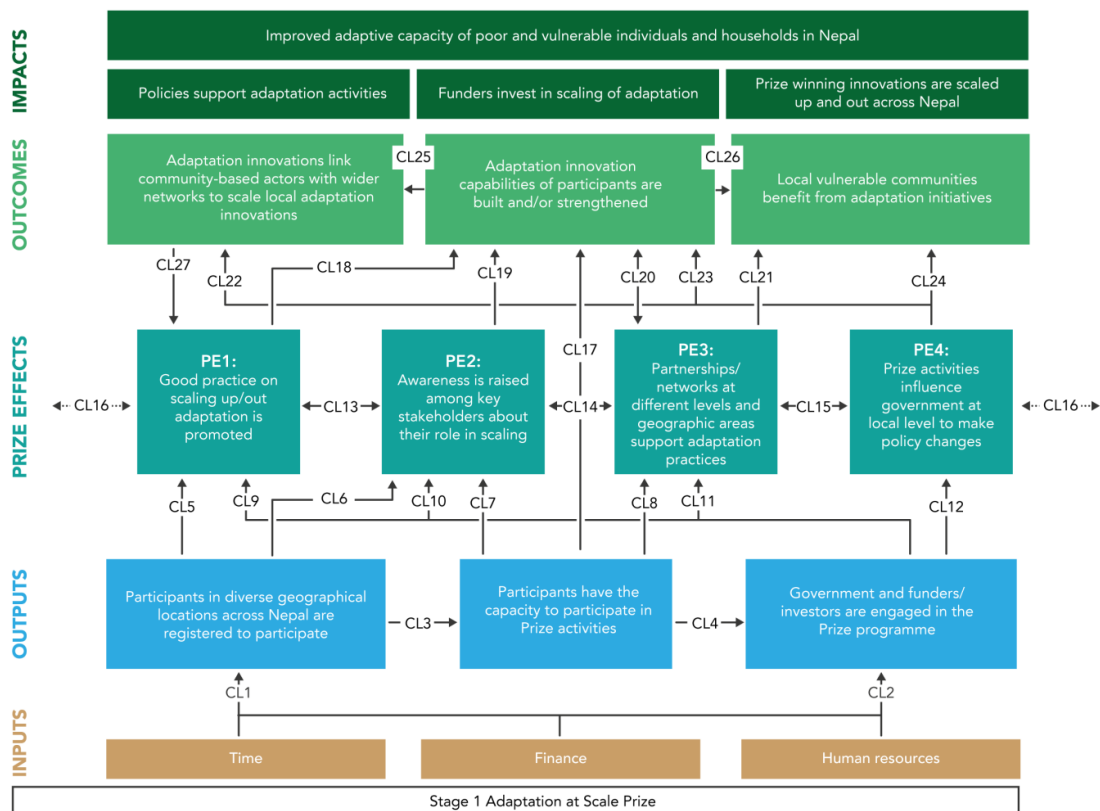
For A@S, PEQs 1, 3 and 5 are the priority questions. PEQs 2 and 4 are explored through a light-touch approach. Annex 4 lists the questions and the approach used to respond to each of them.

3.3 Theory of change

The evaluation team worked with the Prize Team to develop a ToC for the Karyanwayan Puraskar Prize. We reviewed and updated this periodically throughout the Prize process, including after Stage 1, ahead of the evaluation, and subsequently to the evaluation. As accurately as possible, this ToC reflects the design of the Prize and the outcomes anticipated. The overall evaluation question seeks to respond to the outputs, outcomes and prize effects identified in the ToC. The summary ToC is presented in Figure 6, and the full version is shared in Annex 5.

The ToC reads from bottom to top. It starts after the Stage 1 award, moving from inputs through to outputs, prize effects, outcomes and impacts. Prize effects are triggered by activities at output and outcome level.

Figure 6: The A@S Stage 2 theory of change³



³ CL = Causal link. These are expanded in the full Prize ToC in Annex 5.

3.4 Data collection and analysis

We collected and analysed a set of secondary and primary data sources to inform this evaluation.

Secondary data

We reviewed and coded the following key secondary data sources:

- **Programme reports** including I2I annual reports, IDS-N quarterly reports, workshop reports, the Learning and Encouragement visit report and Project Advisory Committee (PAC) meeting minutes;
- **Participants' reports** – the final reports submitted by 27 participants;
- **Judging and verification data** – online judging outcome and verification reports for each participant, and the verification agent summary report. In using the verification data, we used reported data verified to be strong or moderate in forming our findings (see Annex 1 for an explanation of verification categories).

Primary data

We collected primary data primarily via key informant interviews (KIIs) and a small set of focus group discussions (FGDs). Table 3 shows the final sample sizes for stakeholders interviewed. We present these against original targets.

Table 3: Sample frame and size for primary data collection

Sample group	Method	Total engaged in Prize (n)	Target sample (n)	Actual sample (n)	Comments
A@S Prize Team	KII	5	3	7	We engaged more members of the Nepali Prize Team, who had all played targeted roles in the Prize delivery
Prize participants	KII	38	20	25	We targeted 50% of each group of participants, i.e. discontinued, submitted, finalists; and all 10 awardees – meaning a higher overall sample
Beneficiaries	FGD	38 beneficiary communities	4 groups	5	Completed 2 FGDs for 1 participant project
Live judges	KII	4	4	4	As per sample population
Verification agent	KII	1	1	1	As per sample population
Other stakeholders	KII	4	4	1	We engaged PAC members as stakeholders who would have some knowledge of the Prize but be somewhat external, only receiving 1 response from a member who was not also either a Prize Team member or a judge
TOTAL		90	36	43	

We had a final data collection opportunity with the Prize Team during a validation workshop delivered on 20 August 2019, where we presented our emerging findings and received further input from the Prize Team. We have incorporated this as appropriate in the final report.

Analysis approach

We coded the primary and secondary data into a coding sheet to support our analysis. We analysed across this data to systematically triangulate across sources in order to obtain robust findings. We have assigned a Unique Identification Number (UIN) to each interview transcript. These are coded according to the stakeholder type interviewed (i.e. PA = participant awarded; PF = participant finalist; PD = participant discontinued; PS = participant submitted; PT = Prize Team; J = live judge). Throughout the report we reference our findings in endnotes according to the UIN of interviewees, or secondary data, from which they are derived.

3.5 Limitations and biases

We summarise here the key limitations and biases to this evaluation.

Limitations

- Our VFM approach compares A@S with one other, purposively selected, programme. We were able to select indicators based only on the data available, rather than collecting additional data ourselves, relevant to specific desired comparison points. While the comparator does not provide a reliable benchmark, it does provide a proxy to help us interpret our analysis.
- Our findings rely on primary data from limited sample sizes, meaning we cannot provide findings that are generalisable to a broader context. Instead, we can provide unique insight into the particular activities of this Prize. We systematically triangulated across different sources to increase confidence in our findings.
- Time and resource limitations meant that we engaged approximately 50% of participants in an interview. We identified subgroups within the participants group – that is, discontinued, submitted and finalists – and sampled randomly to identify a 50% sample within each subgroup. We interviewed all of the awarded participants.

Potential sources of bias

- **Inclusive bias:** We envisaged that stakeholders with more time or interest would be more likely to participate in data collection activities. However, we found in practice that interviewees were responsive and made themselves available for interviews.
- **Reliability of data:** We relied largely on verified components of participants' reports, using a combination of participants' reports and verification data. However, there is a lack of clarity within these reports on specifically what was done as a result of the Prize – this was found to be an issue throughout the Prize. In composing our findings, we examined the verification data carefully and checked back where needed to original reports, to identify to the best of our ability what was done as a result of the prize and what was done ahead of the Prize or under different projects.
- **Response bias:** We conducted the majority of interviews shortly after the Prize award. This may have caused biases in response, owing to participants' perceptions of the Prize judging and award. We addressed this potential bias by triangulating across primary and secondary data sources.

Section 4: Findings

To what extent did the Prize achieve what it set out to achieve?

To what extent did the Prize drive the scaling of local adaptation to benefit local communities?

The Prize engaged a set of organisations from around Nepal. Many of these participants explained that the Prize had stimulated them to do new things, including integrating new activities into existing projects, expanding to new areas to reach more beneficiaries and, in some cases, implementing entirely new projects. They worked closely with communities, linking them to relevant stakeholders, including local government, in order to support adaptation processes. Participants reported key benefits to these communities, as a result of these efforts, including economic benefits, resource access, livelihood improvement, improved health, technology access, enhanced knowledge and improved land management and vegetable production.

Key findings:

- 38 participants, representing all 7 provinces of Nepal, applied to participate in the Prize.
- 27 participants completed the Prize process, indicating that they were able to leverage both the resources and the technical capacity to participate in the Prize for its duration.
- 18 were shortlisted as finalists and 10 were awarded a cash prize. Prizes included first to third place for participants from small organisations (local NGOs, CBOs and small private sector organisations) and large organisations (international NGOs (INGOs), national NGOs and large private sector organisations), as well as four 'honorary' cash prizes, awarded in recognition of valuable contribution to the sector. Government stakeholders were engaged at national level, in an advisory role, through the PAC and the judging and award process; and at local level, by participants, to support project funding and implementation.
- Partnerships and collaborations were established with and between communities, the private sector, local government, community groups, NGOs and local cooperatives, to support participants' adaptation activities.
- Collectively, we estimate that participants reached approximately 40,000 beneficiaries through their A@S projects, over 50% of whom were female. Marginalised communities were also among the beneficiaries.
- Activities delivered specifically as a result of the Prize are difficult to disaggregate from participants' existing activities. While the Prize induced increased collaboration and linkages, and stimulated many participants to implement new activities, the results reported by participants in their final reports cannot all be attributed to the Prize: many activities were already being implemented.

Our findings against the key components of the ToC tell the story of the Prize, revealing the process that led to the final submissions and awards. They reveal the extent to which the Prize has achieved its primary aims. The final Prize participants and projects are summarised in Annex 6. In this section, we report and discuss key findings at the different levels of the ToC.

4.1 Key findings against outputs

All intended Prize outputs are evidenced, Prize activities having engaged participants from around Nepal to deliver adaptation activities; supported their capacity to participate; and engaged government and funders in the Prize programme. Key findings against outputs are summarised in Table 4.

Table 4: Overview of the story of the Prize against ToC outputs

Point in ToC	Summary finding
Output 1: Participants in diverse geographical locations across Nepal are registered to participate in Stage 2	<p>The Prize engaged more participants than were expected to participate in Stage 2 – with 38 from a target of 30 successfully applying to participate.</p> <p>38 participants, representing all 7 provinces of Nepal, applied to participate in the Prize. Of these, 14 were from Province 3 – i.e., in and around Kathmandu.</p> <p>Participants also worked with local partners in the location of implementation.</p>
Output 2: Participants have the capacity to participate in Prize activities	<p>The Prize awarded two more prizes than expected, indicating participants' capacity to participate in Prize activities.</p> <p>45 participants attended orientation workshops, after which 38 applied to participate in the Prize and 35 attended the subsequent training workshop (see PEQ 5).</p> <p>Of these, 27 participants completed the Prize process, indicating that they had both the resources and the technical capacity to participate in the Prize for its duration. 18 were shortlisted as finalists and 10 won cash awards.</p> <p>11 participants discontinued before the end of the Prize, representing a retention rate of 71% of participants.</p>
Output 3: Government and funders/investors are engaged in Prize programme	<p>Government and investors were engaged at national and local level.</p> <p>This was through existing relationships of the Prize Team and participants with donor, non-governmental and governmental institutions, and through participants' ongoing efforts to make new connections in order to participate in the Prize.</p>

38 participants applied to participate in Stage 2 of the Prize. This is a moderate amount more participants than the intended target of 30 participants to be accepted onto Stage 2 (I2I, 2017). Of 59 A@S Stage 1 participants who submitted completed submissions, 39 were shortlisted for participation in Stage 2.^v The largest proportion of these shortlisted participants (n=19) were from Nepal's Central Development Region, and therefore based in and around Kathmandu, while the fewest (n=1) were from the Far Western Development Region. In acknowledgement of this, the Prize Team sought to engage further participants from around Nepal to participate in Stage 2, reaching out to new participants through its networks and regional visits. As a result of these efforts, 45 participants attended the Prize orientation workshops,^{vi} and, subsequently, 38 participants applied to participate in Stage 2 of the Prize.

While overall the largest proportion of participants for Stage 2 was from Province 3 – that is, in and around Kathmandu – the eight new participants were from western Nepal. This included new participants from Karnali, Sudurpashchim and Province 5, and overall representation from across all seven provinces of Nepal. Figure 7 shows the distribution of Stage 2 participants across the different provinces of Nepal.

Figure 7: Distribution of participants across Nepal



Participants also worked with local partners in the location of implementation. Figure 8 shows the geographical spread of the project sites. This indicates that, while the participant organisations were registered in or near Kathmandu, their project activities were delivered around Nepal, with the majority of projects focused in western Nepal.

Figure 8: Location of A@S Stage 2 projects (source Lens, 2019)



Of those interviewed, seven participants explained that Prize support had helped them participate in the Prize.^{vii} Of the 38 participants, 35 attended the training workshop after successfully applying for the Prize. A total of 31 participants hosted the Prize Team’s Learning and Encouragement visits. A final set of 27 participants completed the Prize process, and made final submissions, indicating that they were able to leverage both resources and technical capacity to participate in the Prize for its duration.

11 participants discontinued before the end of the Prize, representing a retention rate of 71% of participants. This is similar to that observed for I2I's other climate change adaptation prize, the Climate Information Prize. PEQ 5 further discusses the support activities provided to participants.

Of the final 27, 18 were shortlisted as finalists and 10 were awarded a cash prize. Prizes included first to third place for participants from small organisations (local NGOs, CBOs and small private sector organisations) and large organisations (INGOs, national NGOs and large private sector organisations), as well as four honorary prizes, awarded in recognition of valuable contribution to the sector. Finalists were identified based on online judging scores, with those who received over 60%, and judged to be Prize-worthy, shortlisted as finalists. The winners were selected based on a live judging process, whereby participants made presentations to a set of four expert judges. Awards made totalled £500,000, ranging from £12,500 to £100,000 per participant. Table 5 details the awards granted. **Of these awardees, five were participants and winners of the Stage 1 Prize; two were participants but non-winners of Stage 1; and three were new participants to Stage 2.**

Table 5: Prize winners and cash awards^{viii}

Award	Participant name	Award received
Large organisations		
First place	Asia Network for Sustainable Agriculture and Bioresources (ANSAB)	£100,000
Second place	Ithaka Institute for Climate Farming Pvt Ltd	£75,000
Third place	Shikhar Insurance Company Ltd	£50,000
Honorary Prize – Technology	Centre for Rural Technology Nepal (CRT/N)	£12,500
Honorary Prize – Inclusion	Dalit Welfare Organisation	£12,500
Small organisations		
First place	Community Development and Advocacy Forum Nepal (CDAFN)	£100,000
Second place	Partnership Aid Centre Nepal (PACE-Nepal)	£75,000
Third place	Sundar Nepal Sanstha	£50,000
Honorary Prize – Sustainability	Tinjure Raatpokhari Community Forest User Group	£12,500
Honorary Prize – Governance	Multipurpose Development Society (MPDS)	£12,500

Government and funders were engaged in the Prize programme, at national and local level. At national level, the government was engaged primarily through the PAC; a side event at the 24th Conference of the Parties to the UNFCCC (COP24): the live judging; and the Prize award ceremony. It was also involved through ongoing communications, event attendance and networking with the Prize Team. The PAC was chaired by the joint secretary and head of the Climate Change Division at the Ministry of Population and Environment (MOPE). Additional members included representatives from both government and non-governmental institutions at national level in Nepal. The PAC chair was also a live judge for the Prize. Alongside the PAC representatives, the minister of MOPE attended and spoke at the Prize award ceremony.

At local level, 20 participants reported collaborating with local government to deliver their projects. They engaged government in funding, implementing and learning from their projects.

Participants leveraged funding from a range of government, non-government, private and personal sources to deliver their projects. Of 27 participants, 23 reported a total spend of £3,031–£254,214 on

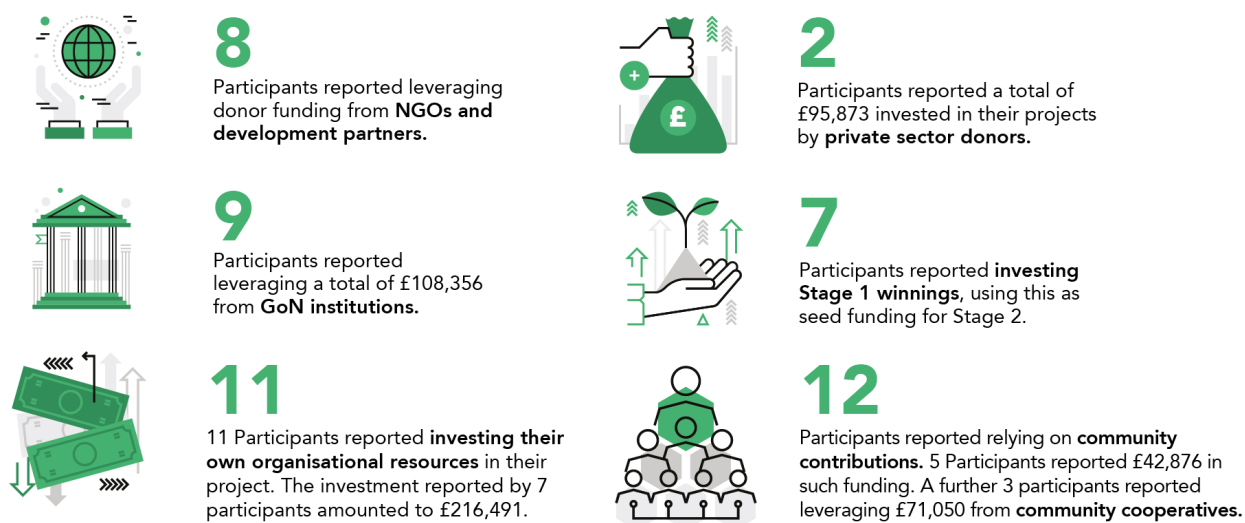
their projects, totalling £1,331,781, in their final reports.^{ix} This figure represents almost three times the total cash prizes awarded for Stage 2. However, the financial data reported lacks clarity, and in some cases it is unclear what was specifically leveraged for and spent on A@S activities versus other projects. We cannot confidently say that delivery of the Prize resulted in this spending on adaptation activities.

At the time of submission, participants reported having leveraged funding from different sources:

- Eight participants reported leveraging **donor funding from NGOs and development partners**, including Caritas Nepal/Germany, the World Food Programme, the Green for Growth Fund, Mission East, Renewable World, Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED), Heifer, the Worldwide Fund for Nature and UK Aid, as well as other existing project funding. This was largely from participants' existing projects or funders, ahead of the Prize. Many did not specify the specific amount received.
- Nine participants reported leveraging a total of £108,356 from **GoN institutions**, including seven leveraging from local government institutions, largely rural municipalities, two from the national-level Alternative Energy Promotion Centre and others from government-funded projects and individual members of parliament.
- Two participants reported a total of £95,873 invested into their projects by the **private sector**. However, five participants in total reported private sector partnerships,^x so more investment may have been received but not captured in the cash flow statements and financial reporting.
- Seven participants reported investing **Stage 1 winnings** into their projects, as such using Stage 1 Prize money as seed funding for their project.
- 11 participants reported investing their **own organisational resources** in their project. Not all reported the specific amount but seven participants reported total investment of £216,491.
- 12 participants reported relying on **community contributions** for part of their project funding (see PEQ 4). This investment by communities is upwards of the £42,876 reported by five participants. A further three participants reported leveraging investment of £71,050 from **community cooperatives**.
- There were also some unspecified and unique investments, including contributions from visiting individuals for one initiative, and loans from friends and relatives for another.

The spread of financial sources here indicates some success in leveraging investment effectively, but this is also balanced with drawing on personal, community and individual inputs to resource projects.

Figure 9: Participants reported leveraging funding from different sources



There were also some unspecified and unique investments, including contributions from visiting individuals for one initiative, and loans from friends and relatives for another.

The spread of financial sources here indicates some success in leveraging investment effectively, but this is also balanced with drawing on personal, community and individual inputs to resource projects.

4.2 Key findings against outcomes

We find evidence against intended Prize outcomes, Prize activities having linked community-based actors with wider networks, supported participation in the Prize and benefitted local communities. Key findings against outcomes are summarised in Table 6.

Participants delivered a range of adaptation projects, from implementing hard technologies, to capacity-building and agricultural training, working through partnerships and linking with communities and others to deliver their projects. Annex 6 summarises the 27 final participants and projects.

Table 6: Overview of the story of the Prize against ToC outcomes

Point in ToC	Summary finding
Outcome 1: Adaptation innovations link community-based actors with wider networks to scale local adaptation innovations	All participants worked through partnerships, linking with communities and others to deliver their projects. Partnerships and collaborations were established with and between communities, the private sector, local government, community groups, NGOs and local cooperatives, to support participants' adaptation activities.
Outcome 2: Adaptation innovation capabilities of participants are built and/or strengthened	The support provided to participants boosted their motivation, confidence and ability to participate in terms of their understanding of the Prize. The Prize Team explained that its support activities introduced participants to the concept of scaling; however, seven participants explained that they had already understood the concept of scaling, having been engaged in delivering adaptation activities for some time.
Outcome 3: Local vulnerable communities benefit from adaptation initiatives	Collectively, participants reached approximately 40,000 beneficiaries through their A@S projects. This includes an estimate of over 50% female beneficiaries and also marginalised communities. Benefits to communities include economic benefits, resource access, livelihood improvement, better health, technology access, knowledge and improved land management and vegetable production.

Participants worked closely with communities to deliver their projects. Five participants reported linking the communities directly with other local stakeholders,^{xi} including other communities, local organisations and local government. One FGD participant explained:

The organisation played the role of mediator between us and government. The local government not only provided certain funds but they also provide us with polythene for the construction of tunnels for farming. We will continue to work with the government by putting forward our needs and demands.^{xii}

Participants established community groups, networks and committees^{xiii} and coordinated and collaborated with existing community institutions as well as CBOs, NGOs and INGOs.^{xiv} As indicated above, they also collaborated with local government, the private sector and funders, providing the opportunity to directly link community-based actors with these stakeholders, though the extent of this is not clear in all participants' and verification reports.

The Prize activities supported organisations' capability to participate in the Prize. The support provided to participants throughout the implementation period impacted their motivation, confidence and ability to participate, in terms of their understanding of the Prize process. The Prize Team reported that the support activities had also helped in spreading understanding of the Prize concept, including concepts of climate change, adaptation, scaling-up and scaling-out.^{xv} Two judges explained that this had come through in the live judging, with all participants being confident in their presentation of these concepts.^{xvi} Two participants corroborated this,^{xvii} whereas seven participants explained that, though they had already known the concepts of scaling-up and scaling-out, the Prize support had taught them the terminology associated with it^{xviii} (see PEQ 5).

The Prize aimed to strengthen the adaptive capacity of participants by focusing on the capabilities needed to problem-solve, create and apply innovations effectively (I2I, 2016). For those participants that were already experienced in implementing adaptation activities, the Prize offered the opportunity to further strengthen their existing capabilities by providing a new challenge and supporting participants to meet it. Two Prize Team members noted the opportunity for a reciprocal learning process between participants and the Prize Team, explaining that they had also learnt from the participants.^{xix}

Participants were asked to report on the new activities that they had implemented as part of their participation in the Prize.

In interviews, participants explained that the Prize had stimulated them to do new things. They approached this in different ways, and achieved differing levels of scale. Six participants explained that they had implemented new activities as a result of the Prize,^{xx} including implementing approaches and technologies they had not previously used, and, for two participants, launching entirely new projects for the purpose of the Prize. Participants in four of the focus groups explained that, although the participating organisation had already worked with them before the Prize, they had introduced new activities or training for climate adaptation as part of the Prize.^{xxi} Ten participants indicated that they had continued implementing the same activities^{xxii} but either scaled these out or added new elements (such as enhanced priority of Gender, Equity and Social Inclusion (GESI) considerations; or increased government alignment and engagement). In terms of scaling-out, 15 participants said that the Prize had triggered them to expand to new areas and reach new beneficiaries.^{xxiii} Ten participants said they would have done this without the Prize,^{xxiv} but for many of these participants the Prize had provided them with the motivation to do it more quickly, at a larger scale or with a different community. Five participants felt they would not have done what they did without the Prize, in terms of the scale, reach and specific focus of their project activities.^{xxv} Four participants, who had withdrawn from the Prize process, said that they did not scale in any way.^{xxvi}

However, in interviews, judges, the Prize Team and the verification agent pointed to a lack of clarity around the additionality offered by the Prize, in terms of what participants did specifically as a result of the Prize. The verification data indicates that the majority of participants implemented activities or added new elements to existing activities as a result of the Prize, with five of the projects reporting new activities implemented specifically for the Prize and seventeen reporting results from existing projects but inclusive of new elements added for the Prize. For five participants, the reported data was not verified to include new aspects as a result of the Prize, with activities from previous or existing projects being reported.^{xxvii} These five were all non-finalist organisations.

