

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		5014	
GEF Agency project ID		GCP/BKF/054/LDF	
GEF Replenishment Phase		GEF-5	
Lead GEF Agency (include all for joint projects)		FAO	
Project name		Integrating climate resilience into agricultural and pastoral production for food security in vulnerable rural areas through the farmers field school approach	
Country/Countries		Burkina Faso	
Region		Africa	
Focal area		Climate Change	
Operational Program or Strategic Priorities/Objectives		CCA-1 - "Reduce vulnerability to adverse impacts of climate change, including variability, at local, national, regional, global level"; CCA-2 - "Increase adaptive capacity to respond to CC impacts, including variability, at local, national, regional, global level"; CCA-3 - "Promote transfer and adoption of adaptation technologies	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID		N/A	
Executing agencies involved		Ministry of Agriculture and Hydro-agricultural Development, in partnership with other Ministries: Ministry of Environment, Green Economy and Climate Change (MEEVCC); Ministry of Higher Education, Scientific Research and Innovation (MESRI); Ministry of Transport, Urban Mobility and Road Safety; Ministry of Economy, Finance and Development	
NGOs/CBOs involvement		Several NGOs and CBOs: secondary executing agencies	
Private sector involvement (including micro, small and medium enterprises) ¹		Not involved	
CEO Endorsement (FSP) /Approval (MSP) date		7/31/2014	
Effectiveness date / project start date		5/1/2015	
Expected date of project completion (at start)		4/30/2019	
Actual date of project completion		8/31/2020	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	0.1	
	Co-financing		
GEF Project Grant		3.81	
Co-financing	IA own	14	(Evaluation not finalized) ²
	Government	5.375	61.914 ³

¹ Defined as all micro, small, and medium-scale profit-oriented entities, including individuals and informal entities, that earn income through the sale of goods and services rather than a salary. ([GEF IEO 2022](#))

² Final PIR 2020, p. 38.

³ This includes (Final PIR 2020, p. 38): an in-kind co-financing of USD 245,455 (not confirmed at CEO endorsement); non-disbursing co-financing of USD 58,851,858 from the PNVACA under the supervision of the Ministry of Agriculture (amount confirmed at CEO endorsement: USD 4.075 million); non-disbursed co-financing of USD 1,626,439 from the project PNB2 under the supervision of the Ministry of Animal Resources (amount confirmed at

	Other multi- /bi-laterals		
	Private sector		
	NGOs/CBOs	0.06	(Evaluation not finalized) ⁴
	Other		
Total GEF funding		3.82	3.644
Total Co-financing		19.435	61.914
Total project funding (GEF grant(s) + co-financing)		23.246	65.558
Terminal evaluation validation information			
TE completion date		12/1/2020	
Author of TE		Aimé Landry Dongmo, Jean Christophe Yameogo, Seda Kojoyan	
TER completion date		1/23/2023	
TER prepared by		Emanuele Bigagli	
TER peer review by (if GEF IEO review)		Neeraj Kumar Negi	

Access the form to summarize key project features here: <https://www.research.net/r/APR2023>.

CEO endorsement: USD 1.3 million); and a non-disbursing co-financing of USD 1,190,545 from the project PASF under the supervision of the Ministry of the Environment (amount at CEO endorsement not specified).

⁴ Final PIR 2020 (p. 38).

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review ⁵	GEF IEO Review
Project Outcomes	S	S ⁶	S	S
Sustainability of Outcomes		L	L	L
M&E Design		S	S	S
M&E Implementation		S	S	S
Quality of Implementation		S	S	S
Quality of Execution		S	S	S
Quality of the Terminal Evaluation Report				S

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The objective of the project was to enhance the capacity of Burkina Faso's agricultural and pastoral sectors to cope with climate change, by mainstreaming climate change adaptation practices and strategies into on-going agricultural development initiatives and agricultural policies and programming and upscaling of farmers adoption of climate change adaptation technologies and practices through a network of already established farmer field schools (TE, p. vii, 8).

3.2 Development Objectives of the project:

The TE does not specify any development objectives as distinct from the global environmental objective.