Based on participants' and verification reports, **we estimate that 39,656 beneficiaries were supported by activities implemented for A@S.** This is from a total of 331,588 beneficiaries reported by participants in their final reports. However, the verification data reveals issues with reported figures in relation to participants reporting activities from other projects or before the reporting period, as well as two projects reporting the total population rather than the beneficiaries directly supported. Within the estimated figure of 39,656, there is also lack of clarity in terms of direct versus indirect beneficiary numbers. Some participants reported the number of individuals directly engaged; others the number of households; and others, as indicated, the total population of potential beneficiaries. Where the number of households was reported, we multiplied this figure by the latest recorded average household size in Nepal (i.e. 4.8)^{xxviii} to

identify a final figure. Where beneficiaries were reported across a number of different activities, without a total number, we identified the largest number, rather than the sum of all activities, to avoid double counting. **We stress that the figure of 39,656 is therefore a conservatively calculated estimate of the number of beneficiaries supported by A@S projects.**

Beneficiaries included an estimated **over 50% female beneficiaries and also marginalised communities**, based on the verified figures, though not all projects reported on this. Benefits to communities included economic benefits, such as increased income from improved productivity and better access to market; increased water resource access; better health; technology access; enhanced knowledge on climate change and adaptation activities; and improved land management and vegetable production.

The lack of clarity in beneficiary numbers points to the lack of a standardised reporting approach across the participants as well as limited capacity and support available for reporting.

4.3 Findings against prioritised prize effects

The Prize ToC highlights four intended prize effects, as summarised in Table 7. We find evidence for each of these. These prize effects are discussed further in Section 5.

Table 7: Overview of the story of the Prize against ToC prize effects

Point in ToC	Effect achieved	Summary finding
Prize Effect 1: Good practice on scaling up/out adaptation is promoted	Yes	Adaptation activities are promoted through Prize and project-level activities, among local and national stakeholders (see PEQ 1).
Prize Effect 2: Awareness is raised among key stakeholders about their role in scaling	To some extent	Awareness of <i>the Prize</i> was raised at national level, among participants, PAC members, MOPE and attendees of the award ceremony. It was raised at sector level through the COP24 event. Awareness of <i>climate change adaptation approaches</i> was raised at project level among local government, project partners and communities, including training of 1,600 beneficiaries.
Prize Effect 3: Partnerships/networks at different levels and geographic areas support adaptation practices	Yes	48 partnerships and collaborators were reported and verified among the 27 participants that submitted final reports. This included both formal partnerships (e.g. with private sector businesses) and institutions or groups supporting the delivery of projects (e.g. local government funding, community support in delivering). 20 participants collaborated with local government, 8 with CBOs, 7 with NGOs, 4 with private sector businesses, 4 with cooperatives, 3 with communities, 1 with national government and 1 with academia. ^{xxix}
Prize Effect 4: Prize activities influence government at local level to make policy changes	Yes	Participants engaged government to influence plans and policy at local level, including through promotion of activities, coordinating with government, attending government meetings and engaging government in project activities.

These findings indicate that the Prize was successful in achieving its intended prize effects, alongside outcomes. The Prize promoted good practice adaptation initiatives among local and national stakeholders; raised awareness of these adaptation practices; stimulated the development and strengthening of partnerships through which to deliver adaptation activities; and influenced local

government plans and activities, through participants' adaptation activities. These prize effects were stimulated most clearly at project level, though they also had an impact at sector level, particularly through Prize and other events. The effects both were stimulated by Prize activities and served to strengthen some of the observed outputs, for example strengthened partnerships and local policy influence serving to support participants' ongoing activities. In this way, such prize effects play a critical role in ensuring both success and ongoing progress in Prize activities. The prize effects are discussed further in Section 5.

Section 5: How effective has the Prize been at catalysing innovation on the focus problem?

5.1 SEQ 1: How effective has A@S been at promoting best practice adaptation innovations to key stakeholders in Nepal?

Activities and engagement resulting from the A@S Prize contributed to the promotion of good practice adaptation innovations. During the course of the Prize, the concepts of 'best practice' for adaptation and scaling were promoted among participants during orientation, training and other participant support activities. Prize-level promotion activities focused on the Prize itself, in order to avoid creating bias towards one or other projects. However, participants promoted their activities to various stakeholders at project level. At the point of Prize award, the ceremony, and communications around this, provided the opportunity to promote the best practice identified among the Prize participants at sector level, and in particular to national government stakeholders.

Key findings:

- Experts working on the Prize felt that the Prize process was able to identify good practice among the projects identified.
- A@S invested efforts into promoting Prize concepts, the Prize itself and associated adaptation innovations, among local and national stakeholders in Nepal.
- The Prize Team promoted best practice adaptation approaches to Prize participants.
- The Prize itself was promoted at sector level, through events preceding the Prize launch, events during the Prize, internal communications activities and external media activities.
- During the Prize period, participants themselves promoted their individual projects. They did this to different degrees, using a range of techniques aimed at multiple stakeholders and at multiple levels of activity.
- The impact of promotional activities is observed most clearly among project-level stakeholders, involved in implementation activities, in particular participants, local government and communities.
- National-level engagement is clear, though it is too early to note the impact of these engagement activities.

5.2 Promoting good practice adaptation innovations

The Prize intended to promote best practice at two levels:

1. To Prize participants and wider stakeholders through the Prize process;
2. By inducing outcomes that promoted innovations at project level.

We find that the Prize and associated activities were promoted throughout the Prize process, at project and sector level. As a first step, best practice in climate change adaptation was shared with participants through guidance provided at the orientation and training workshops. We find that much of the promotional activity at national and sector level, during the course of the Prize process, focused on promoting the Prize itself, while activity at local level promoted participant-specific projects, identified by experts working on the Prize as representing good practice. The Prize Team and PAC could not promote specific project practice during the course of the Prize, given the need to avoid introducing bias to the competition. Moreover, before the projects had reached judging and verification stage, 'best' practice

among the projects had not been identified. Once this had happened, the projects were promoted at sector level, by the participants, at the Prize award ceremony.

Table 8 summarises the key stakeholders engaged by the Prize activities, and the impact of this.

Table 8: Stakeholders engaged by the Prize

Stakeholder	Activities	Effect
Participants	Solver support activities, including orientation and training workshops	Solver support gave participants a clearer understanding of the Prize process, concepts and terminology.
Local government	Participants' project activities	Local government supported participant projects, and, in some cases, incorporated activities into their plans, enabling funding.
Beneficiary communities	Participants' project activities	Participants worked directly with communities, and provided training on adaptation approaches to a total of 1,600 individuals.
Other project-level stakeholders	Participants' project activities	Partnerships and collaborations were established with and between communities, the private sector, local government, community groups, NGOs and local cooperatives, to support participants' adaptation activities.
National government	PAC meetings, COP24, award ceremony, post-award events	Ministry-level engagement in Prize projects resulted in the intention to visit project sites and take projects forward. National government officials have requested input from the Prize Team at subsequent events on climate change adaptation in Nepal.
Development partners	Award ceremony, post-award events	There was limited engagement of development partners owing to issues related to the timing of and communications for the ceremony. DFID Nepal suggested it would facilitate another market place session but there has been no further indication of this. The Prize was presented to development partners during post-award events.
Wider sector engagement	Award ceremony, PAC meetings, COP24, external media and internal communications activities	This was largely focused on national-level engagement. Limited media engagement at the award ceremony was reported, although some national papers reported on Prize awards. Diverse internal communications took place during the Prize process, with a good level of readership, e.g. I2I webpage, A@S website, podcasts, video interviews and blogs.

Stakeholders involved in delivering the Prize indicated that the comprehensive, multi-sectoral and multi-stakeholder approaches delivered by some participants represented best practice for climate change adaptation (e.g. see Box 5).^{xxx} As such, the promotion of the Prize projects represented an effective avenue for promoting best practice adaptation innovations through the Prize.

Experts working on the Prize, including one of the judges and five members of the Prize Team, felt that the Prize process was able to identify good practice among the projects identified.^{xxxi} They explained that this was in the context of identifying good *existing* practice, rather than new ideas or significant change,^{xxxii} two interviewees highlighting that it was difficult to identify the change induced by the Prize.^{xxxiii}

ANSAB, the first-place Prize winner of the large organisations, aimed to build prosperous communities through farm/forest-based enterprises, building on good results and best practices gained through its existing programmes. Its project integrated farm and forest components and aimed to transform traditional agriculture into a climate-smart, attractive and socially prestigious business, through increased production and productivity, climate resilience of agro-ecosystems and people, youth participation and reduced greenhouse gases.

Promotion of best practice to participants

The Prize Team promoted best practice adaptation approaches to Prize participants throughout the Prize process, aiming to build their adaptation innovation capabilities, and equipping them with knowledge to further promote best practice to those they interacted with throughout the Prize process.

The main opportunities for this were the orientation workshops, the training workshops and the Learning and Encouragement visits. The Prize Team talked through Prize concepts of adaptation and scaling-up and scaling-out, to promote best practice and approaches to participants. This included GESI considerations and policy influence.

In addition, the Prize Team produced a brochure, workshop presentations, a technical support manual and a brief report on the Learning and Encouragement visits, which they distributed to participants and other relevant stakeholders.^{xxxv}

Promotion of the Prize

Events, communications and media activities associated with the Prize served to promote the Prize itself to a range of audiences. Events provided the opportunity for increased engagement and collaboration with key stakeholders, while communications and media made it possible to reach and inform larger audiences about the Prize.

Ahead of the Prize launch, A@S was introduced within I2I programme-level presentations at the European Development Days in June 2015,^{xxxvi} and during a Nesta conference in July 2015.

During implementation, the Prize was promoted at further events. A side event at the UNFCCC's COP24 was designed and delivered through collaboration between the Prize Team and MOPE,^{xxxvii} supporting increased engagement and collaboration of GoN with A@S. The event focused on the concept of the Prize, and included anonymised examples of Prize projects.^{xxxviii} It was attended by 50–60 participants, both Nepali and international.^{xxxix} The Prize Team also promoted the Prize in further national and international events, where the opportunity arose during the Prize period,^{xl} and at the Prize launches and award ceremonies.

Communications and media activities reached a larger audience than these Prize events (see Annex 7 and Annex 8). Internal communications activities included a Prize website (www.adaptationatscale.org), a page on the I2I website, a series of blogs on the I2I website, a series of video interviews, two e-newsletters and a podcast. These provided information on the Prize itself and, as appropriate, progress on the ground. The A@S website received 3,707 unique views during the Prize period. External media promoted the Prize through a series of media reports based on the launch and award events for Stage 1 and Stage 2. Seven reports were produced, largely by online national newspapers. One article in Nepali language in the Karnali Post received 832 shares.

Promotion of the Prize projects

During the Prize period, participants themselves promoted their individual projects to multiple stakeholders and at multiple levels of activity. Participants reported promoting their projects through the Prize platform,^{xli} using workshops and reporting as a chance to promote what they were doing; on the ground in their local area,^{xlii} for example through site visits, local events, training and communication

activities – with at least three participants establishing community knowledge centres;^{xliii} and through media at local and national level.^{xliv}

Participants reached out to community and CBOs,^{xlv} local government^{xlvi} and the private sector, which in some cases supported their activities or integrated them into their plans (e.g. see Box 6).^{xlvii} Local knowledge was brought to national level, by promoting projects to NGOs and INGOs based in Nepal;^{xlviii} and, in two projects, to international level, through promotion in global fora – one participant sharing its work at the Third International Conference on Climate Change (ICCC 2019) in Malaysia^{xlix} and another with a foundation in South Korea.^l

Box 6: Project example – CDAFN Water Resources Management for Disaster Risk Reduction & Livelihood improvement^l

CDAFN was the first-place Prize winner of the smaller organisations. Its project focused on strengthening community capacity through delivering livelihood and income generation activities, such as animal husbandry training and mushroom farming, alongside savings and credit activities. Its scaling strategy involved engaging key stakeholders, including local government and potential donors, in learning about project activities, through site visits. This included a ‘travelling seminar’ to promote the project to local government by bringing them to their field sites. CDAFN reported that this had gained a lot of traction, the local government indicating that they would develop a policy to support the activities they observed.

During the course of the Prize, the Prize Team was unable to support project-specific promotion, given the need to avoid creating any bias.^{lii} It should be noted that five participants also reported not promoting their projects during the course of the Prize.^{liii}

The 18 finalist participants that attended the award ceremony found it to be a valuable opportunity to promote their projects, particularly through the stalls they set up.^{liv} They were able to promote their projects to government officials, including the minister of MOPE, who visited each stall, engaging with each participant about their project.^{lv}

Post-award promotion of projects has been indicated by four of the awarded participants.^{lvi} The minister has suggested a site visit to one of the projects, and a representative from DFID Nepal has also suggested running another marketplace session to support further learning from participants’ projects. At the time of writing, three months after the award, there had been no further indication of this to the Prize Team. However, the Prize Team was invited to a government-led climate change adaptation conference in Nepalgunj, where it contributed a short video highlighting the best practice based on the findings of the A@S projects.^{lvii} The conference was attended by senior government officials, including the president of Nepal, and by several development partners.

Promotion of climate adaptation by other projects and sources

Efforts in promoting scaling of climate change adaptation made under the Prize appear to have made a greater contribution to promoting adaptation scaling to a broad audience than other projects currently being implemented in Nepal.

In exploring other influences on promoting best adaptation practice and scaling, we found that, although there are many projects focusing on climate change adaptation in Nepal, the promotion of scaling approaches is rarely a clear objective. Other significant projects reported were largely national- rather than local-level projects, some being implemented as part of an international programme. This itself suggests they are scaled activities – but they do not clearly provide learning on how to reach that scale. Projects cited by interviewees included the United Nations Development Programme’s Nepal Climate Change Support Programme (2013–2017; 2018–2019), the United States Agency for International Development-funded Hariyo Ban II programme (2016–2021); the World Bank Climate Investment Fund Pilot Programme for Climate Resilience; and the DFID-funded BRACED (2014–2018).

Members of the Prize Team explained that many projects were now integrating adaptation, and that the concept of scaling had become more familiar.^{lviii} The government is taking a lead on climate adaptation efforts in Nepal and is heavily involved in UNFCCC processes.^{lix} The Prize Team pointed to a shared vision of scaling but a lack of clarity around how to scale:

Adaptation efforts are always trying to scale and this is often the overall goal of a lot of adaptation efforts, but it's a conundrum on how to scale.^{lx}

5.3 Analysis of additional prize effects

The Prize stimulated eight of nine identified prize effects. As intended, it promoted best practice adaptation innovations resulting from the Prize, it raised awareness to an extent of the concept of climate change adaptation, it stimulated network-building, it influenced policy at local level and it engaged community action. In addition, the Prize stimulated some of the prize effects not specifically targeted. It maximised participation, by engaging a higher number of organisations in the Prize than expected. We also find evidence for some limited market stimulation. Although the projects were not typically innovative, the Prize engaged new people in the field of climate change adaptation – which can be understood as contributing towards open innovation.

Key findings:

- The Prize achieved its intended Prize effects of promoting best practice, raising awareness, facilitating partnerships and networks, influencing policy and stimulating community action.
- It also maximised participation towards the sponsors' aims.
- Some projects contributed towards market stimulation and, by bringing new organisations into the endeavour, open innovation.

In advance of launching its first prize, I2I published a set of nine outcomes or effects that prizes could achieve, often in combination (Ward and Dixon, 2015). I2I has reviewed these since then, based on learning to date, to create an updated set of expected effects. Table 9 presents the latest version of the prize effects and records evidence for them from the evaluation. While the evaluation did not set out to collect primary data on each of these, we glean insights from the data that has become available through the course of the evaluation process.

Table 9: Summary of progress towards prize effects

Prize effect and definition	Evidence from the A@S Prize
Key intended effects	
<p>Promote best practice A prize can do this by identifying best practice in a certain field (through solutions submitted) and encouraging adoption (through publicising the winning solutions) OR making potential solvers aware of current best practice as part of the Prize application process.</p>	<p>Activities and engagement resulting from the A@S Prize contributed to the promotion of good practice adaptation innovations. During the course of the Prize, the concepts of 'best practice' for adaptation and scaling were promoted among participants. Prize-level promotion focused on the Prize itself, to avoid bias; and participants promoted their activities to various stakeholders at project level. At the point of Prize award, the ceremony, and communications around it, provided the opportunity to promote the best practice identified among participants at sector level, and in particular to national government stakeholders.</p>
<p>Raise awareness A prize either brings something to someone's/some people's attention or increases their understanding of something. It is often</p>	<p>Awareness of the Prize was raised at national level, among participants, PAC members, MOPE and ceremony attendees, and at sector level through, for example, the COP24 event.</p>

Prize effect and definition	Evidence from the A@S Prize
<p>about increasing awareness and knowledge of an issue (especially one that is neglected or previously communicated to that group of people).</p>	<p>Awareness of climate change adaptation approaches was raised at project level among local government, project partners and community, including training of 1,600 beneficiaries (e.g. see Box 7).</p>
<p>Facilitate and strengthen partnerships and networks A prize raises visibility and brings those also working in the space to the attention of others, helping establish new networks and strengthening partnerships towards a common goal. Some prizes may require new partnerships through criteria or conditions.</p>	<p>48 partnerships and collaborators were reported and verified among the 27 participants that submitted final reports. This included both formal partnerships (e.g. with private sector) and institutions or groups supporting project delivery (e.g. local government funding, community support in delivering). 20 participants collaborated with local government, 8 with CBOs, 7 with NGOs, 4 with private sector businesses, 4 with cooperatives, 3 with communities, 1 with national government and 1 with academia.^{lxi}</p>
<p>Altering the policy environment Raised awareness, market stimulation, etc. can lead to corresponding policy change in reaction to the other prize effects.</p>	<p>Participants engaged government to influence plans and policy at local level, including through promotion of activities, coordinating with government, attending government meetings and engaging government in project activities, including through funding support. National government representatives were also engaged by the Prize Team.</p>
<p>Community action A prize can incentivise communities (broadly defined as people living in the same place/sharing a communal interest) to take action, encouraging ownership of the problem and solution.</p>	<p>Participants involved communities in their project activities, primarily in implementing activities, as well as in coordination, meetings, decision-making, funding, uptake of services, monitoring and leveraging government support (e.g. see Box 8). One focus group member explained: <i>'They had also said that we needed to contribute 3,000 rupees from each household to make this project possible. However, we didn't have the money. So instead we talked to the rural municipality and they contributed 150,000 rupees for the project due to which we didn't have to invest our own money.'</i>^{lxii}</p> <p>Participants also reported community action beyond project activities, including uptake of activities based on learning from the project.^{lxiii}</p>
Effects not explicitly sought for A@S	
<p>Maximising participation towards the sponsor's aims Benefits to the sponsor are provided by all effective participants, not just by the winners.</p>	<p>The Prize engaged 38 applications, with 27 participants implementing for the Prize duration and working towards the aims of the Prize in that time.</p>
<p>Market stimulation A prize helps to increase economic activity in an existing market or starts a new one for a particular good or service through a high value prize that, as a result of all of the other effects, results in a changed market. Can also be opened up to a new market.</p>	<p>There is some limited evidence for this among project partners that stimulated investment in the market – generally in agriculture. For example, ANSAB stimulated an inclusive value chain by working through the Public-Private Community Alliance; Shikhar stimulated farmer investment in agricultural inputs through faster payments. This effect was not a target of the Prize so evidence here is, expectedly, limited.</p>
<p>Open innovation A prize enables new solvers to enter the field of endeavour. For some prizes, this could include local and grassroots innovators, e.g. small community organisations, students, etc.</p>	<p>The Prize brought in a couple of organisations that were new to climate change adaptation – one having focused previously on disaster risk reduction and one on health. However, in general, the level of novel innovation seen among participants was low.</p>

Prize effect and definition	Evidence from the A@S Prize
<p>Point solution A solution is found to a problem that has been broken down to a component part, for example a new product or process. The problem is highly specified.</p>	<p>No evidence of this – not relevant for the Prize.</p>

Box 7: Project example – MPDS multipurpose water use system and smart agriculture technology^{bxiv}

MPDS won the honorary award for governance. Its project involved constructing a multipurpose water use system to support adaptation of the local community; and providing associated training to support communities' use and management of this technology. MPDS conducted 31 training sessions in the project period, including demonstrations of technology use and training in group management, repair and maintenance, care-taking, water source protection and account-keeping to support the governance of the technology; as well as in home gardens, crop management, vegetable production and plantation to support the use of resources from the technology.

Box 8: Project example – DWO improvement of economic status of landless and Badi community through riverbed farming^{bxv}

The Dalit Welfare Organisation (DWO) won the honorary award for inclusion. Its project focused on Dalit communities, a poor and marginalised group living in Nepal. DWO scaled out riverbed farming activities by prioritising community participation, first building awareness of the community and then engaging them in delivering climate change adaptation activities. The community relied on readily available and low-cost local resources to implement riverbed farming practice, constructing a dam and adopting other bioengineering measures to reduce the threat of flood and landslides; and engaging in vegetable, fruit and cereal production, fish ponds and pig-rearing to increase their nutrition as well as their household income. DWO reported that the groups it had engaged in different areas had unified to deliver their farming practices collectively. They were observed to share their activities with other communities.

Section 6: To what extent has the effect of the Prize been sustained beyond the point of award?

6.1 SEQ 2.1: How are Prize participants establishing mechanisms to sustain their adaptation innovations beyond the Prize award?

Participants planned to continue implementing their initiatives beyond the Prize award. They reported strategies for the institutional, financial, social and environmental sustainability of their projects, which reflect potential for ongoing implementation. Most significantly, participants secured local government support, aligning with government plans, collaborating with and leveraging funding from government.

Key findings:

- 18 participants planned to continue implementing their initiative, including 3 who had discontinued the Prize process.
- Sustainability was expected to rely, in part, on a supportive policy environment – we found that many participants had secured local government support, aligning with government plans and collaborating with and leveraging funding from government.
- Participants put in place a combination of institutional, financial, social and environmental strategies for sustainability during the Prize period, some with likely more potential than others.

Of the 25 participants we spoke to, 18 planned to continue implementing their initiative, including 3 that had discontinued the Prize process.^{lxvi} Five reported their intention to scale up their initiative^{lxvii} and six to scale out.^{lxviii} Prize Team members noted the commitment of participants to their work as a key enabler of sustainability.^{lxix}

The majority of the Prize Team and a couple of live judges expected good prospects for sustainability,^{lxx} particularly for winners.^{lxxi} However, it should also be noted that two of the judges did not have high expectations for sustainability,^{lxxii} one noting:

It's being realistic about what a prize can and can't do.^{lxxiii}

The Prize Team expected that the commitment of participants to supporting communities to adapt, paired with opportunities for participants to share what they were doing with sector-level stakeholders, would encourage their ongoing implementation. In its quarterly reports, the Prize Team indicated its intention to establish a knowledge network between participants.^{lxxiv}

The 27 remaining partners form a potentially powerful network of Nepalese innovators and practitioners [who] will help to build [a] climate adaptive and resilient society based on [a] vision of resilience.^{lxxv}

Participants were asked to report their strategies for institutional, financial, social and environmental sustainability. We find that participants put in place a combination of strategies across these different categories during the Prize period, some with likely more potential than others. We summarise the verified strategies and discussions around those here.

6.2 Institutional sustainability

In the design stage of the Prize, independent reviewers noted that sustainability could be supported by a strong network of organisations and a supportive policy and institutional environment.^{lxxvi} The Prize Team and verification agent explained that a supportive policy and institutional environment for sustainability was in place, with regard to local government plans and participant alignment with these.^{lxxvii}

Participants engaged with local government throughout the course of the Prize, some leveraging support, funding and partnerships that had the potential to ensure project sustainability beyond the Prize award. However, despite success among some participants, not all were able to secure government support.^{lxxviii} Some relied on institutionalisation within the community, and others did not report any clear plans for institutional sustainability.