3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or project activities during implementation? What are the reasons given for the change(s)?

The PIR 2017 (p. 34) reports the reduction of the target of training of 200 farmer field schools' facilitators and 300 Agro-pastoral field school facilitators to set up and run 400 FFS and 600 Agro-pastoral field schools, respectively, to 137 facilitators who will set up 274 Agro-pastoral field schools.

3.4 Briefly summarize project's theory of change – describe the inputs and causal relationships through which the project will achieve its long-term impacts, key links, and key assumptions.

- **Problem:** high vulnerability of Burkina Faso to climate change due to socio-economic (poverty, high dependence on primary food production and natural resources), climatic (climate change, strong inter-annual rainfall variability), and geographical circumstances.
- **Barriers:** (i) Very limited local capacity to implement projects; (ii) Prevalence of sectoral approaches as opposed to cross-sectoral or holistic approaches; (iii) Limited experience with integrated tools; (iv) Inadequate access to micro-credit; (v) Insecure land tenure; (vi) Lack of agro-meteorological information.
- **Strategy:** (1) Introduction of improved climate resilient agro-pastoral practices within the framework of the National Adaptation Plan and the National Rural Sector Programme; (2) Improving agro-pastoral

⁵ The TE was commissioned by the evaluation unit of the FAO; therefore, the ratings in the TE are repeated.

⁶ The TE (p. xvi) includes two indicators: "B1. Overall evaluation of project outcomes" and "B1.2 Progress toward project outcomes and objectives", both rated as Satisfactory.

practices through Farmer Field Schools in the framework of ongoing projects supported by FAO and other "umbrella projects"; (3) Integrate climate-resilient agricultural and agro-pastoral systems into sectoral policies and local development plans.

- Outcomes: (i) Awareness and knowledge on climate-resilient agro-pastoral practices established at national and regional levels; (ii) Broad adoption by agro-pastoralists of financially sustainable, gender sensitive climate-resilient agro-pastoral practices and technologies; (iii) Implementation of sectoral plans and local development plans that contribute to climate change resilience for agro-pastoral and agricultural communities.
- Impact: resilience of agricultural and pastoral sectors reinforced.

4. GEF IEO assessment of Outcomes and Sustainability

Please refer to the GEF Terminal Evaluation Review Guidelines for detail on the criteria for ratings.

The outcome ratings (relevance, effectiveness, efficiency, and overall outcome rating) are on a six-point scale: Highly Satisfactory to Highly Unsatisfactory. The sustainability rating is on a four-point scale: Likely to Unlikely.

Please justify the ratings in the space below each box.

4.1 Relevance and Coherence	S
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The TE rates relevance as Highly Satisfactory, and this review rates it as Satisfactory. The project is aligned to GEF, FAO, and national priorities and plans; the project design is relevant and coherent, although with some flaws related to planned budget, inadequate accounting of risks, and insufficient indicators of the project objective.

The project contributes to the Sustainable Development Goal no. 1 and 13⁷. It is aligned with 3 GEF strategic objectives on climate change adaptation: CCA-1 - "Reduce vulnerability to adverse impacts of climate change, including variability, at local, national, regional, global level"; CCA-2 - "Increase adaptive capacity to respond to CC impacts, including variability, at local, national, regional, global level"; and CCA-3 - "Promote transfer and adoption of adaptation technologies". It is also aligned with FAO Strategic Objectives 2 ("Make agriculture, forestry and fisheries more productive and sustainable") and 5 ("Increase the resilience of livelihoods to disasters"), with the three priority areas of the FAO Country Programming Framework (CPF 2017- 2020) in Burkina Faso⁸, and with the FAO's capacity building strategy (TE, p. 13). At national level, the project is consistent with the National Sustainable Development Strategy and the

⁷ Sustainable Development Goal 1 – Target 1.5: "By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and the vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters" (TE, p. 13).

Sustainable Development Goal 13 – Target 13.1: "Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries"; Target 13.2: "Integrate climate change measures into national policies, strategies and planning".