Many participants secured local government support, aligning with government plans and collaborating with and leveraging funding from government.^{lxxix} Participants' institutional plans were largely related to aligning or collaborating with local government in the area of implementation. Fourteen participants reported aligning their activities with local government plans,^{lxxx} while others had prepared local plans, such as LAPAs, Community Adaptation Plans of Action and Community Forest Operational Plans.^{lxxxi} In interviews, three participants reported having had these approved by the local government.^{lxxxii}

Participants discussed collaborating with local government to ensure sustainability.^{lxxxiii} They sought government integration of their activities into its local plans,^{lxxxiv} and government ownership of their activities.^{lxxxv} During interviews, two of the awarded participants confirmed that the local government had taken ownership of their activities.^{lxxxvi}

In terms of institutionalisation within the community, seven participants reported forming and, in some cases, registering a local community group.^{lxxxvii}

Three participants did not report any clear plans to ensure institutional sustainability of their initiative^{lxxxviii} and one had reported activities from before the Prize period.^{lxxxix}

6.3 Financial sustainability

Participants had secured or were seeking financial sustainability through government, private sector, community and donor funding. While government and private sector funding may support more sustainable financing of the projects beyond the Prize award, depending on the model established, continued reliance on donor funding would likely limit the likelihood of sustainability. Instead, self-sustainable solutions are likely to provide the most promise for ongoing implementation.

It was verified that the government had committed funding to the activities of 12 participants. When engaged after the award ceremony, five participants discussed that they were still seeking government funding to sustain their initiative.^{xc}

Five participants reported their intention to sustain their initiative through private sector investment,^{xcii} with some having already secured this. Ten participants reported a community-based funding strategy,^{xciii} and four reported ongoing funding through cooperatives.^{xciii} Six participants intended to rely, at least in part, on donor funding.^{xciv}

Some interviewees highlighted that a reliance on donor funding, participants' lack of comprehensive business models and lack of funding for non-winners at the end of the Prize would limit the chances of financial sustainability.^{xcv}

In interviews, eight of the ten Prize winners explained that they intended to use their prize winnings to further finance their initiative,^{xcvi} two of these indicating that they intended to use the Prize money to leverage further funding.^{xcvii} However, those who did not receive an award may have less success in continuing to fund their scaling activities: though they may leverage funding for other activities, those who won the award will have more autonomy in terms of what they invest their funds in.

In seeking a sustainable funding solution, one participant explained:

We plan to bid for funds in future but we will focus more on ensuring that the community itself is self-sustainable by providing them livelihood skills and ways to earn profit. We have come to a conclusion that this mode will be better than collaborating with donor agencies.^{xcviii}

6.4 Social sustainability

Participants reported various strategies for social sustainability of their projects. There is promise for ongoing sustainability where community implementation and even behaviour change is seen, but the long-term implications of this remain unclear at the point of award – it is not possible to know how sustainable these changes will be within the community.

The majority of participants indicated that their projects were socially sustainable as a result of the communities' active participation or resourcing of the project.^{xcix} During the course of their projects, participants had also promoted local activities or traditional practices,^c used an inclusive community approach^{ci} or implemented community-centred learning activities.^{cii} These were all reported, and in many cases verified, as effective social sustainability strategies. Going a step further, three participants reported that their community was already replicating or taking action to sustain the project activities.^{ciii} Respondents in two focus groups corroborated this.^{civ} Another three had observed a change in behaviour among community in response to their project, offering this as an indication of social sustainability beyond the project end.^{cv}

A participant explained:

Even if our project has ended, the community members are working on their own at present. This is one of the greatest achievements.^{cvi}

6.5 Environmental sustainability

Participants reported applying environmentally sustainable approaches during the prize Period, though there is a lack of clarity as to how they will continue to ensure environmental suitability beyond the lifetime of the project. Locally suitable practices have the most potential for sustainability but it is unclear how approaches may change in the longer term.

Behaviour change was again reported against environmental sustainability. Two participants observed community behaviour change towards positive environmental practices.^{cvii} The majority of participants implemented climate-smart or conservation-based practices,^{cviii} therefore there is a likelihood of environmental sustainability if effective implementation continues. Five participants reported using a green or zero energy approach.^{cix} Two also reported the use of local raw materials in their project.^{cx}

One focus group member explained:

All the interested members of the community can come, work and learn from the farm. I being an old person myself work more than them in the farm. I believe that we should teach these things to the young people so that they can sustain the organic farming practice. The organic farming is sustainable as we are not cutting any trees for farm rather also planting them. We have not cut the slope for farming and let it be in its natural form. We do not use insecticides that harm the natural quality of the soil. These factors are directly linked with the sustainable climate. The young people should learn these techniques so that they are able to produce food in sustainable manner. Only if we preserve nature, the nature will preserve us.^{cx}

Section 7: Does the Prize offer Value for Money when compared with alternative funding modalities?

7.1 SEQ 3.1: How has the support provided by the Prize enabled scaling of adaptation solutions in comparison with support provided by alternative funding sources?

Overall, we found that the Prize moderately exceeded its expectations, based on the final aims and budget. This is, however, noting that, while the overall budget for the Prize was increased during the Prize process, expectations were not revised in line with this, and aims were reduced in ambition through the course of the Prize delivery.

The Prize displays fairly similar VFM compared with a comparator programme. The comparator used was the Climate Development Knowledge Network (CDKN)-funded Scaling-up Climate-smart Agriculture in Nepal (CSA). Though the Prize had higher input costs than CSA, it went further in terms of implementation and beneficiary reach. However, the programmes had differing levels of ambition – both intended to identify effective pathways for scaling initiatives but, for A@S, the intention was to see the results of implementing the identified approaches play out in context.

Key findings:

- The Prize moderately exceeded its expectations overall, based on revised aims and budget, which were amended during the Prize period.
- Overall, A@S and CSA display fairly similar VFM. We find that CSA evidences stronger economy in delivering the programme but that A@S was moderately more efficient and effective than CSA.
- Based on the observed outcomes, the CSA was very slightly more cost-effective than A@S, based on lower cost and more moderate ambitions.
- Both A@S and CSA represent equity in supporting vulnerable communities.
- In terms of additional funder considerations, A@S was more innovative, CSA better achieved its desired results and both have potential for sustainability, but through different avenues –for CSA through national policy and for A@S through local political influence
- There is a question mark around additionality and what was done specifically as a result of the Prize. While participants reported that the Prize had stimulated them to do new things, experts involved in the judging and verification process reported a lack of clarity in what was delivered specifically as a result of the Prize. Verification data indicates that five participants reported activities directly attributable to the Prize and seventeen results from existing projects but inclusive of new elements added for the Prize. For five participants, however, the reported data was not verified to include new aspects as a result of the Prize, with activities from previous or existing projects being reported.

We have explored VFM of the Prize based on:

1. Prize expectations (internal analysis)
2. Comparison with another programme (external analysis)

For each of these, we base our analysis around selected indicators for the economy, efficiency, effectiveness and equity of the Prize (see Annex 9 for further detail on the VFM approach).

7.2 The internal VFM analysis

For the internal VFM analysis, we measured the Prize against its expectations, at input, output and outcome level. Table 10 summarises the overarching expectations for each criterion used in the analysis. In this section, we summarise the findings for each criterion. See Annex 9 for a breakdown of results against indicators. **We find overall that the Prize moderately exceeded its expectations, based on the revised aims and budget, which were amended during the Prize period.**⁴

Table 10: Criteria for the VFM analysis

Criteria: What we want to know	Overarching expectation
Economy: Did the Prize cost what we expected it to cost? [analysis against input expectations]	The Prize was launched and ran respecting the original time schedule, and within the original budget.
Efficiency: Were Prize inputs converted into the expected outputs? [analysis against output expectations]	The Prize stimulated a set of scaling processes for climate change adaptation.
Effectiveness: Did Prize outputs convert to the expected outcomes? [analysis against outcome expectations]	The Prize projects benefited local communities and promoted good practice.
Equity: Were Prize outcomes equitable for those intended? [analysis against outcomes for equity]	The Prize engaged diverse participants and projects supported poor and vulnerable communities.

Economy of the A@S Prize

The Prize met expectations for economy.

To understand the economy of the Prize, we measured results against expectations for the delivery timeline, and the budget for both prize delivery and prize purse. We find that the Prize was implemented to the revised budget, being delivered for £654,549 from an implementation budget of £655,109. The Prize purse awarded was exactly to the revised budget, at £650,000, including £150,000 distributed in Stage 1 and £500,000 in Stage 2.

The Prize awards were not commensurate with the inputs invested by participants. The total Stage 2 Prize purse represents 37.5% of the spend reported by the 27 completing participants in their final reports (£1,331,781^{cxii} – see Section 4). However, the Prize was not designed to cover the costs invested by participants, but simply to motivate participants to take part in the Prize. The total financial input to the Prize by the donor (£1,304,549) represents almost exactly the same spend reported by participants, indicating that the Prize leveraged the same investment as was put into it, doubling the investment in Prize activities overall.

We note that the Prize exceeded the original budget for the Prize, but the budget was revised in January 2018, to increase the verification budget and the Prize purse to better resource the larger number of participants than anticipated.

The timeline was subject to some moderate changes throughout the Prize process, being shifted by periods of a month or so at various points. The final submission deadline was delayed to enable participants more time to show impact,^{cxiii} and this meant a delay to the Prize award as well. This is not likely to have had significant implications for Prize spend for the funder, but may have had implications for participants, which were required to deliver for longer period of time than expected.

⁴ The VFM approach is necessarily flexible according to adaptations made throughout the Prize, with indicators therefore based on the latest expectations set.

Efficiency of the A@S Prize

The Prize significantly exceeded expectations for efficiency.

To understand the efficiency of the Prize, we measured results against expectations for the number of applications accepted for Stage 2, the number of prizes awarded and the partnerships established. We find that, with 38 eligible applications, resulting in 10 prizes, the Prize received more applications and awarded more prizes than expected (original expectations were for 30 applications and 8 prizes). While 10 prizes were awarded, 4 of these were honorary prizes, recognising good contribution to the sector but not necessarily awarded for achievement of the Prize aims specifically. We find that participants built new partnerships for scaling adaptation – including through collaborations with local government and the private sector. The number of partnerships reported in total was significantly more than expected – participants reported 48 partnerships, while I2I had set a target of 2 ‘partnership models’⁵ for the Prize (I2I, 2017). Though not all of the partnerships reported are new, some were created as a result of the Prize, and others could be considered strengthened through the further collaboration that would be required to deliver Prize activities.

Effectiveness of the A@S Prize

The Prize moderately exceeded effectiveness expectations.

To understand the effectiveness of the Prize, we measured results against expected outcomes, including the number of beneficiaries benefiting from the climate adaptation initiatives implemented as a result of the Prize, and the key intended prize effect of promoting good practice. We estimate that approximately 40,000 beneficiaries were supported by the activities stimulated by the Prize – *significantly more* than the 15,000 expected number of beneficiaries. In terms of promoting best practice, the Prize topic was cited in one key debate ahead of the Prize (COP24), and, subsequently to the Prize, key findings on good practice were shared in a government conference in Nepalgunj. Seven external news articles were written about the Prize and its outcomes. In addition, a number of internal communications activities were completed (see PEQ 1).

Equity of the A@S Prize

The Prize moderately exceeded equity expectations.

To understand the equity of the Prize, we measured results for equity in (i) establishing solutions and (ii) reaching beneficiaries. Although there were no explicit assumptions made here, the expectations were implicit in the vision of the Prize to bring in participants from under-represented areas, which necessarily means local and community-based organisations; and to support adaptation among poor and vulnerable people. We find that the Prize met expectations for equity in establishing solutions, having engaged a geographically diverse range of participants, and a large proportion of local NGOs and CBOs. However, the Prize had less success in engaging ongoing participation from women-led organisations. Of the four women-led groups engaged for Stage 2, one made a final submission but was not awarded a Prize. As these women-led organisations were CBOs, Prize Team members pointed to resource limitations as the key factor hindering their continued engagement.^{cxiv}

The Prize appears to have moderately exceeded expectations for equity in reaching beneficiaries, with an average of 57% female beneficiaries reported and inclusion of marginalised groups within participants’ projects. However, we note some reporting gaps here – this detail is not provided for all participant projects, so the actual reach could be higher or lower.

⁵ The review does not define what these are so, in discussion with the Prize Team, and for the purpose of this analysis, ‘partnership model’ was assumed to refer to partnerships.

7.3 The external VFM analysis

For the external VFM analysis, we have compared the Prize with a comparator programme, which used a grant mechanism to identify scaling pathways for climate-smart initiatives – the CDKN-funded CSA. Table 11 summarises the aims of this programme against those of the A@S Prize.

Table 11: Aims of the prize and comparator programme

Adaptation at Scale	Scaling-up Climate-smart Agriculture in Nepal
<p>Reward and promote adaptation innovations that link communities with wider networks to bring local adaptation to scale.</p> <p>Contribute to building or strengthening innovation capabilities among participants.</p> <p>Ensure that local communities benefit from adaptation innovations delivered by participants.</p>	<p>Identify, test and screen CSA practices suitable for different geographic, agro-ecological and socio-economic contexts of Nepal.</p> <p>Develop scaling-up pathways and implementation plans of champion or highly promising CSA practices in the country with active participation of local communities and government stakeholders.</p> <p>Enhance public awareness and capacity of government stakeholders to effectively implement CSA practices in the country in the long run.</p>

There are clear synergies here in terms of both programmes seeking to identify effective scaling solutions for climate adaptation-relevant initiatives in Nepal, and to influence government decisions based on this. However, we note a critical difference in that CSA did not set out to reach a large number of beneficiaries but rather to test an approach with a small sub-set of beneficiaries to prove its validity, in order to support its promotional objectives.

Here, we document the inputs of each programme then make a comparison on economy, efficiency, effectiveness and equity. We also compare on a small set of funder expectations that provide insight into why a funder might choose one approach over another. The remainder of this section summarises the findings for each criterion. See Annex 9 for a breakdown of results against specific indicators.

Overall, A@S and CSA display fairly similar VFM. Though CSA had lower input costs, A@S went further in terms of implementation and beneficiary reach. However, the programmes had differing levels of ambition. The results are determined by the aims of the programme versus the Prize – for A@S the intention was to see results play out in context.

Inputs invested into the programmes

The total cost varied greatly – with a total cost of £1,304,549 for A@S and £350,806 for CSA. For A@S this includes Stage 1 and Stage 2, with the understanding that the Stage 1 activities were necessary to achieve the Stage 2 outcomes. The Prize Team advised that these also represented the costs for implementing the Prize for the first time – if it were to be run again the costs would likely be much reduced.

Table 12: Input costs for A@S and CSA

Cost category	A@S indicator	Result	CSA indicator	Result
Costs to funder	Total Prize cost (Stage 1 and 2)	£1,304,549	Total project cost	£350,806
Proportion administrative costs (including fees and office costs)	Administrative costs/total cost	46%	Administrative costs/total cost	72%
Proportion delivery costs (including Prize purse, travel, workshop and communications costs)	Delivery costs/total cost	54%	Delivery costs/total cost	28%

Comparative economy of the programmes

We compared the programmes in terms of their delivery cost against their respective budgets, their average fee rate for all implementation team members and their average fee rate for project experts.

We find that CSA evidences stronger economy in delivering the programme. Though both programmes delivered to budget, CSA maximised inputs through a clearer balance of staff costs, which enabled a lower average fee rate of £126 per day in comparison with £356 for A@S. Moreover, the programme experts engaged on CSA had more competitive fee rates, with an average of £260 for CSA and £497 for A@S. This is because CSA worked with a national team and the Prize with an international team – with a core implementation team based in Nepal. The A@S Prize was part of a larger programme that engaged an international team of experts for each Prize to work alongside a national team of experts in delivering it. Despite this incurring a higher cost, it also provided opportunities for the Prize in terms of cross-Prize learning, specialised Prize expertise and access to international events.

Comparative efficiency of the programmes

We compared the programmes in terms of their efficiency in identifying practices to scale and in building the capacity of stakeholders to deliver adaptation activities.

We find that A@S was moderately more efficient than CSA. A@S identified more practices with the potential to scale, identifying 38 potential solutions as compared with 17 for CSA. However, given the differing investment for each programme, we find that the cost per practice identified was 40% less for CSA, at £20,636 per practice identified as opposed to £34,330. With regard to building stakeholder capacity, we find that A@S activities led to the training of significantly more community members, for a lower cost. A@S directly trained 35 participants during its training workshop, but those participants then trained a combined total of 1,600 beneficiaries. Some of these were trained using a Training of Trainers model, so we can expect further training as a result. Although the CSA also trained a number of farmers on applying the practices identified, the total number trained was 250, therefore with a higher cost per person trained.

Comparative effectiveness of the programmes

We compared the effectiveness of the programmes in terms of identifying effective adaptation scaling processes, promoting best practice to key stakeholders and supporting vulnerable beneficiaries to adapt.

We find that A@S was moderately more effective than CSA. CSA identified 13 suitable scaling pathways, whereas A@S identified 10 winning projects. However, CSA supported a smaller number of beneficiaries (approximately 3,500). We note, though, that direct support to beneficiaries was not CSA's main intention.

A@S promoted best practice to a more diverse range of stakeholders – national and local government, donors, NGOs, the media and communities, as compared with a target of national government and

communities in CSA. Both programmes evidence impact on government, with CSA impacting more clearly at national level and A@S at local level.

Based on the observed outcomes, CSA was very slightly more cost-effective than A@S. A@S represents a higher cost per scaling pathway identified, at £130,455 per awarded project compared with £26,985 per scaling pathway for CSA – representing just 20% of the cost per pathway to A@S. CSA represents a higher cost per beneficiary reached, at £101 per beneficiary as compared with £33 per beneficiary for A@S. Interpretation of this relies on acknowledging the target outcome. A@S aimed for both the development of processes and support to beneficiaries, whereas CSA focused solely on developing processes – and did this at a lower cost.

Comparative equity of the programmes

We compared equity in terms of the equity of solutions in supporting poor and vulnerable communities.

We find that both programmes represent equity in supporting vulnerable communities. Both built GESI considerations into their approach, and both supported more than 50% female beneficiaries. There is little data available for either on the income level of beneficiaries.

Comparison of the programmes against selected funder considerations

Finally, for funder considerations, we considered the following:

- **Potential for innovation:** We find that A@S provided more potential innovation than CSA. CSA focused on existing practices, trialling them with a small group of new users, whereas A@S provided the space for new project activities, technologies and partnerships (*imitative innovation*).
- **Likelihood of delivering desired results:** The delivery of desired results is higher for CSA, which has simpler aims, all of which were achieved. A@S was very ambitious and questions remain over the extent to which participants delivered additional activities specifically as a result of the Prize: while participants reported that the Prize had stimulated them to do new things, experts involved in the judging and verification process reported a lack of clarity in what was delivered specifically as a result of the Prize. Verification data indicates that five participants reported activities directly attributable to the prize and seventeen results from existing projects but inclusive of new elements added for the Prize. For five participants, however, the reported data was not verified to include new aspects as a result of the Prize, with activities from previous or existing projects being reported. This points to an important learning that there is more control over achieving desired outcomes with a grant-based approach but less room for innovation, autonomy and flexibility for implementing entities.
- **Potential for long-term sustainability:** The potential for sustainability is similar for both projects, though achieved in different ways. CSA integrated scaling pathways into Nepal's national plan, whereas A@S participants worked with local government, the private sector and communities at local level to sustain their initiatives (see PEQ 2).

Section 8: Were there any unintended consequences of the Prize and did they outweigh the benefits?

8.1 SEQ 4.1: Has the A@S Prize resulted in unintended consequences? Did the negative consequences outweigh the benefits of the Prize?

Overall, we found limited data on unintended consequences. However, we found that the model of the Prize required personal investment from both resource-constrained organisations and the communities they were working with. We also note some outcomes at community level, among beneficiaries, such as heightened participation and reduced outmigration, which were not specifically intended by participants. Based on the evidence available, it appears that the benefits of the Prize, in terms of promoting and stimulating increased climate change adaptation activity, outweighed the negative impacts of the Prize.

Key findings:

- There is limited data on unintended consequences, and several interviewees were confident that the Prize had had no negative impact.
- Interesting unexpected observations included a higher level of community participation than expected and reduced outmigration for employment opportunities.
- Negative impacts include over-reliance on community contributions and/or organisational resources – an issue in working with poor and vulnerable communities or CBOs with limited resources available to them.

Our evidence base provides little information on unintended consequences, despite seeking this information in the secondary data and through our interviews. One reason for this may be the lack of ground-level data collected by the Prize, beyond participants' reports. However, the Prize and Verification Teams did not note any negative consequences from their site visits.

Five interviewees were clear that there had been no negative effects as a result of the Prize.^{cxv} The Prize Team explained that, at the start of Stage 2, it had reviewed all participants' plans to check for best practice.^{cxvi} It did not allow applications to move forward into Stage 2 unless they had responded to the guidance provided by the Prize Team at that stage. This activity may have reduced the likelihood of negative unintended outcomes resulting from Prize projects. Furthermore, two interviewees highlighted that the participants were skilled organisations with years of experience in the field, which understood the local community, which would likely reduce the risk of harm resulting from projects.^{cxvii}

Participants were not held to completing any evaluation activities for their projects, which might have provided more insight into unintended consequences. It remains a possibility that unintended consequences occurred but were not captured through the assessment, verification and evaluative activities undertaken as part of the Prize – including our own.

8.2 Negative unintended consequences

Some of the negative impacts that emerged are particular to the context of this Prize, which invested in encouraging small, local organisations to take part, and aimed specifically to work with poor and vulnerable communities.

Participation in the Prize required investment of organisational resources by resource-constrained participants. The Prize approach intended for participants to leverage resources from other funders to support their participation in the Prize. However, the A@S Prize sought to engage local NGOs and CBOs in the Prize process, and these have less power to leverage resources from their own reserves or other sources than larger NGOs at national and international level. Four participants reported using their own

resources to enable their participation,^{cxxviii} including investing funds, time and human resources that would otherwise be used elsewhere, and, for one participant, selling land in order to fund project activities. This included one awarded participant, one finalist, one that submitted and one that discontinued, indicating three of the four were not subsequently reimbursed by the Prize award.

Related to this, we see a **potential negative impact in the reliance on community contributions to support the projects**, as a result of there being no funding available until the Prize award, and insufficient leveraging of resources from other sources to deliver projects. A total of 15 participants reported relying on community contributions to deliver their projects, including 12 relying directly on the community and three on community groups and cooperatives.^{cxxix} Contributions from the communities were both financial and in-kind contributions, including land, labour and time (see Table 13). While winners may have been more able to compensate communities after receipt of an award, this would not have been possible for non-winners unless they had subsequent success in leveraging funding. Because of the timing of the evaluation at the point of award, there was no evidence at the time of writing on whether and how winning participants had compensated their communities for contributing to their Prize activities.

Table 13: Community contributions reported by participants

Contribution	Reported by	
Financial	14 participants: 8 awarded, 6 not awarded ^{cxx}	<p>14 participants reported leveraging financial contributions from the community, with 3 of these leveraging primarily from community groups or cooperatives. 1 winner indicated that the community was positive about providing these contributions: <i>'The project beneficiaries were happy that they could contribute to activities related to climate change.'</i>^{cxxi}</p> <p>Another explained that, in the absence of donor funding, it had asked for a 40% contribution from the community while it provided 60: <i>'The community where we implemented the project was financially poor and we had to collect money from the households in order to fund the project, which was one of the greatest challenges. It was very hard for us to ask for money from them, knowing their situation.'</i>^{cxxii}</p>
In-kind	5 participants: 3 awarded, 2 not awarded	<p>In-kind contributions from communities included land, labour and time. 5 participants reported that they relied on these in-kind investments into their project, including 4 reporting labour contributions, 3 reporting time and 1 reporting land from their community, all without any financial compensation.</p> <p>One awarded participant explained the willingness of the community to do this: <i>'Because they are doing it for themselves so they know it's necessary for their community.'</i>^{cxxiii}</p>

Though one participant and the Prize Team explained that it was common for communities to make contributions to projects,^{cxxiv} the Prize posed a greater resource deficit for participants than grant-funded projects would have, potentially determining a greater reliance on the community than would usually be sought. Moreover, the implications of this are damaging – two participants reported that their participation in the Prize negatively affected their relationship with the communities they worked with as a result of raising expectations and losing trust.^{cxxv}

Further research at ground level is required to understand the implications of these indicative findings in detail.

8.3 Positive unintended consequences

We identified a series of positive consequences, not explicitly intended by the Prize. Interviewees gave the following examples of outcomes they had not envisaged:

- **High level of community participation:** Two participants noted that the level of community participation in their project was higher than expected.^{cxxvi} One of these participants reported surprise at women's engagement in their project activities:^{cxxvii}

When we installed the technology, the women became very involved digging distribution channels and implementing the technology. So, it encouraged women and they were really getting [the] benefit, their participation increased 200% and that was really surprising to us. There is a woman agriculture group now... and the ward office will plan activities for the women's group and the office will have that set up to support them through the registered woman's groups – we can't support them individually.^{cxxviii}

- **Reduced outmigration:** Two participants, as well as a PAC member and a focus group, noted reduced migration of male community members for employment opportunities.^{cxxix} One FGD participant explained:

Had the organic farming not been established here, I might have fled away for foreign employment. Now that I learn farming techniques by working here, I can adopt the similar methods for my farm where I work mornings and evenings. I aim to establish a business like this organic farm.^{cxix}

- **Inclusion of marginalised groups:** A Prize Team member highlighted the focus of projects on inclusion of marginalised groups, explaining that, while inclusion of marginalised groups is sometimes mentioned in a project, it does not tend to be introduced or embedded, whereas the Prize had an example of a project that focused solely on the Dalit community.^{cxixi} This participant went on to win an honorary award for inclusion as recognition for these efforts.
- **Community self-dependence:** One participant explained that it saw the community it worked with becoming self-dependent as a result of improved production and better access to market, explaining that the organisation no longer had to support community members directly, as they were able to buy seeds on their own using their income.^{cxixii}

Further research is needed to understand the implications of these indications. The evidence base for such observations is low within the data available for this evaluation.

8.4 Impact of unintended consequences on the benefits of the Prize

Based on the evidence available, it appears that the benefits of the Prize in terms of promoting and stimulating increased climate change adaptation activity outweighed the negative impacts. Benefits of Prize projects to communities, as reported and verified, include economic benefits, such as increased income from improved productivity and better access to markets; increased water resource access; better health; technology access; enhanced knowledge on climate change and adaptation activities; and improved land management and vegetable production. This is in addition to the 'unintended' positive benefits described above. While participants had to make some contributions, on an aggregate level the benefits would compensate for these contributions. However, a deeper understanding of outcomes and

impacts at ground level is required to understand the individual and specific community-level benefits in the context of the unintended consequences.

In considering impacts on the ground, one particular risk of any adaptation project is maladaptation.⁶ We do not find any strong evidence for this but do not feel the appropriate evaluations were done to capture this, and recognise that there are no structures in place to capture outcomes in the long term.

⁶ 'Activities that foster adaptation in the short term but insidiously affect systems' long-term vulnerability and/or adaptive capacity to climate change' (Magnan, 2014).

Section 9: Is solver support necessary for prizes to be successful?

9.1 SEQ 5.1: How have solver support activities delivered by the Prize contributed to improved solver ability to (i) participate in Stage 2 and (ii) implement scaling of adaptation solutions?

Before the Stage 2 Prize began, the Prize Team was successful in delivering outreach activities to engage further participants from around Nepal, ensuring greater representation of the provinces of Nepal. The Prize Team support provided to participants during the course of the Prize was beneficial for participants. Participants nevertheless reported a number of barriers, some of which could not be addressed by the Prize support and caused a few participants to withdraw from the process before the final submission.

Key findings:

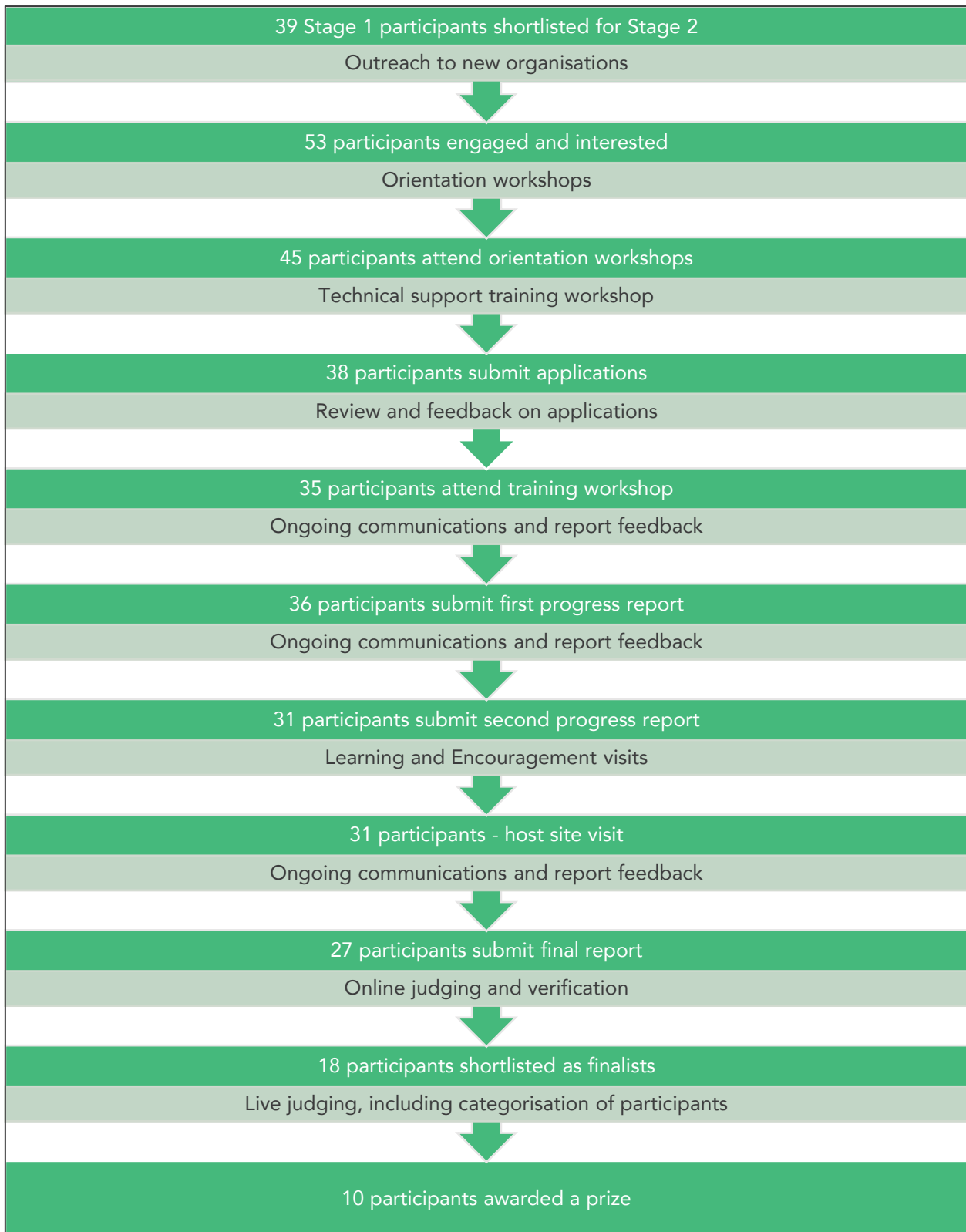
- Solver support activities were beneficial in engaging, encouraging and motivating participants, and enabling their understanding of the Prize in order to participate.
- Further support was needed to help address some of the key barriers facing participants in their participation and implementation of activities under the Prize – some of this could be addressed by the Prize, e.g. reduced reporting requirements, reduced time commitment; whereas others are inherent to a prize design, e.g. funding.
- Despite efforts to level the playing field, including additional training for participants not involved in Stage 1 and categorisation of participants into two different groups for judging, issues remained with regard to the differing organisational capacities of participating organisations and there were questions around the approach and communications with regard to categorising participants.

Figure 9 maps the support activities against the number of participating organisations throughout the Prize process.

A total of 39 participants from Stage 1 were shortlisted for Stage 2. In recognition of a lack of diversity in the organisations shortlisted, in terms of geographical representation, organisation type and gender and social inclusion factors,^{cxviii} the Prize Team invested efforts in outreach and engagement of new organisations to participate in Stage 2. Subsequently, throughout the Prize process, it implemented a series of solver support activities to both enhance participants' understanding of the Prize and encourage their ongoing participation. Though some participants discontinued during this process, 27 submitted final reports and 10 were finally awarded.

In this section, we summarise the barriers faced by participants, detail the support provided and discuss the impact of that support.

Figure 9: Participant support activities and rate of participation



9.2 Barriers faced by participants

The key reasons participants gave for discontinuing in the Prize related to resource constraints;^{cxxxiv} organisational challenges, such as issues with staff continuity, internal disputes and lack of support from their existing funder;^{cxxxv} and Prize-related issues, including the length of the Prize process.^{cxxxvi}

Participants reported a set of further barriers related to the Prize design and process, implementation of projects and context.

Barriers related to Prize design and process

Interviewees reported resource constraints as a key barrier.^{cxvii} This was in terms of funding,^{cxviii} as well as staff costs^{cxvix} and time.^{cxl} They addressed this through limiting their ambitions and scope,^{cxli} seeking contributions from the community,^{cxlii} seeking local government funding^{cxliii} and funding their projects from their organisations' own core funds.^{cxliv} One participant explained:

We didn't have any budget, but we decided to gather it from different sources. Firstly, we communicated with the rural municipality. They agreed to provide a total of 150,000 rupees for the project. Then we requested to [another project] and they agreed to provide us with 300,000 rupees. Following that, we communicated with the Alternative Energy Promotion Centre and submitted a proposal. Our proposal was approved and we receive a total of 2,200,000 rupees. After that we had around 2,700,000 rupees, which was enough to start the project.^{cxlv}

Another barrier relating to the Prize design was the time investment required. Participants reported challenges in terms of the time commitment required to participate in the Prize, including implementation time, workshops, reporting and supporting team visits,^{cxlvi} all of which needed to be done with no resources provided to support it. Five participants reported that the Prize process was too long,^{cxlvii} though a couple of interviewees noted that, given the aim of the Prize to induce scaling, a long time period was needed.^{cxlviii} In fact, the Prize Team explained that it had extended the implementation time to allow for more outcomes to be realised.

Participants and other interviewees highlighted **challenges related to the reporting requirements**, explaining that they were extensive and time-consuming,^{cxlix} with a lack of clarity in terms of both the report format and the participant responses.^{cl}

Barriers related to implementation

Implementation barriers reported related to organisational capacity, understanding of the Prize problem, and stakeholder engagement.

- **Variable capacity across organisations:** Interviewees noted disparity between different organisations, including diversity in capabilities, knowledge and skills,^{cli} as well as disparate access to necessary human resources.^{clii} They noted that it was difficult for CBOs to compete with national or international NGOs.^{cliii} In response to this, the Prize Team categorised organisations according to CBOs and local NGOs, and to national NGOs and INGOs, for the final live judging. They reported issues with staff turnaround affecting continuity of reporting, implementation and organisational knowledge.^{cliv} For women-led organisations, Prize Team members reported that time, funds and reporting requirements were too demanding.^{clv}
- **Inadequately addressing the problem:** The Prize Team noted limitations among some participants in adequately addressing the problem. They explained that some were doing general development work rather than climate change adaptation,^{clvi} and that it was apparent that some participants did not understand the Prize concept.^{clvii} One of the judges explained that some participants were not specific enough about problems addressed and solutions delivered.^{clviii} This reflection early in the Prize process was part of the justification for increasing solver support during the implementation period through the Learning and Encouragement visits.
- **Challenges to stakeholder engagement:** Despite obvious success by some participants, others reported challenges in engaging both communities^{clix} and local government.^{clx}

Barriers related to context

Participants reported political and geographical barriers.

- **Insufficient government capacity:** Participants explained that there was a lack of local government capacity to support projects, in terms of time and budget constraints, as well as a limited understanding of adaptation.^{clxi} They explained that the restructuring of the government had contributed here, causing confusion and making collaboration with the government quite difficult.^{clxii}
- **Challenging geographies:** A few participants noted challenges with regard to the remoteness of their project locations^{clxiii} and the local topography, affecting access and implementation.^{clxiv}

9.3 Support provided to participants

The Prize Team provided support to participants throughout the Prize process, some of which responded to some of the challenges faced by participants. While Prize design and contextual barriers were less easy to address, this support addressed the implementation barriers faced by participants. Three clear aims are relevant to the support activities provided. We have categorised the support provided according to the aims being sought (see Table 14).

Table 14: Support provided to Stage 2 participants

Aims	Enhancing understanding of prize and concept	Encouraging and supporting participation	Levelling the playing field for participants
Support activity	<ul style="list-style-type: none"> • Review and feedback on applications • Orientation workshops • Technical support training 	<ul style="list-style-type: none"> • Learning and Encouragement visits • Feedback on reporting • Ongoing communications 	<ul style="list-style-type: none"> • Categorising participants according to size of organisation • Providing increased support for new participants

Understanding the Prize and associated concepts

Participants appreciated Prize Team support to participants to understand the Prize and associated concepts of the Prize. However, with participants being experienced in climate change adaptation activities, some were already familiar with the concept of scaling-up and scaling-out of adaptation.

The Prize Team provided support to participants to ensure their understanding of the Prize and the concepts it was based on. They delivered this support through an orientation workshop, held before the implementation period, and a subsequent training workshop shortly after the implementation period had started (see Table 15).

Table 15: Orientation and training workshops delivered by the Prize Team

Workshop	Orientation	Technical Support Training
Content	<ul style="list-style-type: none"> • Prize process • Reporting requirements • Monitoring support • Training needs assessment 	<ul style="list-style-type: none"> • Climate change, adaptation and scaling • Project planning and monitoring • Advocacy and training • Gender equality, social inclusion and governance • Communication and report writing

The orientation workshop was delivered in three different locations around Nepal,^{clxv} to enable participation by all those interested in the Prize. Participants reported that this was a useful workshop for sharing ideas and getting clarity on the Prize.^{clxvi}

A Technical Support Training workshop was delivered for all those that had submitted an application, of which 35 participants attended, as well as a small number of partner organisations. The first two days were for new organisations, with a subsequent three days for all participating organisations.^{clxvii} Participants appreciated the workshop,^{clxviii} and subsequently resubmitted proposals, based on their learning and initial feedback from the Prize Team.^{clxix}

The Prize Team reported that these support activities had helped participants understand the Prize concept, including concepts of climate change, adaptation, scaling-up and scaling-out.^{clxx} Two of the judges said that this had come through in the live judging, with all participants being confident in their presentation of these concepts.^{clxxi} Two participants corroborated this,^{clxxii} while seven participants explained that, though they had already known the concepts of scaling-up and scaling-out, the Prize support had taught them the terminology associated with it.^{clxxiii}

Encouragement and support for participants

Prize Team activities aiming to encourage and support participation motivated participants to continue their engagement and helped them participate in the Prize more effectively.

The Prize Team provided ongoing encouragement, communications and support to participants throughout the Prize process. It gave feedback on the reports, was available to respond to queries from participants^{clxxiv} and conducted a set of Learning and Encouragement visits to participants. Visits were made to all 31 participants that remained in the Prize at that time.^{clxxv} The key purpose of the visits was to encourage continued participation.^{clxxvi} Visits also enabled the Prize Team to understand first-hand how each participant was approaching its project.^{clxxvii} The Prize Team provided suggestions to the participants on their projects^{clxxviii} and fed back to the wider team through a Learning and Encouragement Summary Report. The visits were largely well received by participants, which appreciated the time taken and support provided.^{clxxix} Participants also reported that the ongoing communications from the Prize Team were helpful.^{clxxx}

Eleven of the participants interviewed reported that the Prize support had helped their participation in the Prize,^{clxxxi} in particular the orientation workshop and the Learning and Encouragement visits. They explained that the support had motivated them to continue participating.^{clxxxii} The Prize Team reported an improvement in participants' project approach and reporting standards after the Learning and Encouragement visits.^{clxxxiii}

Though this ongoing support encourages participants to continue their participation, there are some ethical concerns associated with this for those that did not win and were persuaded to participate when there was no guarantee of funding. While the support may have encouraged them to stay engaged, they did this without any guarantee of winning at the end.

Levelling the playing field

Despite Prize Team efforts to level the playing field, issues remained with regard to the differing organisational capacities of participating organisations and there were questions around the approach and communications with regard to categorising participants for the final live judging.

The Prize Team sought to level the playing field between participants, to respond to the challenge of diversity of organisational capacity between participants. At the start of the Prize process, it provided additional training to participants that were new to the Prize.^{clxxxiv} This included two additional days of training in the technical training workshop.

Prize Team members reported that they had been able to level the playing field by ensuring that all participants had the same information and understanding of the prize process and concepts.^{clxxxv} However, disparities between participants remained. For example, the Stage 1 winners that went on to

participate in Stage 2 had the benefit of their prize winnings to help them navigate the resource barrier. They had this resource to use as seed money. New Stage 2 participants had a bigger mountain to scale.^{clxxxvi} As such, there were some inherent barriers to levelling the playing field that the Prize Team could not easily address.

To further address this, at the time of live judging, finalists were divided into two categories, one being small organisations, including CBOs, local NGOs and small private sector organisations, and the other being large organisations, including national NGOs, INGOs and large private sector organisations. This was with the aim of levelling the playing field, by ensuring organisations were being judged against other organisations of a similar capacity. The categorisation was based on the number of districts the organisation worked in. However, both judges and the Prize Team noted some issues with the approach used, explaining that they were not convinced that the indicators they had used were the most effective.^{clxxxvii}

Moreover, the communication of this categorisation to participants took place late in the process, with Prize participants given little notice.^{clxxxviii} One participant explained:

Our organisation was registered in the first group (local CBOs/NGOs). However, during the final day of presentation, there were some changes and I was asked to present in the group of national NGOs and we were evaluated on the criteria of national NGOs. This was a huge setback for us.^{clxxxix}

Conclusions

Overall, the Prize was successful, awarding 10 prizes celebrating success among participants

The A@S Prize was a success overall, having engaged a range of organisations in Nepal to share their adaptation approaches and encouraged them to build on and improve what they were already doing. It showed particular success in engaging government stakeholders, at national and local level, further contributing to GoN's proven leadership on prioritising climate change adaptation.

After 22 months of implementation – the longest implementation period of the I2I prizes – the Prize was able to make 10 awards to both large and small organisations in Nepal. It awarded prizes for success against the Prize aims, in terms of scaling-up and scaling-out of adaptation initiatives, as well as a set of four honorary prizes recognising promising contributions to the sector.

However, continued motivation of participants was necessary, raising ethical concerns

Participants required a lot of motivation throughout the Prize process, the long implementation period being a challenge for many participants (though it was seen as necessary to achieve scaling outcomes). For many, the chance of the Prize money alone was not enough to motivate them to continue. However, during the course of the Prize, the Prize Team provided support to participants, which improved their understanding of the Prize and their motivation to participate.

It is important to consider whether the participants would have continued with the Prize, without this ongoing support and knowing the final outcomes. This raises ethical concerns for participants who did not win, who were persuaded to participate when there was no guarantee of funding, and poses a question as to whether resource-constrained organisations such as CBOs are the right target audience for an inducement prize with such a long implementation period.

Prize participants invested significantly in their solutions and this delivered benefits for local communities

Interviews indicated that many non-winning participants found the Prize a useful endeavour but were challenged in terms of the resource implications, meaning they had to borrow from their organisational resources and from their beneficiaries, as well as to reduce their project ambitions. It is unclear from the data whether and to what extent community contributions were returned to the communities after the Prize award, by winners and non-winners. However, this is an issue to flag for any future programmes as a way of ensuring risks are not passed on to community members in a way that makes them lose out if they are not reimbursed after the Prize award.

The Prize model, however, pushed some participants into identifying more sustainable sources of finance than donor funding offers. Participants leveraged funding from government, the private sector and local cooperatives. They built connections and partnerships with the potential to sustain beyond the Prize period.

Participating organisations made a significant contribution to achieving Prize outcomes. They worked closely with communities, linking them to relevant stakeholders, including local government, in order to support adaptation processes. They reported key benefits for these communities, including economic benefits, resource access, livelihood improvement, improved health, technology access, enhanced knowledge and improved land management and vegetable production. We also found some anecdotal evidence for women's empowerment and reduced outmigration.

Based on the evidence available, it appears that the benefits of the Prize in terms of promoting and stimulating increased climate change adaptation activity outweighed the negative impacts of the Prize.

Clearly determining whether winners have delivered new and additional solutions at scale is challenging

One major issue with comprehensively understanding the Prize outcomes is the lack of clarity around the additionality it offered, in terms of what participants did specifically as a result of the Prize. The design of the Prize was to engage participants already working in the field of climate change adaptation, so it

becomes difficult to attribute their activities specifically to the Prize. Although all were very active in delivering against Prize objectives, for some participants it was unclear what specific new or additional activity the Prize induced. The complex reporting format and the varied reporting standards of participants make this hard to identify – and verification agents and judges alike were also not clear on additionality even after interrogating individual projects.

What we are seeing, though, is a large number of participants delivering adaptation projects, forming connections and promoting their work throughout the country. The level of scale of individual projects is limited. However, taking the aggregate effect of all the participating organisations into account it could be said that together the participants have achieved a significant level of scaling of adaptation in Nepal.

There is good evidence for the Prize delivering a range of identified prize effects

In terms of prize effects, A@S had clear outcomes. The Prize stimulated eight of nine identified prize effects. As intended, it promoted best practice adaptation innovations resulting from the Prize, it raised awareness to an extent of the concept of climate change adaptation, it stimulated network-building, it influenced policy at local level and it engaged community action. In addition, the Prize triggered some of the prize effects not specifically targeted. It maximised participation, by engaging a higher number of organisations in the Prize than expected. We also find evidence for some limited market stimulation. Although the projects were not typically innovative, the Prize engaged new people in the field of climate change adaptation – which can be understood as contributing towards open innovation.

Focusing on promoting best practice, the activities and engagement resulting from the A@S Prize, at output and outcome level, contributed to the promotion of good practice adaptation innovations. During the course of the Prize, the concepts of 'best practice' for adaptation and scaling were promoted among participants during orientation, training and other participant support activities. Prize-level promotion activities focused on the Prize itself, in order to avoid creating bias towards one or other projects. However, participants promoted their activities to various stakeholders at project level. At the point of Prize award, the ceremony, and communications around it, provided the opportunity to promote the best practice identified among the Prize participants at sector level, and in particular to national government stakeholders.

Overall, the Prize represents Value for Money

In terms of VFM, we find overall that the Prize moderately exceeded its expectations, based on the revised aims and budget, amended during the Prize period. This is, however, noting that expectations for the Prize were not revised in line with the increased budget, and that aims were reduced in ambition through the course of the Prize delivery. The Prize displays, overall, fairly similar VFM compared with the selected comparator programme. Though it had higher input costs, it went further in terms of implementation and beneficiary reach.

There are some signs of sustainability among participants, which could support further scaling

Participants planned to continue implementing their initiatives beyond the Prize award. They reported plans for institutional and financial sustainability, as well as a focus on how their initiative displayed potential for social and environmental sustainability. With continued implementation of their initiatives, further scaling as a result of the Prize could yet occur. This is more likely for those awarded a cash prize, which have the financial capital to invest in their projects and leverage further funding. While the Prize Team could have considered distributing the Prize purse to more participants, for example to all finalists or all completing organisations, as it did in Stage 1 where 15 awards were made, this risks the money going to less effective projects (i.e. in the case of completing organisations, those not verified or judged in any way) and the delivery of small cash prizes with less potential for significant impact, if they were all to be invested in the projects.

Achieving and evidencing final outcomes within one stage of a Prize is difficult

Given the huge task posed by scaling, moving from idea to final outcome in one Prize is difficult. Instead, it may be worth considering a multi-stage implementation approach that enables the trajectory towards

scaling to be broken down, with smaller prizes awarded for incremental changes along the pathway to scale. This could involve, for example, an initial prize for developing knowledge of how an existing adaptation works in a new context – moving beyond an idea to more comprehensive planning and research; a subsequent prize for identifying and engaging stakeholders to participate in and support the project; a third prize for effectively working with these stakeholders to implement; and a final prize for ensuring sustainability. Evidence that Stage 1 winners reinvested their Prize money into their Stage 2 activities, and in some cases leveraged further funding from it, suggests that smaller prizes throughout the process would help participants navigate the resources constraints of the Prize. This approach would also help keep participants on track and enable more opportunities for networking between participants and promotion of their projects to the sector, through Prize events at each stage.

Lessons and recommendations

We have identified a set of lessons and associated recommendations, for funders, designers and implementers, based on the evaluation findings.

1. Engaging small and/or resource-constrained organisations in a prize process means flexible support needs to be available to them.

Participating in a prize is more of a challenge for small, resource-constrained participants with limited organisational capacity (see PEQ 5). Ensuring their effective engagement requires support both to enable their participation and to ensure they gain non-financial benefits from the process in order to reduce the risks a prize poses for them. The support may need to be responsive and flexible to account for differing needs of different organisation types, though care needs to be taken not to introduce bias by providing more support to some organisations than others.

Recommendation: Build in a flexible budget for support if engaging organisations with limited capacity to participate. Support could include training targeted to identified needs, reduced reporting requirements and increased feedback on progress for all organisations.

2. Engaging different organisation types in a prize requires careful consideration of how to ensure a fair process.

A@S made efforts throughout to level the playing field, though it was felt there were still some gaps in the approach used and that the communication around this was not very clear (see PEQ 5). In engaging organisations with different capacities, consideration of how to level the playing field is critical and needs to be built in as an integral part of the process.

Recommendation: Consider during design phase how to level the playing field between participants, looking beyond surface-level indicators. Communicate clearly and early on to all participants about how this will be done.

3. A supportive enabling environment is critical for success in achieving Prize outcomes.

A@S has highlighted the importance of the enabling environment in achieving results. While Prize activities engaged and influenced government, an opening was apparent in terms of existing processes and interest from the government in the Prize topic (see PEQ 1). Without this, the same success might not have been seen.

Recommendation: Take time to consider the aims of a prize against the context in which it is being implemented, and amend and adjust the aims ahead of the prize launch to make them relevant to that context and ensure feasibility in achieving success.

4. Reporting skills are likely to be variable between participants, and reporting requirements pose an additional burden that is not reimbursed by a prize.

For A@S, participant reporting was a necessary step to understand who was continuing in the Prize process, how they were progressing and what had been achieved by the end of the implementation period. However, the reporting process was described as complex and lacking a clear format (see PEQ 5), therefore posing a burden for participants. Some participants had more experience and resources for reporting than others. These issues led to inconsistency in reporting standards.

Recommendation: Consider a clearer way to capture participant progress, which reduces the burden on participants and simplifies the process overall. For certain required data points, set out a clear standardised process for capturing data to ensure consistency in the detail and quality of data across participants.

5. Understanding true outcomes on the ground requires more comprehensive monitoring and evaluation investment at project level.

Related to Lesson 4, limitations in project-level data led to a lack of clarity in the true outcomes on the ground (see PEQ 4). Participants were not required to complete any evaluation activities for their projects, leading to lack of a baseline, clear ToCs, progress tracking and robust evidence for final outcome reporting. However, this could have helped inform both outcomes for beneficiaries and a clear understanding of change induced by the Prize. Without wishing to further burden participants with reporting requirements, greater investment in such monitoring and evaluation activities by a third party may help clarify and understand outcomes on the ground.

Recommendation: Invest in monitoring and evaluation of ground-level activities to understand the development impact of prize projects.

6. It is important to have a transparent judging process, which is clearly communicated to participants.

This is especially important in this context of engaging organisations to implement projects using their own resources. The learning-by-doing approach taken by the Prize allowed adaptability and flexibility but also meant late decisions and delayed communications to participants, particularly with regard to the categorisation of participants for the final judging (see PEQ 5). Relatedly, the outcomes of judging and verification processes can provide a key source of learning for participants on project progress and advisable improvements.

Recommendation: Ensure clear communication to participants with regard to the judging and verification process, and comprehensively feed back the outcomes of the process to participants to support their learning.

7. Sustainability and scale need to be thought through from the start of a project.

In a prize, participants tend to work towards the end goal of the award – but consideration should be given from the start to how to ensure sustainability and scale beyond the duration of the prize, particularly when addressing issues such as climate change adaptation, which require long-term and adaptive processes. The Prize Team encouraged participants to think through sustainability at the start of the Prize period. Many of the sustainability activities reported by participants were intentions, rather than processes that had been put in place before the end of the Prize period (see PEQ 2).

Recommendation: Support participants to think through how they will sustain and scale their initiative from the planning stages of the project, and to consider upfront the steps they need to take to get there, and incorporate these into their planning for the implementation period.

8. It is easy to be ambitious with prize aims but may not always be feasible to achieve them in practice.

The A@S aims were slightly adjusted during the Prize process, at the same time that support to participants was upscaled from what was originally intended. It is probable that a prize with simpler

ambitions would be more effective in retaining participant engagement, by reducing the burden posed by the challenge put forward. The prize model applied needs careful consideration as to what approach will work for the specific problem being addressed, and who the relevant stakeholders are to respond to that problem. The flexible approach taken in the A@S Prize was an important requirement in ensuring success.

Recommendation: Give careful consideration to the prize model and approach, based on the specific problem to be addressed. Ensure a flexible approach that allows for adaptations along the way. Consider using a multi-stage prize model to break down the problem and desired outputs into different phases, and providing ongoing motivation and financial input to participants through multiple prize awards, connected to differing levels of outputs.

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Adaptation at Scale evaluation annexes

Annex 1: Verification methodology

The verification methodology was developed and delivered by Lumbini Environmental Services Pvt. Ltd. They set out their methodology as follows:

The auditing and ground-truthing adopts multiple methods, which depend on the reported parameters and availability of the data and information. The methods of verification adopt the following methods and approaches:

1. Field observation: The Verification Team visited the project implementation area reported and met the lead farmer or beneficiary indicated in the report as a verifiable case of impacts on their or their family's livelihoods, to discuss and observe their implementation site.
2. Focus group discussion: During the field visit, FGDs with local communities were carried out to understand the activities implemented in their village as part of the A@S Prize project. The FGDs focused on assessing participants' views on implemented projects; date of implementation activities; process of identifying and implementing activities; partner organisations; and benefits from the project.
3. Consultation with project staff: Project staff were also consulted during the visit. The consultation focused on activities carried out during the A@S project; process of designing and implementing project; and partners in the project.
4. Telephone enquiry: The information was also verified through telephone communications, particularly the information regarding the involvement of municipalities and government offices, as visiting these in person was not possible given their location and time constraints.
5. Document review: Documents submitted by participating organisations and available progress reports on the programme were also reviewed.
6. Website: Some information was collected through the website of participant organisations. Annual plans and programmes of the municipalities in particular were fetched through websites.

The verification is not limited to the information stated in the report and includes additional information on activities implemented in the field but not stated in the report owing to limitations with regard to reporting space and/or competency of the organisation in preparing reports. There are four categories of verification status:

Verification category	Description
Strong	If reported information is >90% actual
Moderate	If reported information is 75%–<90% correct
Ok	If reported information is 50%–<75% correct
Weak	If reported information is <50% correct

All the available information was verified using different tools and methods based on consensus within the Verification Team and convenience for the stakeholders.

Annex 2: Judging criteria

The judging criteria were designed by the Prize Team, and focussed on four key areas: adaptation, scaling, innovation, sustainability. Each headline criterion had a set of sub-criteria associated with it. These were scored from 1-5 based on information provided by the participants; and weighted according to the percentages indicated.

Criteria	Overall weight	Score range
Focus on adaptation	25%	
Degree to which activities have focused on adaptation to climate change, including vulnerability reduction, resilience-building and/or adaptation to location specific climate-related hazards or impacts	15%	1 to 5
Adaptation achievement: Evidence of positive adaptation impact over the period of the Prize	10%	1 to 5
Degree of scaling	25%	
The initiative's focus on either scaling-out or scaling-up of the adaptation activities that have been implemented	15%	1 to 5
Scaling achievement: Evidence of increase in positive impact from scaling over the period of the Prize	10%	1 to 5
Degree of innovation	25%	
Extent to which the initiative has been innovative	15%	1 to 5
Innovation achievement: Evidence of positive impact because of the innovation over the Prize period	10%	1 to 5
Sustainability	25%	
Level of the initiative's focus on at least one of the types of sustainability: institutional, social, financial, environmental	15%	1 to 5
Sustainability achievement: Evidence of a sustainable impact or trajectory towards sustainability over the period of the Prize	10%	1 to 5
Additionality: Delivery of initiative beyond use of donor funding	5%	1 to 5

Annex 3: Key findings – Stage 1 interim evaluation

The Stage 1 interim evaluation was an internal evaluation, conducted by the evaluation team after the Stage 1 Prize was awarded. It was delivered to help inform the implementation of Stage 2. We provide the key findings here:

Is the Adaptation at Scale Prize making progress towards its aim?

Key findings:

The evaluation found that progress had been made towards key Prize effects:

Raise awareness: Wider awareness of participants' existing adaptation activities was stimulated. One winner indicated: *'It's very [beneficial] to the organisation... the work is acknowledged.'* This could also be considered a first step towards **promoting best practice**. At this stage of the Prize, scaling approaches cannot be promoted, as they have not yet been implemented.

Facilitate networks: The Prize facilitated networking and collaboration opportunities between NGOs and local government. For example, one winner indicated:

'Other organisations have extended their hands to work in collaboration with us, and some of the organisations are... also requesting for the partnership to implement the programme in Mustang district.'

What went well?

Engaging participants

- The Prize incentives generated interest from at least 175 organisations in Nepal.
- Of 59 completed applications, the majority were deemed to propose appropriate solutions.
- The target number of 15 Prizes were awarded.
- Participants perceived non-financial incentives to the Prize, including the opportunity to apply knowledge, to help others, to make something happen and to have their work recognised.

Participant profiles

- The Prize both engaged and awarded adaptation innovations within a range of thematic areas.
- The majority of Stage 1 participants and winners were local NGOs.

Overcoming barriers

- The 59 participants that submitted applications were able to overcome the opportunity and transaction costs of the Prize. 4 participants indicated that the investment required was expected and 12 participants indicated that the investment required was worthwhile.
- Judges indicated that participants scored highly on *Impact and Degree of innovation* of initiatives.

The judging process

- Positive feedback on the judging process indicated that it was clear, fair and rational.
- The Prize Team perceived that the payment of judges was a valuable investment.

Solutions delivered by the Prize

- The application process and outcomes indicate that new innovations were documented.
- The judges gave an average score of 6/10 for *Innovativeness of the initiative*.

- The judges gave an average score of 6/10 for Description of the barriers to scaling adaptation and the innovative ideas and solutions that will be used to overcome them.

Where could things have gone better?

Participant profiles

- CBOs represented a low proportion of applications and were not represented among the winners.
- Businesses represented a low proportion of completed applications, with one winner.
- Participants' geographical distribution was concentrated in the Central region.

Barriers facing solvers

- Practical barriers related to required information, time, finances and the online platform.
- Respondents noted barriers related to lack of experience, articulating responses, understanding the problem, responding to questions and language and terminology issues.
- The judges indicated that applications displayed limitations in terms of explaining both the current adaptation initiative and the plan to scale it.
- The judges indicated that participants had struggled to meet the Partnerships and Learning criteria.
- Respondents misunderstood the responses sought by the application questions.
- The judges' scores indicated that INGOs tended to score higher than CBOs.

The judging process

- Respondents gave negative feedback on the scoring approach, objectivity, verification of applications, language, participant categorisation, transparency and participant feedback.

Solutions delivered by the prize

- The Prize Team identified two Stage 1 applications as ineligible to participate in Stage 2. This was because of their topic of focus rather than their lack of innovation, necessarily.
- There was lack of a shared understanding of innovation between judges, participants and the Prize Team.

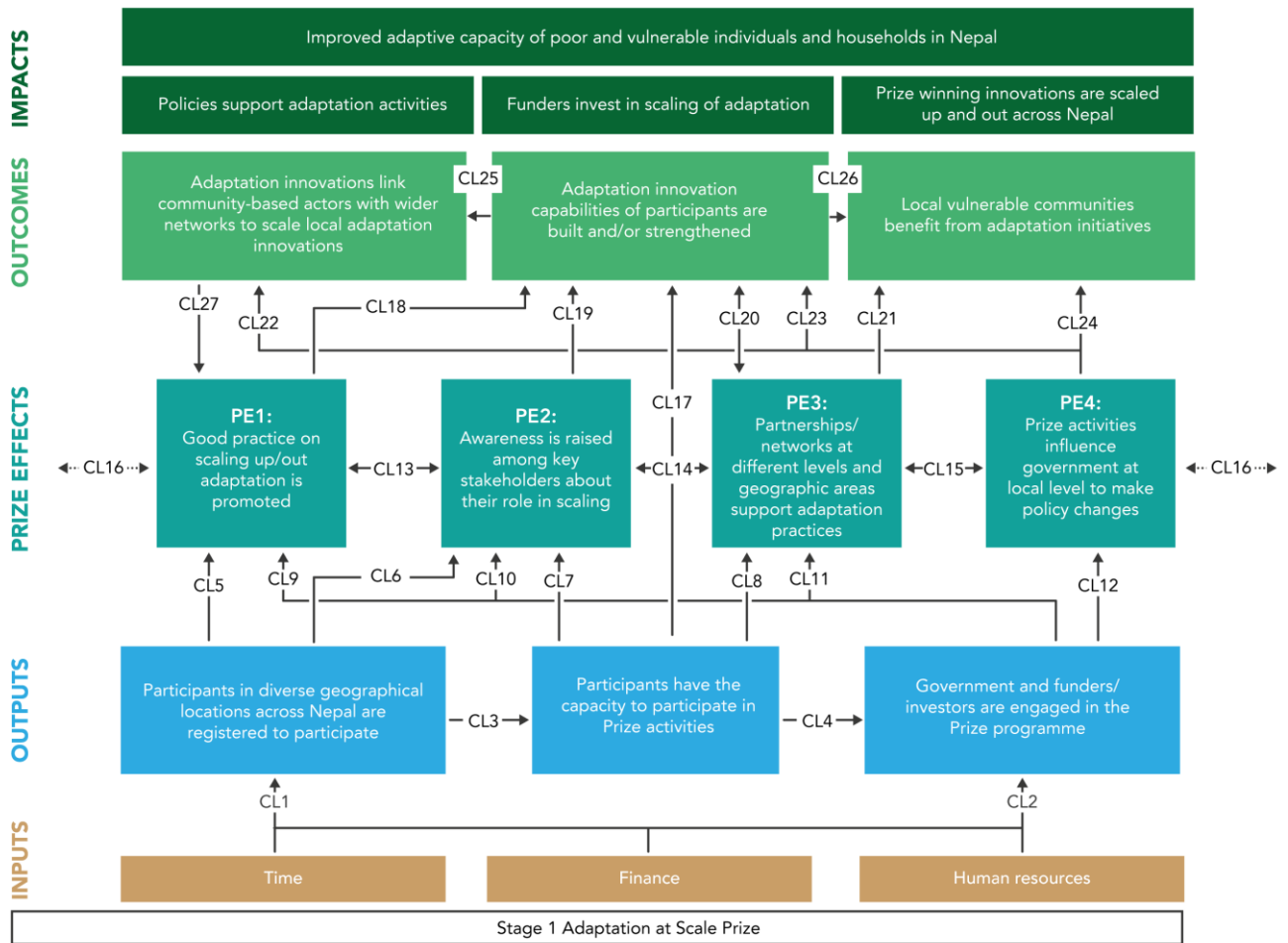
Annex 4: Evaluation approach

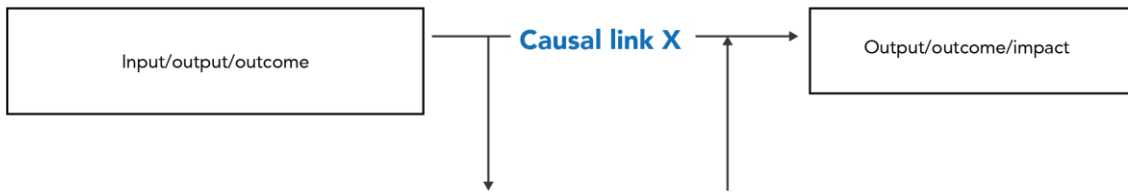
This annex lists the evaluation questions and the approach used to respond to each of them.

Evaluation question	What it explores	Approach
Overview question: To what extent did the Prize achieve what it set out to achieve?		
Overarching question: To what extent did the Prize drive the scaling of local adaptation to benefit local communities?	To what extent did the Prize: <ul style="list-style-type: none"> Reward adaptation innovations that link communities with wider networks to bring local adaptation to scale? Contribute to building or strengthening innovation capabilities among participants? Ensure that local communities benefit from adaptation innovations delivered by participants? 	<ul style="list-style-type: none"> Secondary data review against the ToC Participants' six-monthly progress reports; participants' final reports; verification reports; IDS quarterly reports
PEQ1: How effective has the Prize been at catalysing innovation on the focus problem?		
SEQ 1: How effective has A@S been at promoting best practice adaptation innovations to key stakeholders in Nepal?	The contribution of Prize activities to promoting best practice adaptation innovations among key stakeholders, including: <ul style="list-style-type: none"> Participants Climate-vulnerable individuals and households Local/national government Others Evidence for other contributing factors to promoting this.	Secondary and primary data review.
PEQ 2: To what extent has the effect of the Prize been sustained beyond the point of award?		
SEQ 2.1: How are Prize participants establishing mechanisms to sustain their adaptation innovations beyond the Prize award?	Participants' strategies for sustaining their innovations, in terms of: <ul style="list-style-type: none"> Institutionalisation Financing Social sustainability Environmental sustainability Reflections on likely sustainability from stakeholders	<ul style="list-style-type: none"> Light-touch approach as not a priority for this evaluation Secondary data review of participants' reports, verification reports, online judging comments Primary data collection with participants, Prize Team, live judges
PEQ 3: Does the prize offer VFM when compared with alternative funding modalities?		
SEQ 3.1: How has the support provided by the Prize enabled scaling of adaptation solutions in comparison with support provided by alternative funding sources?	How the financial and technical support (i.e. inputs) provided by the Prize has led to outcomes, through exploring: <ul style="list-style-type: none"> VFM of A@S against original expectations (using the 4 Es: economy, efficiency, effectiveness, equity) VFM of A@S in comparison with the CDKN CSA project (looking at inputs, the 4 Es and additional funder considerations) 	<ul style="list-style-type: none"> VFM assessment, based on indicators against 4 Es Secondary review of financial data and reports, etc., for prize and comparator Primary data collection to fill gaps in indicator evidence
PEQ 4: Were there any unintended consequences of the Prize and did they outweigh the benefits?		

Evaluation question	What it explores	Approach
SEQ 4.1: Has the A@S Prize resulted in unintended consequences? Did the negative unintended consequence outweigh the benefits of the Prize?	<ul style="list-style-type: none"> ▪ Evidence for positive and negative unintended consequences for stakeholders as a result of the Prize, with focus on participants and beneficiaries ▪ Impact of negative unintended consequences on stakeholders in context of successful outcomes of Prize and positive unintended consequences 	<ul style="list-style-type: none"> ▪ Light-touch approach to identify unintended consequences ▪ Based on secondary review ▪ Further exploration through primary data
PEQ 5: Is solver support necessary for prizes to be successful?		
SEQ 5.1: How have solver support activities delivered by the Prize contributed to improved solver ability to: <ul style="list-style-type: none"> ▪ Participate in Stage 2? ▪ Implement scaling of adaptation solutions? 	<ul style="list-style-type: none"> ▪ Barriers facing participants in participating and delivering solutions ▪ Support and engagement activities delivered by Prize Team, and impact of these 	<ul style="list-style-type: none"> ▪ Secondary data review to identify barriers, solver support activities, participant background, workshop reports ▪ Primary data collection and review

Annex 5: Theory of change





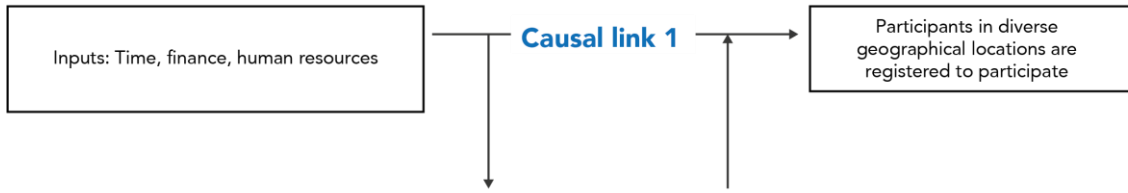
Activities
The activities the implementing team will undertake to achieve the output/outcome/impact

Mechanisms
The mechanisms triggered by the activities that will cause the output/outcome/impact to occur

Assumptions
Assumptions held about the context, change process, and programme that provide the conditions for the mechanisms to occur.

Stakeholders
The stakeholders involved in this causal link

Indicators
The indicators that can be used to measure the output/outcome/impact



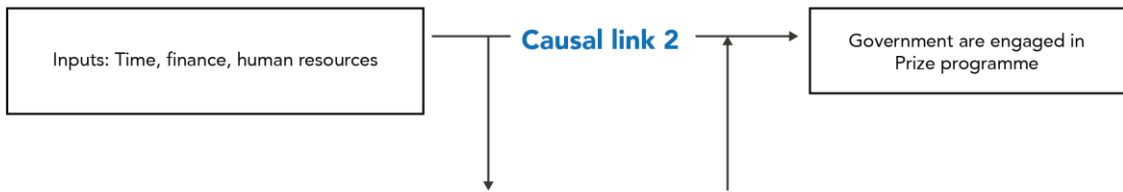
Activities
Prize Team launch and promote the Stage 2 prize
Gap analysis of Stage 2 shortlisted applicants
Invitation/selection of new applicants from under-represented areas
Preparation and publication of info, edu, comm materials i.e. project brochure and A@S website

Mechanisms
Solvers respond to the Prize engagement activities
New solvers register to participate in the Prize
Registered solvers meet eligibility criteria and are accepted to become participants of the Prize

Assumptions
The Prize is attractive to potential participants i.e. financial and non-financial value
Participants are able to navigate the prize registration process
Participants able to meet the eligibility criteria and overcome opportunity costs of registering
Activities run in Nepali support participation in the Prize/increase inclusivity
Participants represent poor and vulnerable communities

Stakeholders
Prize Team
Innovators/participants

Indicators
Number of registered participants
Location of registered participants



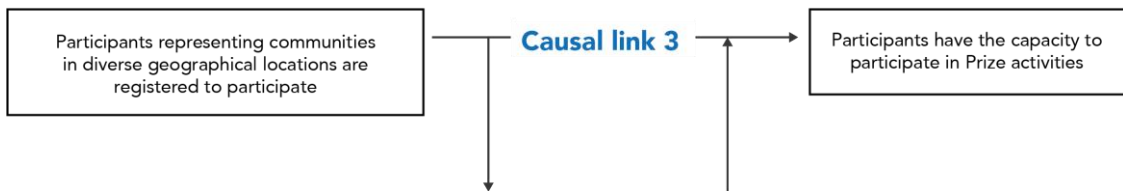
Activities
 Prize Team engage and maintain relationship with key government stakeholders through PAC meetings, meetings with MOEP and participation in government events
 Prize Team organise and run a side meeting at COP 23 in collaboration with the Government of Nepal

Stakeholders
 Prize Team
 Government

Indicators
 Government participation in activities at prize level

Mechanisms
 Government representatives actively engage in Prize activities run by Prize Team

Assumptions
 Government representatives are interested, and have time and capacity to engage
 Relationships exist with key stakeholders to leverage their engagement
 Government elections do not affect Prize process and stakeholder engagement



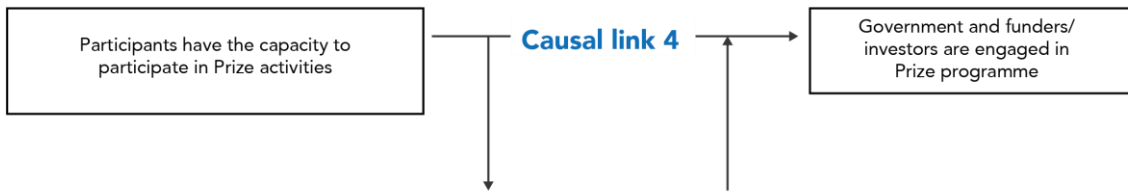
Activities
 Planning, organisation and delivery of orientation, M&E and technical training workshops
 Planning, organisation and delivery of learning visits

Stakeholders
 Prize Team
 Participants

Indicators
 Submission of 6 monthly reports
 Implementation of projects

Mechanisms
 Participants actively participate in workshops and learning visits
 Participants absorb and learn from content of workshops and learning visits

Assumptions
 Orientation and technical workshops provide content on effective Prize participation
 Workshop content is relevant and useful
 Participants are interested in and engage with content
 Participants have sufficient time and financial resource to participate in orientation workshops
 Capacity building activities 'level the playing field'
 Activities run in Nepali support participation in the Prize/increase inclusivity



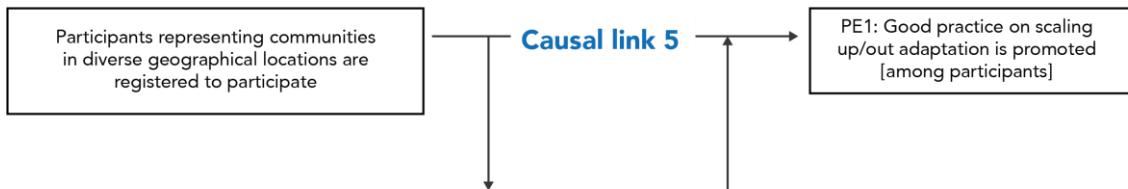
Activities
Prize Team engage national level government through their networks

Stakeholders
Participants
Government
Funders/investors

Mechanisms
Participants engage government at local level in their scaling activities
Participants identify and leverage funding sources to fund their scaling initiative
Participants implement A@S projects

Indicators
Government participation in activities at project level

Assumptions
Government stakeholders and funders/investors have the will, resource and capacity to engage in Prize activities
Participants perceive sufficient incentives to remain engaged with Prize activities



Activities
Prize Team run orientation and technical workshop
Prize Team deliver learning visits
Knowledge management, communication and dissemination strategy produced and implemented

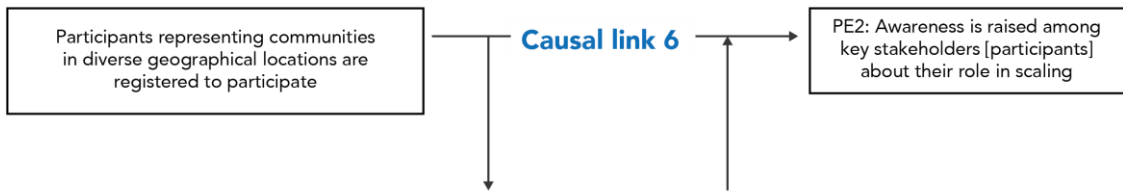
Stakeholders
Prize Team
Participants

Mechanisms
Participants participate in workshops

Indicators
Content of orientation and technical workshops

Assumptions
Orientation and technical workshops provide content on good practice for scaling
Participants are interested in content

External Mechanisms
Participants are exposed to alternative information on best practice scaling



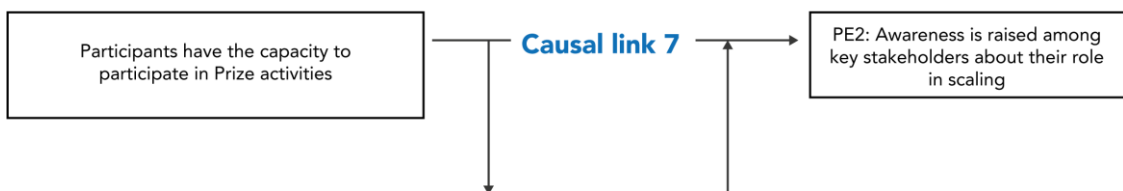
Activities
Prize Team run orientation and technical workshop
Knowledge management, communication and dissemination strategy produced and implemented

Mechanisms
Participants participate in workshop

Assumptions
Orientation and technical workshops provide content on role of participants in scaling
Participants are interested in content

Stakeholders
Prize Team
Participants

Indicators
Increase in understanding of role in scaling among participants



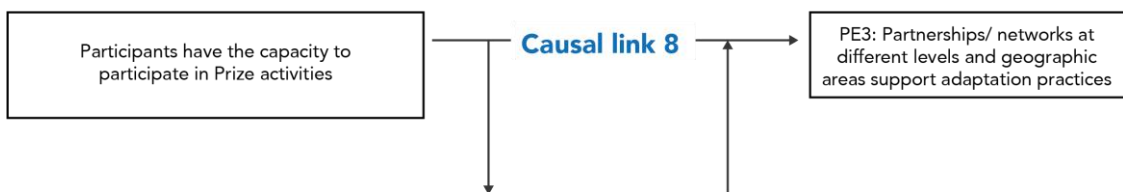
Activities
No prize team activities

Mechanisms
Participants implement A@S projects
Participants engage other stakeholders in their scaling activities
Key stakeholders engage with Prize activities at project level

Assumptions
Key stakeholders are interested in Prize activities and have capacity to engage
Participants perceive sufficient incentives to remain engaged with Prize activities

Stakeholders
Participants
Stakeholders with role in scaling

Indicators
Increase in understanding of role in scaling among participants



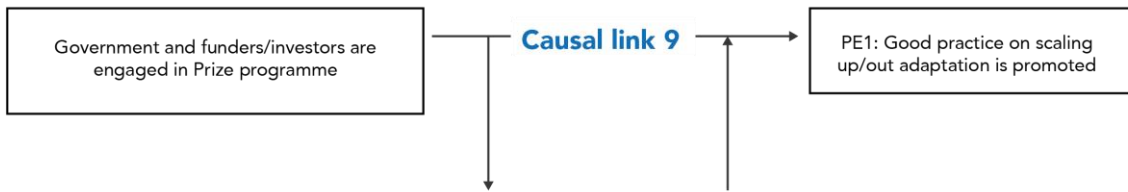
Activities
No prize team activities

Mechanisms
Participants network and partner with other stakeholders to support their scaling activities
Participants continue to implement A@S projects

Assumptions
Other stakeholders are interested and available to partner with participants in their scaling activities
Participants perceive sufficient incentives to remain engaged with Prize activities

Stakeholders
Participants
Partners/ networks/
communities of practice

Indicators
Engagement of participants in networks to support scaling
Partnerships supporting scaling activities



Activities

Prize Team keep government representatives informed on participant activities and associated learning

Prize Team engage government in activities e.g. COP 23

Stakeholders

Prize Team
Participants
Government
Funders

Mechanisms

Participants promote best practice to local government and funders/investors

Government representatives promote best practice scaling

Indicators

Scaling activities shared among participants and stakeholders

Quality of scaling activities shared

Assumptions

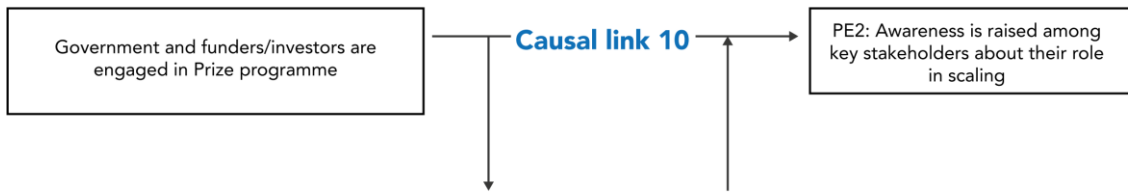
Participants scaling activities represent good practice

Government representatives contribute to understanding of good practice based on own experience and knowledge

Government/funders see the value in these community led networks and reflect this in programming and investment (time and finance)

External Mechanisms

Government are exposed to alternative information on best practice scaling



Activities

Prize Team keep national level government representative informed of Prize activities through PAC meetings

Stakeholders

Prize Team
Participants
Government
Funders

Mechanisms

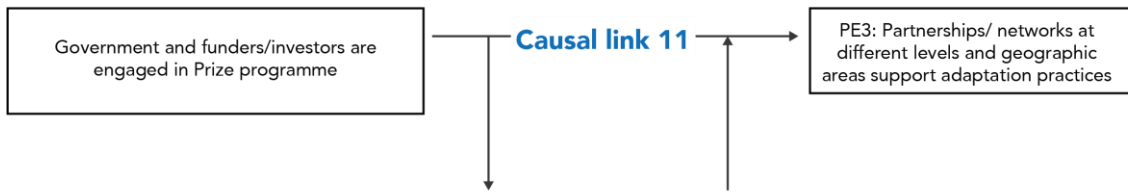
Participants work with government and funders to deliver prize activities

Indicators

Increased understanding of role in scaling among government and funders

Assumptions

Government and funders are interested to participate in the Prize activities



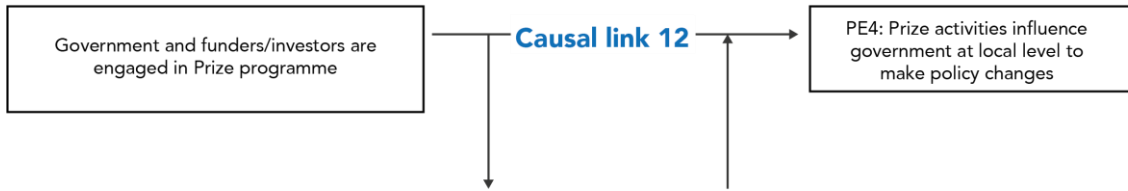
Activities
No prize team activities

Mechanisms
Participants network and partner with government and funders to support their scaling activities

Assumptions
Government and funders are interested and available to partner with participants in their scaling activities

Stakeholders
Prize Team
Participants

Indicators
Partnerships formed between participants, government and funders



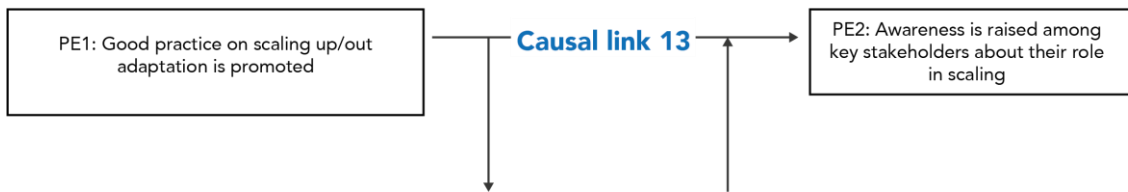
Activities
N/A

Mechanisms
Participants influence local government to make policy changes

Assumptions
Project activities are recognised as effective and beneficial by local government
Local government have the capacity to make policy changes based on project activities
Participants are effective in engaging government

Stakeholders
Participants
Government

Indicators
Actions towards policy change to support scaling
Policy change to support scaling



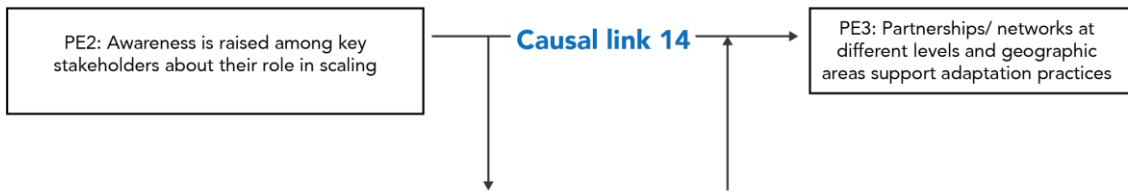
Activities
Prize Team engage key stakeholders in the Prize, through PAC meetings, and prize award

Mechanisms
Key stakeholders engage in prize activities and communications
Participants promote and raise awareness about their scaling activities

Assumptions
The prize innovations represent good practice
Key stakeholders respond to prize activities and actively engage in content

Stakeholders
Prize Team
Participants
Stakeholders with key role in scaling

Indicators
Increase in understanding of role in scaling among key stakeholders



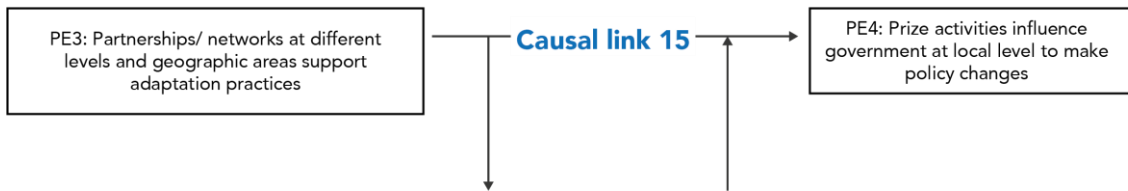
Activities
No prize team activities

Stakeholders
Participants
Key stakeholders, at different levels

Mechanisms
Stakeholders and participants form networks and partnerships for scaling adaptation practices
Key stakeholders engage in prize activities and communications

Indicators
Partnerships and networks formed and/or strengthened to support scaling activities

Assumptions
Increased awareness among key stakeholders motivates them to engage in scaling activities
By engaging in scaling activities, key stakeholders have a better awareness of their role in scaling



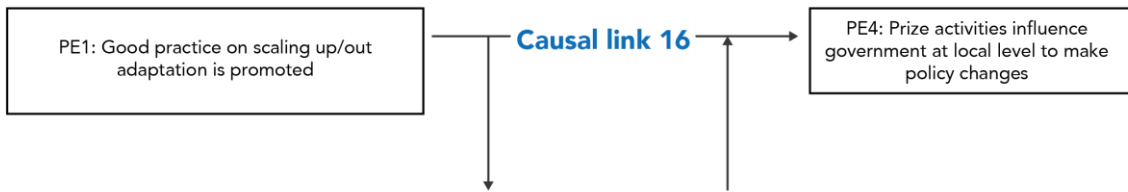
Activities
No prize team activities

Stakeholders
Participants
Government

Mechanisms
Government stakeholders integrate adaptation scaling into policy
Participants partner and network with government representatives

Indicators
Actions towards policy change to support scaling
Policy change to support scaling

Assumptions
Project activities are recognised as effective and beneficial by local government
Local government have the capacity to make policy changes based on project activities
Participants are effective in engaging government
Policy changes encourage stakeholders to engage with scaling activities



Activities
Prize team promote good practice in scaling through PAC meetings and Prize award

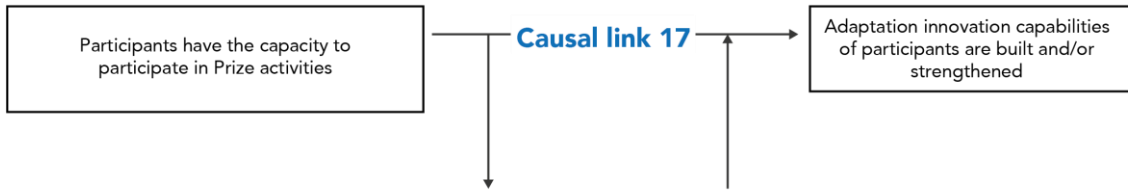
Mechanisms
Government stakeholders integrate adaptation scaling into policy
Prize participants promote their scaling activities to local government

Assumptions
Project activities are recognised as effective and beneficial by local government
Local government have the capacity to make policy changes based on project activities
Participants are effective in engaging government
Policy changes serve to promote scaling activities

External Mechanisms
Policies related to scaling that already exist promote scaling of adaptation

Stakeholders
Prize Team
Participants
Government

Indicators
Actions towards policy change to support scaling
Policy change to support scaling
Quality of practice promoted within policy discussions or changes



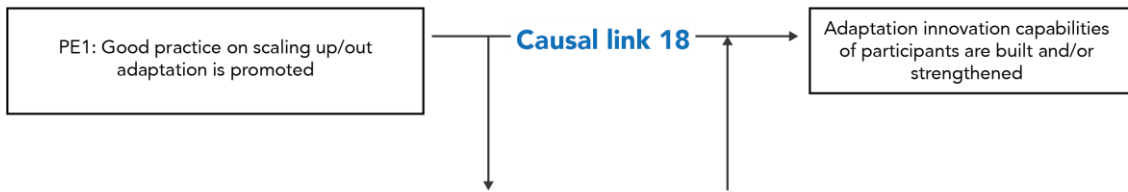
Activities
Prize Team support participants to effectively implement scaling activities through learning and encouragement visits

Mechanisms
Participants remain engaged in delivering their projects throughout the prize

Assumptions
Adaptation innovation capabilities are demonstrated through judging and verification of prize activities
Participants develop adaptation innovation capabilities through their delivery of prize projects
Participants are able to apply learning from capacity building workshops and their engagement in the Prize
Participants perceive sufficient incentives to remain engaged with Prize activities

Stakeholders
Prize Team
Participants

Indicators
Capability of participants to deliver adaptation innovations



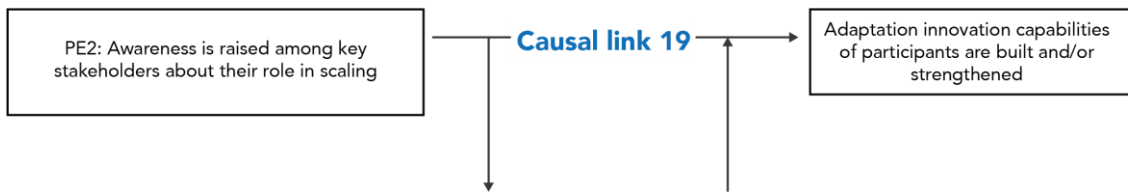
Activities
No prize team activities

Mechanisms
Participants absorb information shared on good practice

Assumptions
Participants' knowledge on good practice scaling builds their adaptation innovation capabilities

Stakeholders
Participants

Indicators
Capability of participants to deliver adaptation innovations



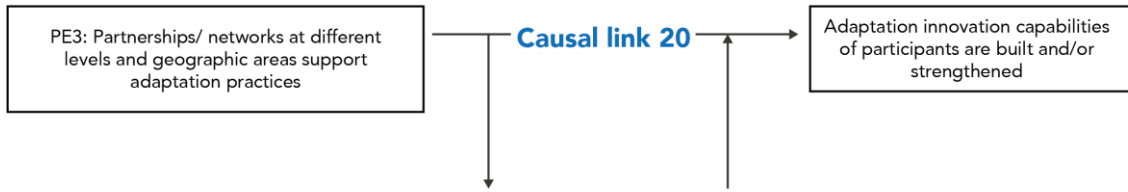
Activities
No prize team activities

Mechanisms
Participants engage other stakeholders in their scaling activities

Assumptions
Increased understanding among participants of stakeholders' role in scaling enables them to more effectively implement their scaling projects
By engaging in scaling activities, key stakeholders have a better awareness of their role in scaling

Stakeholders
Participants

Indicators
Increased understanding among stakeholders of their role in scaling
Capability of participants to deliver adaptation innovations



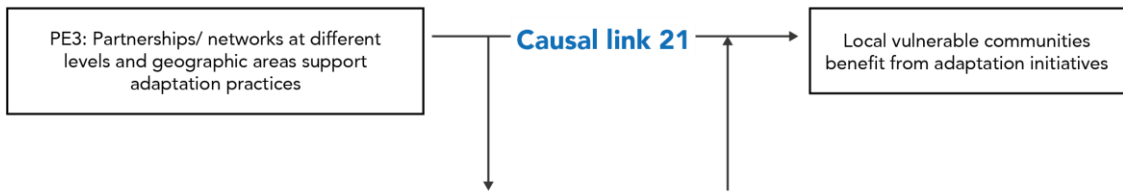
Activities
No prize team activities

Mechanisms
Participants actively engage others in their scaling activities
Participants learn about scaling from partners and networks

Assumptions
Adaptation innovation capabilities include capacity to build networks and partnerships to support scaling
Partnerships and networks are effective in providing reliable and useable information on scaling to participants

Stakeholders
Participants
Partners/networks/communities of practice

Indicators
Capability of participants to deliver adaptation innovations
Partnerships and networks formed and/or strengthened to support scaling activities



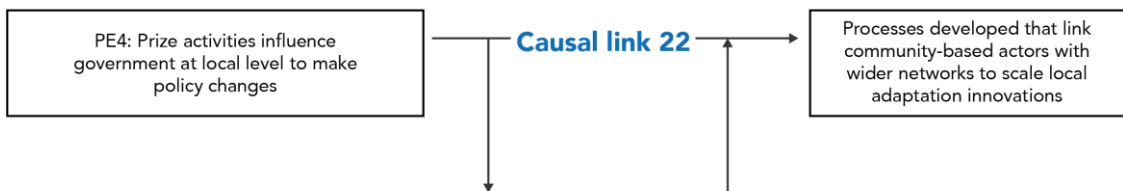
Activities
No prize team activities

Mechanisms
Stakeholders work together to support adaptation among vulnerable communities

Assumptions
Adaptation initiatives are designed to support vulnerable communities
Adaptation initiatives are effectively implemented
Partnerships/networks include vulnerable communities
Participants represent poor and vulnerable communities

Stakeholders
Participants
Government
Partners

Indicators
Partnerships and networks formed and/or strengthened to support scaling activities
Benefit of scaled adaptation initiatives to communities



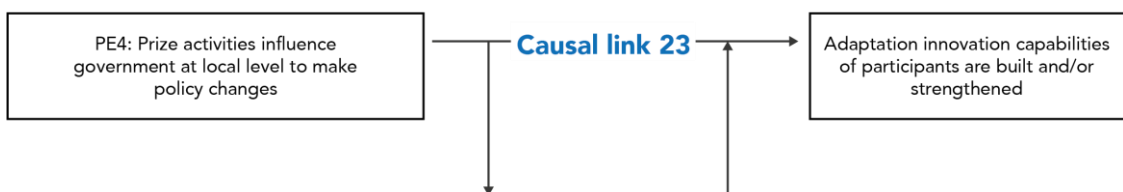
Activities
No prize team activities

Mechanisms
Government stakeholders integrate adaptation scaling into policy
Local communities participate in adaptation activities

Assumptions
Local government policy is designed to support vulnerable communities
Local government policy is effectively implemented
Adaptation activities are recognised as effective and beneficial by local government
Local government have the capacity to make policy changes based on project activities

Stakeholders
Government
Local communities

Indicators
New processes linking communities with wider networks to support adaptation scaling
Government involvement in new processes



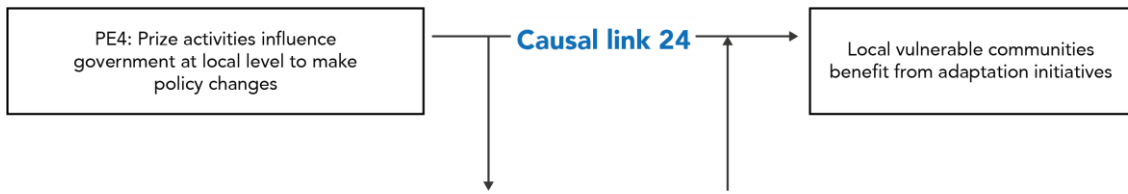
Activities
No prize team activities

Mechanisms
Participants leverage local policy opportunities to implement scaling activities

Assumptions
Local government policy is effective in supporting adaptation activities
Participants align with local government policy in their adaptation activities

Stakeholders
Participants

Indicators
New local policies supporting scaling activities



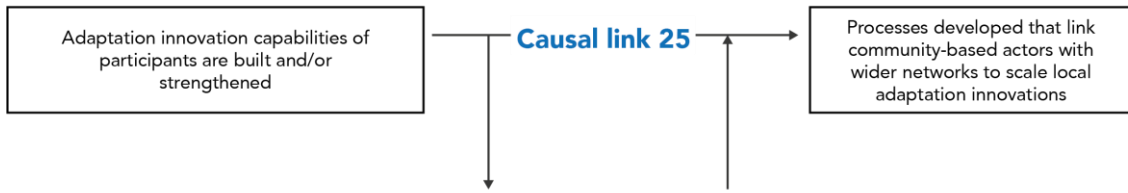
Activities
No prize team activities

Stakeholders
Government
Communities

Mechanisms
Government stakeholders integrate adaptation scaling into policy
Local communities participate in adaptation activities

Indicators
New local policies designed to directly support local communities through adaptation scaling

Assumptions
Local government policy is designed to support vulnerable communities
Local government policy is effectively implemented
Adaptation activities are recognised as effective and beneficial by local government
Local government have the capacity to make policy changes based on project activities



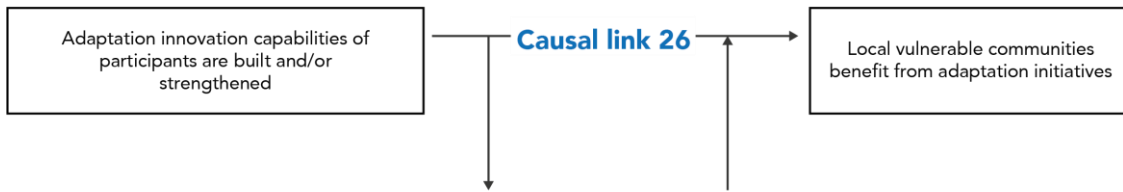
Activities
No prize team activities

Stakeholders
Participants
Partners/networks

Mechanisms
Participants implement their A@S projects
Partner and networks support A@S projects

Indicators
New processes linking communities with wider networks to support adaptation scaling

Assumptions
Participants are able to apply learning from capacity building workshops and from their engagement in the Prize
A@S projects are successful in developing processes that link communities with wider networks to scale adaptation
Participants perceive sufficient incentives to remain engaged with Prize activities



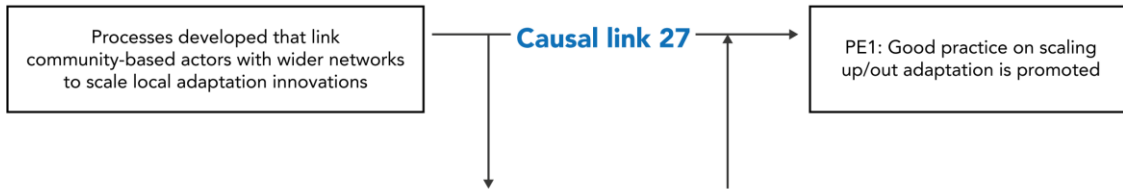
Activities
No prize team activities

Mechanisms
Participants implement their A@S projects
Local vulnerable communities participate in A@S projects

Assumptions
Participants are able to apply learning from capacity building workshops and from their engagement in the Prize
A@S projects are successful in engaging and supporting local vulnerable communities to adapt to climate change impacts
Participants perceive sufficient incentives to remain engaged with Prize activities

Stakeholders
Participants
Communities

Indicators
A@S projects that benefit vulnerable communities



Activities
Prize Team organise and run judging, verification and award activities
Projects are verified, judged and awarded
The Prize Team promote good practice in scaling through the award ceremony

Mechanisms
Participants continue to implement their proposed scaling innovation and submit final submissions at end of prize implementation period
Stakeholders attend the award ceremony
The press report on the Prize

Assumptions
Judging, verification and award activities identify good practice in scaling adaptation
Participants have the capacity to fulfil participation requirements
Participants are able to successfully demonstrate their success in scaling adaptation
Prizes are awarded to best practice innovations
Press are interested in Prize/ Prize is newsworthy
Media reporting reaches key stakeholders

External Mechanisms
Stakeholders are exposed to alternative information on best practice scaling

Stakeholders
Prize Team
Participants
Judges/verification agents
Government
Funders
Other key stakeholders involved in scaling
Media/press

Indicators
Projects verified and judged, prizes awarded, attendees at award ceremony, media reports on award

Annex 6: Summary of the final projects

This annex provides a summary of the projects submitted at the end of the Prize implementation period, including whether they were awarded in Stage 1, the registration district of the organisation and the district of project implementation.

Organisation name	Project title	Common name in community	Description of activities during Prize period (specific new aspects added to existing activities in response to Prize)	Protsahan Prize winner	Registration district	Project district/s
Aapasi Sahayog Kendra	Promotion of Organic Farming for Ecosystem based Adaptation	Amplification of bio-compost-oriented agriculture for ecosystem-based adaptation	The project adopted the concepts of scaling-up and scaling-out under the A@S Prize. It aimed to deliver ecosystem-based adaptation, focusing on investigating the state of the soil. It aimed to expand knowledge, skills and perceptions of farmers through an 'Organic School' and discussions and lobbying for policy management.	Yes	Syangja	Syangja, Kavrepalanchok
Asia Network for Sustainable Agriculture and Bioresources (ANSAB) Nepal	Ecosystem-based Commercial Agriculture: Promoting Innovative, Climate Smart & Responsible Business	1. Organic Agriculture/ANSAB; 2. Public Private Community Alliance (PPCA)	This project builds on good results and best practices from ANSAB's programme on building prosperous communities. It integrates farm and forest components and aims to transform traditional agriculture into a climate-smart, attractive and socially prestigious business through increased production/productivity, climate resilience of agro-ecosystems and people, youth participation and reduced greenhouse gases.	Yes	Kathmandu	Kavrepalanchok, Nawalpur, Sindhupalchok, Dolakha, Mugu, Bajura
CARE Nepal	PES and Community Resilience	PES	The project pilots a PES initiative in the hydropower projects by including private hydropower owners through a PES basket fund mechanism, to provide a sustainable source of financing for adaptation initiatives.	Yes	Kathmandu	Manang, Lamjung
Centre for Rural Technology Nepal (CRT/N)	Promoting Hydraulic Ram Pump for Rural Irrigation & Improving Livelihood & Climate Change Adaptation	Hydraulic Ram Pump Laghu Sinchai Yojana	Scale-out of hydraulic ram pump system, including area identification, feasibility study, demonstration, orientation and awareness with community and local government bodies, formation of Hydraulic Ram Pump Technology Micro Irrigation Project User's Committee and installation of a hydraulic ram pump of 4-inch capacity. Supported by construction and up-gradation of existing canal and reservoir tank; and capacity-building on	Yes	Kathmandu	Nawalparasi

Organisation name	Project title	Common name in community	Description of activities during Prize period (specific new aspects added to existing activities in response to Prize)	Protsahan Prize winner	Registration district	Project district/s
			operation, management, repair and maintenance; farming and irrigation techniques.			
Community Development and Advocacy Forum Nepal (CDAFN)	Water Resources Management for Disaster Risk Reduction & Livelihood improvement in Ratu River, Chure	Programme of Pairabi Munch Nepal	Focused on strengthening community capacity through, for example, saving and credit, and income generation activities. After the July 2017 flood, activities focused on recovery. The scaling-up and scaling-out strategies were carried out by involving potential donors (UMN, WWF, Save the Children, ICIMOD, Care Nepal, TU) and local government leaders through field visits, including a travelling seminar for policy-makers of different levels of government.	Yes	Mohottari	Mohottari, Dhanusha
Dalit Welfare Organisation (DWO)	Improvement of economic status of landless and Badi community through riverbed farming	Riverbed farming by DWO	Community-based riverbed farming activities and associated knowledge-building.	Yes	Kathmandu	Rukum
Ithaka Institute for Climate Financing	Building village economies through climate farming & forest gardening (BeChange)	Ithaka forest gardening and climate change adaptation project	Promotion of forest gardens, linked to eco-tourism, carbon payment and watershed conservation activities. Applying climate change adaptation activities to reduce the risk of severe water shortages in the dry season. Working with the local population on different watershed conservation activities to secure the availability of water resources.	Yes	Tanahun	Tanahun, Lamjung
Machhapuchhre Development Organisation (MDO)	Community Based Climate Change Adaptation (CCA) Programme	Community Based Climate Change Adaptation (CCA) Project	Promotion of PES in lakes and scaling out of Promotion of Ecological Agriculture based Community Entrepreneur and Implementation of Bio-diversity Conservation and Livelihood Promotion Project	Yes	Kaski	Kaski, Syangja, Prabat
Manahari Development Institute (MDI)	From Shifting Cultivation to the Sustainable Farming in the Sloping Hills	Paurakhi Pakho Pakhero	Integration of small-scale aquaculture with existing agriculture practices, enabling farmers to gain fish stocks for additional income and family consumption, and reducing fishing in rivers and streams to reduce depletion of local stocks.	Yes	Makwanpur	Makwanpur

Organisation name	Project title	Common name in community	Description of activities during Prize period (specific new aspects added to existing activities in response to Prize)	Protsahan Prize winner	Registration district	Project district/s
	of Northwest Makwanpur					
Namsaling Community Development Centre (NCDC)	Dadui Solar Drinking Water and Irrigation Project	Dadui Solar Drinking Water and Irrigation Project	Working with the community to add to the organisation's attempts to address issues surrounding energy, environment, agriculture, good governance, livelihood and GESI. Planning and construction of drinking water and irrigation facilities.	Yes	Illam	Illam
National Disaster Risk Reduction Centre (NDRC)	Climate Resilient Livelihood Promotion Initiative	Climate Resilient Livelihood Promotion Initiative in Sitganga of Arghakhanchi District	Adding to existing project activities through (i) conservation ponds for water resource management, (ii) rain water harvesting, (iii) cultivation of organic vegetable farming, (iv) climate-resilient cash crops, (v) promotion of zero tillage-led farming practices for soil conservation, (vi) grass plantation for improved animal husbandry, (vii) cultivation of gram/pulses for soil conservation and (viii) use of compost manure and bio-fertiliser.	Yes	Kathmandu	Arghakhanchi
Youth Acting for Change Nepal (YAC-Nepal)	Strengthening Livelihoods & Building Climate Change Resilience of Rural Climate Vulnerable Community	Climate Change Adaptation Project	Community mobilisation, awareness-raising and government engagement in support of existing agricultural activities.	Yes	Kailali	Kailali
Chay Ya Nepal	Health Care System Development – Dealing with Climate Change	Chay Ya Samudayik Swasthaya Chouki	Optimisation of birthing centre and outreach clinic through repair, maintenance and restocking of medicines and medical equipment. Preparedness training of health staff to provide services during emergency and disaster crisis to enable their response to extreme events and disasters induced by climate change.	No	Kathmandu	Gorkha, Humla, Mugu
Community Rural Development Society (CRDS)	Adaptation, Water and Resilience	Adaptation, Water and Resilience	Sustainable water resource management and livelihood activities, including development of technology for multiple use of water (drip irrigation, sprinkle, pond for collecting waste water, plastic ponds, rainwater harvest, refilling water ponds) and public	No	Darchula	Darchula

Organisation name	Project title	Common name in community	Description of activities during Prize period (specific new aspects added to existing activities in response to Prize)	Protsahan Prize winner	Registration district	Project district/s
			awareness programmes for disaster risk management and climate change adaptation.			
Concern Centre for Rural Youth (CCRY)	Strengthening capacity of Yarshagumbu (<i>Ophiocordyceps sinensis</i>) collectors through awareness-raising	Strengthening capacity of Yarsagumba	Focused on biodiversity conservation and knowledge-based document production and dissemination, capacity enhancement and policy lobbying.	No	Rukum	Rukum
Environmental Preservation Services for Development (ENPRED)	Implementation of Climate Change Adaptation Programme through Developing Climate Smart Village	Jalabayu Paribartan Anukulan	The project worked at multiple levels to provide assessment and capacity-and knowledge-building on community-based adaptation and ecosystem-based adaptation. Included introduction of water-efficient technology, livelihood option diversification, soil and land improvement, alternative and efficient energy and capacity-building activities for increasing the adaptive capacity.	No	Kathmandu	Lamjung
Everest Club	Building Community Initiative for Climate Adaption Scaling Promotion Programme	Building Community Initiative for Climate Adaptation Scaling Promotion Programme	The major objectives of this project were capacity development on climate change adaptation, climate-friendly livelihood enhancement, policy arrangements and activities for climate change adaptation and increasing the accountability of the local level and other stakeholders.	No	Dailekh	Dailekh
Griha Laxmi Rice Mill (GLRM)	Efficient Eco-Modern Farm Management as well as Climate Change adaption Western Nepal	GLRM Eco-Modern Farm	The project introduced an eco-modern farm to enhance income generation by the local community. It introduced eco-tourism promotion activities at the local level and best practice agricultural techniques.	No	Kaski	Kaski

Organisation name	Project title	Common name in community	Description of activities during Prize period (specific new aspects added to existing activities in response to Prize)	Protsahan Prize winner	Registration district	Project district/s
HIMAWANTI	Empowerment of women, marginalised groups and the poor for climate change adaptation	Empowerment of women, marginalised groups and the poor for climate change adaptation	Project aims to increase the adaptive capacity of communities vulnerable to climate change, conducting training and awareness programmes and introducing livelihood improvement activities.	No	Kathmandu	Myagdi
Multipurpose Development Society (MPDS)	Multipurpose Water Use System and Smart Agriculture Technology	Water Use System and Smart Agriculture Technology	Project focused on reuse of water for agricultural production, constructing a multipurpose water use system and providing associated training.	No	Dadeldhura	Dadeldhura
National Rural and Community Development Centre (NRCD)	Climate Change Adaptation Project for Poverty Alleviation	Climate Change Adaptation Project for Poverty Alleviation	Community mobilisation to address climate change impacts, providing orientation and agricultural inputs for income, livelihood and nutrition improvement.	No	Gulmi	Gulmi
Partnership Aid Centre (PACE)	Disaster Risk Reduction Initiatives	Disaster Risk Reduction Initiatives in Jumla and Mugu	The project has added community sensitisation and awareness about climate change adaptation and capacity development to its project activities, supporting the community to formulate an operational plan.	No	Jumla	Jumla, Mugu
Rural Development Service Centre (RDSC)	Local Adaptation Project	Local Adaptation Project	The project adapted policies from previous programmes, to prioritise microfinance and nutrition activities. It delivered trainings on disaster reduction, female empowerment, agriculture and nutrition, and constructed gabion walls and plantations for disaster reduction.	No	Doti	Doti
Shikhar Insurance Company	Sustainable weather Index Insurance	Weather Index Insurance – Apple Insurance	Expansion of insurance activities, to enrol and increase number of individual and private farmers, providing safeguarding for natural disasters and drought of marginalised communities.	No	Kathmandu	Jumla, Mugu

Organisation name	Project title	Common name in community	Description of activities during Prize period (specific new aspects added to existing activities in response to Prize)	Protsahan Prize winner	Registration district	Project district/s
Social Awareness and Development Academy (SAADA)	Ecosystem-based adaptation support project for highly vulnerable and marginalised community of Kalikot district	Ecosystem-based adaptation support project for highly vulnerable and marginalised community of Kalikot district	Social mobilisation to support marginalised groups in participating in local initiatives for climate risk management, to effectively participate in decision-making processes, and to prioritise action planning and implementation of an enhanced LAPA.	No	Kalikot	Kalikot
Sundar Nepal Sanstha	Improvement of economic, health, and nutrition status of climate change vulnerable households through Climate Smart Agriculture (CSA)	Anukulan Byapakta	The solar MUS project aimed to assure water availability for the community. New aspects added to the main programme include the use of climate-smart agriculture technologies, WASH/sanitation and nutrition. These activities provided farmers with the opportunity to enhance agricultural productivity and generate an income locally.	No	Surkhet	Surkhet
Tinjure Raatpokhari Community Forest User Group	Self-initiated Practices for Climate Change Adaptation	Adaptation Programme	Improved management and expansion of existing adaptation project through knowledge management, orientation, information dissemination and policy formulation activities.	No	Tehrathum	Tehrathum

Annex 7: Internal communications activities for the Prize

This annex lists the internal communications activities delivered by the Prize Team during the Prize period.

Date	Media outlet	Type	Title and link
2015–present	A@S	A@S website	Adaptation at Scale (6,034 views, 3,707 unique views) https://www.adaptationatscale.org/ Website including information pages, guidelines and instructions, events, innovation stories and learning reflections.
2015–present	I2I	Programme website	Adaptation at Scale – Nepal (1,100 views, 916 unique views) http://www.ideastoimpact.net/prize/adaptation-scale-nepal-completed
Not specified (xx.05.16)	I2I	Blog: programme website	Adaptation at Scale Prize Launched in Nepal! (512 views, 445 unique views) http://www.ideastoimpact.net/content/adaptation-scale-prize-launched-nepal
Not specified	I2I	Blog: programme website	Adaptation at Scale – Stage 1 Protsahan Winners Announced (12 views) http://www.ideastoimpact.net/content/adaptation-scale-stage-1-protsahan-winners-announced
Not specified (xx.12.17)	I2I	Blog: programme website	Climate Adaptation: The Five Lessons We Shared at COP24 (62 views, 38 unique views) http://www.ideastoimpact.net/content/climate-adaptation-five-lessons-we-shared-cop24
Not specified	A@S	E-newsletter	E-Newsletter 1 Introduction to the Prize
15.08.2018	A@S	E-newsletter	E-Newsletter 2 Background to the Prize and Progress on the Ground
07.09.18	YouTube	Video interview: Video-sharing website	Encouraging Innovative Solutions for Climate Change Adaptation (137 views) https://www.youtube.com/watch?time_continue=115&v=PuEd-cnN8hg
Not specified (xx.05.19)	I2I	Programme website	Ten Nepalese NGOs Awarded Cash Prizes for Innovation in Climate Adaptation (104 views, 71 views) http://www.ideastoimpact.net/content/ten-nepalese-ngos-awarded-cash-prizes-innovation-climate-adaptation
31.05.19	YouTube	Video-sharing website	Adaptation at Scale Prize (176 views) https://www.youtube.com/watch?v=VkEd5H-hz2Y&feature=youtu.be

Not provided	SoundCloud	Podcast: audio streaming website	Climate Change Adaptation and Innovation Prizes with Madhav Karki (370 plays) https://soundcloud.com/imc-worldwide/climate-change-adaptation-and-innovation-prizes-with-madhav-karki
06.03.19	YouTube	Video series: video-sharing website	Interview with gender expert Prabha Pokhrel: The Gender-Climate Nexus (115 views) https://www.youtube.com/watch?v=R8XUYDl6XSs

Annex 8: External media activities for the Prize

This annex lists the external media activities delivered by media organisations during the Prize period.

Date	Media outlet	Type	Title and link
19.06.16	Kantipur Daily	Online national newspaper	The Quest for Climate Adaptation in the Community, Awarding the Best Method Two and a Half Million https://www.kantipurdaily.com/news/2016/06/01/20160601121551.html
17.12.16	My Republica	Online national newspaper	Organisations Rewarded for Climate Change Adaptation Efforts https://myrepublica.nagariknetwork.com/news/11298/
10.11.17	Dainiknepal	Online national newspaper	[title in Nepali] (47 shares) https://www.dainiknepal.com/2017/05/239490.html
30.06.19	Face to Face	National, English language multi-media portal on environment and sustainable development	Cash Prize Provided for Innovative and Scaled up Climate Adaptation Work https://linkprotect.cudasvc.com/url?a=http%3a%2f%2fwww.hakahakionline.com%2fen%2f9752%2fcash-prize-provided-for-innovative-and-scaled-up-climate-adaptation-work%2f&c=E,1,V5F52KEL3PpnkXQprLYUN1809muyeg0DudZJQ58KoSQYtHLI-9cEzf-7s-mlhwlqcikpk5wUwRyvzY4MQR0AIY-HR1_fbmfQUxh_Zo3B8IfTCT0KwWWf8Lo,&typo=1
12.06.19	Spotlight	National English language online news magazine	Ten Nepali and International Organisations Receive Millions of Rupees Worth of Cash Prize for Climate Adaptation Work https://www.spotlightnepal.com/2019/06/12/ten-nepali-and-international-organizations-receive-millions-rupees-worth-cash-prize-climate-adaptation-work/
Not specified	Karnali Post	Nepali language online newspaper	[title in Nepali] (832 Shares) http://karnalipostdaily.com/archives/5326
24.05.19	Smart Karnali News	Nepali language online newspaper	[title in Nepali] (328 shares) https://smartkarnalinews.com/2019/05/24

Annex 9: Value for Money analysis

Internal VFM indicators and analysis

For the internal VFM analysis we have defined a set of indicators under each 'E' based on:

1. Expectations available in the Prize documentation
2. Implicit expectations of the Prize

To rate the results for each indicator, we use a rating scale developed by DFID, as follows:

- 1 = substantially did not meet expectation
- 2 = moderately did not meet expectation
- 3 = met expectation
- 4 = moderately exceeded expectation
- 5 = substantially exceeded expectation⁷

Ahead of the evaluation, we developed and posed a set of indicators and associated ratings to the Prize Team for their review and comments. We have used these to the extent possible, and adapted, where necessary, according to data available.

Sub-criteria	Expectation	Indicator	Evidence	Rating
Economy: The Prize was launched and ran respecting the original time schedule, and within the original budget				
The Karyanwayan Prize is launched, closed and awarded as planned	Launch: December 2016 Registration: July 2017 Final submission: January 2019 Award: April 2019 (A@S website; I2I Annual Report 2017)	Date of Karyanwayan launch, deadline and award	Launch: December 2016 Registration: April 2017 Final submission: February 2019 Award: May 2019 (Emails and communications with Prize Team)	1 – The prize is launched, closed and awarded significantly later/earlier than planned (i.e. more than one month)
				2 – The prize is launched, closed and awarded moderately later/earlier than planned (i.e. up to one month)
				3 - The prize is launched, closed and awarded to the timeline planned

⁷ i.e. as used by DFID: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/67344/HTN-Reviewing-Scoring-Projects.pdf

Sub-criteria	Expectation	Indicator	Evidence	Rating
				Ratings of 4 and 5 not possible for this indicator
The Prize was implemented within budget (for Stage 1 and 2)	£655,109 including £320,104 fees and £335,005 expenses, excluding Prize purse (Ideas to Impact, Forecast Budget January 2016 to March 2019)	Total cost of implementation	£654,549 Including £317,197 fees and £337,352 expenses (including financing fee) (IMC report sent to Itad, Summary of Fees and Expenses)	1 – The Prize was implemented significantly above budget (+>10%)
				2 – The Prize was implemented moderately above budget (+ 5-10%)
				3 – The Prize was implemented within budget (±5%)
				4 – The Prize was effectively implemented moderately below budget (- 5-10%)
				5 – The Prize was effectively implemented significantly below budget (->10%)
The Prize purse allocated was the amount expected	£650,000 Budget revised as of January 2016 (Annual Report 2016, Annex 2)	Total Prize purse	£650,000 Prize awards broken down by different prizes: Stage 1: £150,000 Stage 2: £500,000 Total: £650,000, excluding financing fees (IMC email 9 August 2019)	1 – The total prizes awarded were significantly below the value expected (->10%)
				2 – The total prizes awarded were moderately below the value expected (- 5-10%)
				3 – The total prizes awarded were the value expected (±5%)
				4 - The total prizes awarded were moderately above the value expected (- 5-10%)
				5 - The total prizes awarded were significantly above the value expected (->10%)
Efficiency: The Prize stimulated a set of scaling processes for climate change adaptation				
				1 – 0–19 applications accepted onto Stage 2

Sub-criteria	Expectation	Indicator	Evidence	Rating
The Prize engaged eligible applications from a set of applicants	Up to 30 applications to be accepted onto Stage 2 (I2I Annual Report 2017)	Number of accepted applications for Stage 2	38 applications accepted for Stage 2 (IMC record, 'Final A@S Applicants October 17')	2 – 20–29 applications accepted onto Stage 2
				3 – 30 applications accepted onto Stage 2
				4 – 31–40 applications accepted onto Stage 2
				5 – 40+ applications accepted onto Stage 2
The Prize awarded prizes to the most effective solutions implemented	8 Prizes to be awarded (Methods Note; Prize Team communications)	Number of prizes awarded for Stage 2	List of prizes awarded for Stage 2: 10 prizes awarded in total (IMC record, 'A@S Stage 2 Judging – Results')	1 – Less than 6 prizes awarded owing to lack of quality across number of finalists/not being able to identify projects eligible for a Prize
				2 – 6–7 prizes awarded owing to lack of quality across number of finalists/not being able to identify projects eligible for a Prize
				3 – 8 Prizes awarded
				4 – 9–10 prizes awarded owing to high quality across number of finalists/ability to identify high potential across a number of projects
				5 – 10+ prizes awarded owing to high quality across number of finalists/ability to identify high potential across a number of projects
The Prize stimulated new partnerships for scaling	2 partnership models for scaling up adaptation services created (I2I Annual Report 2017)	Number of new partnership models for scaling adaptation created	48 partnerships and collaborations reported and verified, including: <ul style="list-style-type: none"> 20 with local government 8 with CBOs 7 with NGOs 4 with private sector 4 with cooperatives 	1 – 0 new partnership models for scaling up adaptation are created
				2 – 1 new partnership model for scaling up adaptation is created
				3 – 2 new partnership models for scaling up adaptation are created

Sub-criteria	Expectation	Indicator	Evidence	Rating
			<ul style="list-style-type: none"> 3 with community 1 with national government 1 with academia (Verification Reports)	4 – 3 new partnership models for scaling up adaptation are created 5 – 4 or more new partnership models for scaling up adaptation are created
Effectiveness: The Prize projects benefit local communities and promote good practice				
The Prize projects benefit beneficiaries from local communities	Expectation: 15,000 direct, 150,000 indirect beneficiaries (I2I Annual Report 2017)	Number of people who benefited from the projects	39,656 reported beneficiaries (Hard to distinguish direct from indirect, as reporting approach from beneficiaries not clear, should be considered largely direct beneficiaries) (Final Reports, Verification Reports)	1 – 5,000–9000 direct/ 50,000–90,000 indirect beneficiaries reached by projects
				2 – 10,000–14,000 direct/100,000–140,000 indirect beneficiaries reached by projects
				3 – 15,000 direct/150,000 indirect beneficiaries reached by projects
				4 – 16,000–20,000 direct/160,000–200,000 indirect beneficiaries reached by projects
				5 – 21,000–25,000 direct/210,000–250,000 indirect beneficiaries reached by projects
The Prize promotes good practice	A@A Prize is cited in at least 2 key debates by end of Stage 2 (I2I Annual Report 2017)	Number of key debates citing A@S	Key debates include: COP24 side event Post-award GoN CCA event (IMC event documentation, COP24 flyer, interviews with Prize Team)	1 – A@S is cited in 0 key debates by the end of Stage 2
				2 – A@S is cited in 1 key debate by the end of Stage 2
				3 – A@S is cited in 2 key debates by the end of Stage 2
				4 – A@S is cited in 3 key debates by the end of Stage 2
				5 – A@S is cited in 4 or more key debates by the end of Stage 2
				1 – A@S is referenced in 0-1 articles on prizes or CCA

Sub-criteria	Expectation	Indicator	Evidence	Rating
	Expect A@S to be referenced in at least 4 articles on prizes or CCA (I2I Annual Report 2017)	Number of articles referencing A@S	7 articles on external news outlets citing the prize and covering award event (IMC Email 09Aug2019, see Annex 7 for details)	2 – A@S is referenced in 2-3 articles on prizes or CCA
3 – A@S is referenced in 4 articles on prizes or CCA				
4 – A@S is referenced in 5-6 articles on prizes or CCA				
5 – A@S is referenced in 7 or more articles on prizes or CCA				
Equity: The Prize engages diverse participants and projects support poor and vulnerable communities				
Equity in establishing solutions	Expect participants from geographically diverse locations to complete the Prize (Prize ToC)	Geographical diversity of organisations who complete the Prize	Participants represent all 7 provinces of Nepal (IMC record 'Stage 2 A&S Results FINALISTS')	1 – participants represent 1–2 provinces of Nepal
				2 – participants represent 3–4 provinces of Nepal
				3 – participants represent 5 provinces of Nepal
				4 – participants represent 6 provinces of Nepal
				5 – participants represent all 7 provinces of Nepal
	Expect participants from women-led organisations to complete the Prize	Number of women led organisations who complete the Prize	1 of 27 participants were female-led (Verification Reports)	1 – 0–19% participants are women-led organisations
				2 – 20–49% participants are women-led organisations
				3 – 50% participants are women-led organisations
				4 – 51–70% participants are women-led organisations
				5 – +70% participants are women-led organisations
				1 – 100% more nat./intl. to local organisations

Sub-criteria	Expectation	Indicator	Evidence	Rating
	Expect participants from local organisations to complete the Prize	Ratio of CBOs: NGOs: INGOs in final submissions, shortlisted finalists, winners	Organisation types in final submissions: <ul style="list-style-type: none"> ▪ 16 local level ▪ 11 national/ international (Final Reports) 	2 – 50% more nat./intl. to local organisations
				3 – equal participation of local organisations: nat./intl.
				4 – 50% more local organisations to national/intl.
				5 – 100% more local organisations to national/intl.
Equity in reaching beneficiaries	Expect projects to reach marginalised communities	Beneficiary communities reached	74% 20 of 27 participants specified inclusion of marginalised groups (Verification Reports)	1 – 0–24% projects include beneficiaries from marginalised communities
				2 – 25–49% projects include beneficiaries from marginalised communities
				3 – 50% projects include beneficiaries from marginalised communities
				4 – 51–75% projects include beneficiaries from marginalised communities
				5 – 76–100% projects include beneficiaries from marginalised communities
	Expect projects to reach equal number of females and males	Gender of beneficiaries reached	Average of 57% female beneficiaries (data from 14 projects with range of 33%–96% female beneficiaries) (Verification Reports)	1 – 25–49% project beneficiaries are female
				2 – 25–49% project beneficiaries are female
				3 – 50% project beneficiaries are female
				4 – 51–75% project beneficiaries are female
				5 – 76–100% project beneficiaries are female

External VFM indicators and analysis

The indicators used for the comparative analysis were based on data available across both projects. As such, the internal analysis is to some extent opportunistic and based on the particular comparison points available. For each project, we identify sub-criteria under each 'E' that is relevant for both projects, and project-specific indicators that correspond to the sub-criteria.

The ratings for this are comparative – that is, if both have similar results, they will both be rated the same (and up or down the scale to the extent this reflects reasonable expectations). If the results are subtly different, they will have a difference in rating of one; moderately different, they will have a difference in rating of two; and extremely different, they will have a difference in rating of three to four – the higher rating being assigned to the project that achieved 'better' results.

Inputs to the project

Cost category	CDKN indicator	Evidence	A@S indicator	Evidence
Costs to funder	Total project cost	£350,806	Total prize cost (Stages 1 and 2)	£1,304,549 (IMC, 2018 Programme Budget January 2018)
Administrative costs	Administrative costs/total cost	72% £253,355/£350,806	Administrative costs/total cost	46% £598,454/£1,304,549 Fees + travel etc.
Delivery costs	Delivery costs/total cost Breakdown not available Alternative: Expenses/total cost	28% £97,451/£350,806	Delivery costs/total cost	54% £706,095/£1,304,549 Prize purse, workshops and communications

VfM indicators against the 'Four Es'

Ratings
1 – significantly worse result than comparator (range dependent on specific indicator)
2 – moderately worse result than comparator (range dependent on specific indicator)
3 – similar to comparator
4 – moderately better result than comparator (range dependent on specific indicator)
5 – significantly better result than comparator (range dependent on specific indicator)

Criteria/sub-criteria	CDKN indicator	CDKN evidence	CDKN rating	A@S indicator	A@S evidence	A@S rating
Economy						
Project delivered within budget	Actual spend vs. budget	98% £350,806 actual of £356,521 budget spent	3	Actual spend vs. budget	99.99% £1,304,549 actual of £1,305,109 budget spent	3
Inputs maximised through balance of staff costs	Average fee charged for all team members	£126 per day	5	Average fee charged for all team members	£356 per day	2
Experienced staff with competitive fee rates	Average fee charged for project experts	£260	4	Average fee charged for project experts	£497	2
Efficiency						
Efficiency of project in identifying practices to scale	# champions identified	17	3	# eligible applications	38	3
	Total project cost per champion identified	£20,636 £350,806/ 17 champions		Total project cost per number of eligible applications to Stage 2	£34,330 £1,304,549/ 38 applications	
Efficiency of project in building the capacity of stakeholders to deliver adaptation activities	# farmers trained	250	3	# participants and beneficiaries trained	35 participants and 1,600 beneficiaries (conservative estimate of beneficiaries trained) (Final Reports, Verification Reports)	5
	Total project cost per stakeholder with increased capacity	£1,403 £350,806/250 farmers		Total project cost per stakeholder with increased capacity	£798 £1,304,549/1,635	

Criteria/sub-criteria	CDKN indicator	CDKN evidence	CDKN rating	A@S indicator	A@S evidence	A@S rating
Effectiveness						
Effectiveness of project in identifying effective adaptation scaling processes	# pathways developed by end of project	13 pathways plans developed, <i>not implemented</i>	3	# prize winners	10 projects implemented and awarded, plus additional 17 implemented but not awarded	2
Effectiveness of project in promoting best practice to key stakeholders	Evidence for audience reached by project activities e.g. stakeholder types/level of operation	National government Community groups	2	Evidence for audience reached by project activities e.g. stakeholder types/level of operation	Donors National government Local government INGOs/NGOs/CBOs Media Community groups (PEQ 1)	4
	Evidence of impact of promotion of best practice	Integrated activities into national-level policies and plans Influenced 14th plan of Nepal 2016/17–2018/19 Led to memberships in MOAD's Agriculture and Food Security thematic group for preparation of National Adaptation Plan of Nepal	3 – potential to reach entire country through integration in national plan	Evidence of impact of promotion of best practice	Impact on local government plans and activities and participant practices (see PEQ 1) 4 projects integrated or taken ownership of by government Participants influenced to implement and scale climate change adaptation activities	3 – potential influence but ongoing impact reliant on ongoing funding etc.

Criteria/sub-criteria	CDKN indicator	CDKN evidence	CDKN rating	A@S indicator	A@S evidence	A@S rating
Effectiveness of programme in supporting vulnerable beneficiaries to adapt ⁸	Total number of beneficiaries per pathway identified	267 Estimated 3,473 beneficiaries based on household number reported (755 households) and average household size in Nepal	3	Total number of beneficiaries per project	1,469 Estimated 39,656 beneficiaries, based on reporting and verification (Final Reports, Verification Reports)	5
Cost-effectiveness						
Cost-effectiveness of scaling outcomes	Total project costs per number of effective pathways developed	£26,985 £350,806/13	3	Total project cost per number of effective scaling projects (i.e. award winners)	£130,455 £1,304,549/10	1
Cost-effectiveness of support to beneficiaries	# beneficiaries supported/ total project cost	£101 £350,806/3,473 beneficiaries	2	# beneficiaries supported/total project cost	£33 £1,304,549/39,656 beneficiaries	3
Equity						
Equity of solutions in supporting poor and vulnerable communities	Evidence that solutions supported poor and vulnerable people	Built GESI into multi-criteria analysis developed to screen/select CSAs Project staff trained in GESI	3	Evidence that solutions supported poor and vulnerable people	Trained participants on GESI Built GESI into project reports Included GESI specialist on judging panel	3
	% female training beneficiaries	65% training beneficiaries were female	3	% female beneficiaries	Average of 57% female beneficiaries (data from 14 projects) (Verification reports)	3

⁸ Estimates based on average household size in Nepal, i.e. 4.6 people: <https://codefornepal.org/2018/03/average-size-family-nepal/>; <https://reliefweb.int/report/nepal/nepal-annual-household-survey-201516>

Funder considerations

Criteria/sub-criteria	CDKN indicator	Evidence	Rating	A@S indicator	Evidence required	Rating
Potential for innovation	Innovativeness of pathways	Low. The project focused mainly on existing CSA practices that have been already introduced or validated in Nepal, but devised pathways to support them to scale	2	Innovativeness of solutions	5 projects (including 3 winning projects) were verified to reporting entirely new activities; 16 to have new elements	4
Potential for long-term sustainability	Sustainability of scaling processes established	Integration into Nepal plan/MOAD interested to seek more support	3	Sustainability of scaling processes established	18 participants explicit about intending to continue, all have proposed sustainability strategies, including integration into local government plans 10 participants have Prize money to reinvest into project	3
Likelihood of delivering desired results	Extent to which aims achieved	Simpler aims didn't go as far as implementation, but did fulfil the three aims of the project – i.e., identify and test CSA technology, develop scaling plans, build capacity to implement technologies, – owing to team understanding of desired outputs	4	Extent to which aims achieved	Aims had to be changed throughout Prize process to fit realities; some question over the additionality of the prize, and limited scaling owing to financial and technical barriers faced by participants	2

Endnotes

- ⁱ A@S website: Glossary of terms: <https://www.adaptationatscale.org/glossary-of-terms>
- ⁱⁱ Participant final reports and cash flow statements
- ⁱⁱⁱ A@S website: Glossary of terms: <https://www.adaptationatscale.org/glossary-of-terms>
- ^{iv} <http://www.ideastoimpact.net/about-us>
- ^v IDS-N QR1
- ^{vi} IDS-N QR1
- ^{vii} PA01, PA04, PA06, PF01, PS01, PS02, PS03
- ^{viii} <https://www.adaptationatscale.org/news/2019/5/28/final-results-of-as-prize-contestants>
- ^{ix} Participant final reports and cash flow statements
- ^x ANSAB FR, ASK FR, MDO FR, Shikhar FR, Sundar FR
- ^{xi} HIMAWANTI FR, MDO FR, RDSC FR, CDAFN FR, YAC FR, FG05
- ^{xii} FG05
- ^{xiii} IDS-N E&L Summary Report, DWO FR, MPDS FR, NRCDC FR, SAADA FR, YAC FR
- ^{xiv} ASK FR, CARE FR, CCRY FR, CDAFN FR, ChayYa FR, CRT FR, DWO FR, ENPRED FR, Ithaka FR, HIMAWANTI FR, MDI FR, MDO FR, MPDS FR, NRCDC FR, NCDC FR, PACE FR, Shikhar FR, SAADA FR, Sundar FR, RDSC FR, Tinjure FR, YAC FR
- ^{xv} PT06, PT03, PT05
- ^{xvi} J02, J04
- ^{xvii} PS03, PA04
- ^{xviii} PD08, PF03, PF04, PF01, PF02, PA07, PS01
- ^{xix} PT02, PT06
- ^{xx} PA02, PA04, PA09, PF03, PF04, PS02
- ^{xxi} FG02, FG03, FG04, FG05
- ^{xxii} PA01, PA02, PA03, PA06, PA07, PA08, PA09, PF04, PS01, PS02
- ^{xxiii} PA01, PA02, PA03, PA05, PA06, PA07, PA08, PA10, PD03, PF01, PF02, PF03, PF04, PS02, PS03
- ^{xxiv} PA02, PA03, PA04, PA05, PA08, PA09, PA10, PD03, PF01, PS01
- ^{xxv} PA06, PF02, PF03, PS02, PS03
- ^{xxvi} PD01, PD05, PD07, PD08
- ^{xxvii} Verification reports
- ^{xxviii} <https://codefornepal.org/2018/03/average-size-family-nepal/>
- ^{xxix} Verification reports
- ^{xxx} J02, PT03, PT06
- ^{xxxi} J02, PT01, PT02, PT03, PT05, PT06
- ^{xxxii} PT02, PT03
- ^{xxxiii} J02, PT01
- ^{xxxiv} ANSAB FR
- ^{xxxv} IDS-N QR7
- ^{xxxvi} <https://www.energy4impact.org/news/ideas-impact-presents-eu-dev-days>
- ^{xxxvii} IDS-N QR7, QR8
- ^{xxxviii} PT06
- ^{xxxix} PT03
- ^{xl} IDS-N QR7, QR8
- ^{xli} PD02, PD08, PF01, PF04
- ^{xlii} PA08, PA10, PF03, CRDS FR, PACE FR
- ^{xliiii} Ithaka FR, SAADA FR, CRDS FR
- ^{xliv} PA06, PF04, PS02, CDAFN FR, CRDS FR
- ^{xlv} PS02; ASK VR, GLRM FR, Ithaka FR, MPDS FR, PACE FR, RDSC VR
- ^{xlvi} PA09, PF02; CDAFN FR; ChayYa FR, DWO FR, MPDS FR, NRCDC FR, SAADA FR, Sundar Nepal FR
- ^{xlvii} PA09, ASK FR, RDSC FR
- ^{xlviii} CDAFN FR, MPDS FR
- ^{xlxi} <http://sdg.iisd.org/events/international-conference-on-climate-change-2019/>

l PA09, PA10
li CDAFN FR
lii PT05
liii PA03, PF01, PS01, PS03, PT05
liv PA03, PA07, PA08, PA10, PF01, PF03, PF04
lv J03, PA06, PA09, PA07, PF04
lvi PA02, PA06, PA07, PA09
lvii IDS-N Email 26 Aug 2019 A@S Validation workshop Tuesday 20th August
lviii PT01, PT02
lix IDS_N QR6, PT02
lx PT03
lxi Verification reports
lxii FG05
lxiii DWO FR, Ithaka FR, PACE FR, CRDS FR, Shikar FR, FG05
lxiv MPDS FR
lxv DWO FR
lxvi PA01, PA02, PA03, PA04, PA05, PA06, PA07, PA08, PA09, PA10, PD02, PD03, PD04, PF03, PF04, PS01, PS02, PS03
lxvii PA04, PA05, PA09, PF03, PS02
lxviii PA03, PA05, PA06, PA07, PA09, PS01
lix PT01, PT02, PT07
lxx PT01, PT02, PT03, PT04, PT07, J03, J04
lxxi PT04, J03
lxxii J01, J02
lxxiii J02
lxxiv IDS-N QR7, QR8, PT06
lxxv IDS-N QR8
lxxvi A@SP: Overview of the Independent Reviews
lxxvii IDS-N QR7, VA Main report
lxxviii J01, J03, FG03, PT05, PD08
lxxix J01, J03, PT03, PT05, PC01, VT01
lxxx ANSAB FR, CARE FR, CDAFN FR, DWO FR, Everest FR, HIMAWANTI FR, MDO FR, MDPS FR, NDRC FR, NRCDC FR, PACE FR, RDSC FR, Sundar FR, YAC FR
lxxxi CRDS FR, NRCDC FR, SAADA FR, Tinjure FR, YAC FR
lxxxii PA01, PA02, PA06
lxxxiii PS01, PA02, PS02, PA04, PS03, PA09
lxxxiv ASK FR, CRDS FR, PACE FR, YAC FR
lxxxv ANSAB, ChayYa FR, Ithaka FR
lxxxvi PA01, PA06
lxxxvii ASK FR, CDAFN FR, CRT FR, MPDS FR, NRCDC FR, RDSC FR, YAC FR
lxxxviii GLRM FR, NCDC FR, Shikar FR
lxxxix MDI FR
xc PA01, PS01, PA02, PA05, PA06
xci ASK FR, ANSAB FR, Ithaka FR, MDO FR, Shikhar FR
xcii CCRY FR, CDAFN FR, CRT FR, GLRM FR, HIMAWANTI FR, MPDS FR, NDRC FR, PACE FR, Sundar FR, Tinjure FR
xciii CRDS FR, DWO FR, MDO FR, PACE FR
xciv CARE FR, CCRY FR, CDAFN FR, ChayYa FR, MDI FR, PACE FR
xcv J03, PA05, PT04
xcvi PA02, PA03, PA04, PA05, PA06, PA07, PA08, PA10
xcvii PA01, PA10
xcviii PS02
xcix ASK FR, CRDS FR, CRT FR, CCRY FR, GLRM FR, HIMAWANTI FR, NDRC FR, NRCDC FR, PACE FR, Sundar FR, ANSAB FR, NCDC FR, SAADA FR, Tinjure FR, YAC FR
c ASK FR, ANSAB FR, CARE FR, CCRY FR, CDAFN FR, MDI FR, MPDS FR, RDSC FR, YAC FR

ci ANSAB FR, CCRY FR, CDAFN FR, CDRS FR, ChyYa FR, Ithaka FR, MDO FR, PACE FR, SAADA FR, Tinjure FR
cii ASK FR, SAADA FR, Tinjure FR
ciii ENPRED FR, Ithaka FR, MPDS FR
civ FG01, FG02
cv Everest FR, MDO FR, Shikhar FR
cvi PF02
cvii MDI VR, NCDC VR
cviii ANSAB VR, CDAFN VR, CRDS VR, DWO VR, Everest VR, GLRM VR, Ithaka VR, MDO VR, MPDS VR, NDRC VR, RDSC VR, Sundar VR, Shikhar VR, Tinjure VR, YAC VR
cix CRT VR, CDAFN VR, CRDS VR, SAADA VR, Sundar VR
cx CRT VR, PACE VR
cxi FG01
cxii Participant final reports and cash flow statements
cxiii A@S Validation workshop Tuesday 20th August 2019
cxiv PT04, PT06
cxv PA01, PF02, PF03, FG01, PC01
cxvi A@S Validation workshop Tuesday 20th August 2019
cxvii J03, PA06
cxviii PA06, PD06, PS03, PF03
cxix PA01, PA06, PA07, PA09, PA10, PD08, PS03, Tinjure FR, Shikhar FR, Sundar FR, DWO FR, MPDS FR, CRTN FR, PACE FR, CDAFN FR, NDDC FR, CCRY FR
cxx PA01, PA06, PA07, PA10, PD08, Tinjure FR, Shikhar FR, Sundar FR, DWO FR, MPDS FR, CRDS FR, CRTN FR, PACE FR, CDAFN FR, NCDC FR, CCRY FR, ENPRED FR, SAADA FR, GLRM FR
cxi PA01
cxii PA06
cxiii PA10
cxiv PA10, Prize Team comments on draft
cxv PS02, PS03
cxvi PA09
cxvii PA07
cxviii PA07
cxix FG01, PC01, PA05, PA09
cxx FG01
cxxi PT05
cxxii PS01
cxxiii IDSN QR1
cxxiv PD05, PT07, PD08
cxxv PD02, PD08, PT07
cxxvi PD01, PD03
cxxvii ASK VR, MDI VR, MPDS VR, NDRC VR, NRCDC VR, PT01, PA04, PD05, PT02, PT07)
cxxviii IDSN QR7, IDS N E&L, CRDS VR, CRT VR, DWO VR, Everest Club VR, GLRM VR, HIMAWANTI VR, YAC VR, PA01, PA05, PA07, PD01, PD05, PD06, PD08, PF01, PF03, PS01, PS03, PT03, PT04, PT02, PT06)
cxxix PA01, PF03, PD06
cxl PA03, PD05, PT06
cxli MPDS VR, PA07, PT06
cxlii NDRC VR, PA06, PA01
cxliii YAC VR, PA01
cxliv PT07, NRCDC VR, PA06
cxlv PA04
cxlvi PA03, PA08, PD01, PD07
cxlvii PD01, PD03, PD07, PT02, PT04
cxlviii PA05, PT03
cxlix PC01, PA01, PS02, PS03, PA03, PA09, VT01, PA04, PD02, PA08, PT07, PD01, PS02, VT01
cl IDSN QR6, QR7; J04, PD08, PC01, PT01, VA main report, VT01

cli IDSN QR1, QR7, PAC meeting Dec17, PT04, PC01, IDSN QR1, CRDS VR
clii PD03, PA01, IDSN QR7, PACE VR, IDSN L&E, PD06
cliii VT01, PD08, PD03, PS02
cliv PA01, PA03, PA01, PD01, PD03, PT07, IDSN E&L
clv PT01, PT04, PT06
clvi IDS-N QR6, QR7, PT01, PT07
clvii PT04, PT05, PT06, VT01, VA main report
clviii J03
clix PACE VR, PD06, Shikhar VR, RDSC VR, DWO VR, PS03, PF01, ENPRED VR, PA09, PA08
clx PF02, PD03, PD08, PS03
clxi PD05, PD06, ASK VR, NCDC VR, IDSN E&L
clxii ANSAB VR, DWO VR, RDSC VR, SAADA VR, PA08
clxiii SAADA VR, RDSC VR, ChayYa VR
clxiv CRDS VR, RDSC VR
clxv IDSN QR1
clxvi PD02, PD05, PA10, PD04, PS01, PA02, PA05, PD08, PF02, PT06
clxvii IDSN QR3
clxviii PA06, PD02, PD05, PD04
clxix PT07
clxx PT06, PT03, PT05
clxxi J02, J04
clxxii PS03, PA04
clxxiii PD08, PF03, PF04, PF01, PF02, PA07, PS01
clxxiv PA05, PD08, PA08, PT07, PA09, PS01, PA03, IDSN QR7
clxxv IDSN QR6
clxxvi IDSN QR6, PT04, PT05, PT06, PT07
clxxvii IDSN QR6
clxxviii IDSN QR7, PA02, PA07, PA08, PA09 PT06, PT07
clxxix PF04, PA06, PS02, PA05
clxxx PF04, PA01, PD08, PA10
clxxxi PF01, PF04, PA02, PA04, PA06, PD06, PD08, PS01, PS03, PA01, PS02
clxxxii PF04, PA02, PT03, PD08, PD06
clxxxiii IDSN L&E
clxxxiv IDSN QR3
clxxxv PT01, PT05, PT06
clxxxvi PT03, PT04
clxxxvii J02, J03, PT04, PT05
clxxxviii PA01, PF02, PF03, PF04
clxxxix PF02



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