⁸ These priority areas are: Strengthening food security and nutrition, and vulnerable people's resilience to climate change; Increasing rural communities' incomes through sustainable and efficient agricultural food systems; Improving governance of the rural sector (food and nutrition security environment).

general principles and orientations for promoting a green economy in Burkina Faso, and is aligned with the strategic priorities for agricultural development and climate change adaptation (TE, p. 11), included in the National Rural Sector Programme 2016-2020 and the National Climate Change Adaptation Plan (TE, p. 12). It is also consistent with several ongoing projects in the ministries in charge of rural development (TE, p. 13).

The project design is relevant and coherent in view of the targeted effects and impacts (TE, p. 11). The three operational components of the project are complementary, relevant, and coherent in relation to the expected impact (TE, p. 13). However, the project assigned an inadequate budget to some planned activities, requiring a budget review from the onset of the project (TE, p. 15). Moreover, the theory of change failed to consider risks that are frequently encountered in similar projects, such as late start up, weak planning of activities, weak mobilization of co-financing, and low interest of stakeholders in capacity building projects (TE, p. 16, 34). Finally, another shortcoming relates to the indicator of the project's general objective, which was not sufficient to measure the overall objective of the project (TE, p. 30) as it focused only on land degradation, while the overall objective is to reduce the vulnerability of people, livelihoods, physical assets, and natural systems to the adverse effects of climate change (TE, p. 16).

4.2 Effectiveness	s
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The TE rates effectiveness as Satisfactory, and this review concurs. The project achieved almost all the set targets and made the expected level of contribution towards the achievement of long-term objectives

The project achieved at 136% the overall target set for the global environmental objective, with the sustainable management of more than 20,000 ha of land against a target of 15,000 ha (Project Document, p. 89). As for single Components, the project achieved all targets related to Component 1 (TE, p. 16), eight out of nine related to Output 2 (TE, p. 18), and all outputs and targets of Outcome 3 (TE, p. 26).

More details for each component are as follows:

Component 1 - Increased awareness and knowledge of climate resilient agro-pastoral practices at national and regional levels. The project achieved all the three outputs related to Outcome 1, namely capacity building, awareness raising, provision of good practices and development of APFD extension strategy. More in detail, the project organized two training sessions to strengthen the capacity on Agro-pastoral field schools approach and climate change adaptation, and collected 42 good agro-sylvo-pastoral practices into a catalogue (TE, p. 17). Moreover, a clear strategy for the extension of agro-pastoral field school was developed and validated (TE, p. 18).

Component 2 – Adoption of climate-resilient, financially sustainable, gender-sensitive practices and technologies. The project satisfactorily identified intervention areas, and established 64 Agro-pastoral field schools in two regions, bringing the total number of Farmers field schools and Agro-pastoral field schools to 468 (TE, p. 18) over a target of 500 (Output 2.1; TE, p. 20). It successfully trained 17 Master Trainers from farmers field schools, including 1 woman, and 25 Master Trainers, including five women, on the Agro-pastoral field schools tool, achieving the target of 20 Master Trainers (Output 2.2) but not the target of 30% of women beneficiaries (Output 2.3; TE, p. 19). Climate change adaptation and good agro-

sylvo-pastoral practices were successfully integrated into the training programs of farmers field schools and Agro-pastoral field schools. 118 farmers field school facilitators and 136 Agro-pastoral field school facilitators were trained, after including 167 endogenous facilitators, the target of 255 facilitators may be treated as met (Output 2.4; TE, p. 20). In total, the project involved 29,201 beneficiaries (out of a target of 26,000, Output 2.5; Project Document, p. 96), including 10,528 in the famers field school/Agro-pastoral field schools, 57% of which were women, and which were very satisfied of the results achieved (TE, p. 21). However, the TE (p. 22) notes a low uptake of these practices, due to the general lack of adequate financial resources required to acquire the necessary equipment and inputs and to put into practice the techniques tested. The project set a target of 8 major partner projects to adopt the Agro-pastoral field schools' approach (Output 2.6), which was not achieved as it did not succeed to formalize the partnership with eight co-financing partners (TE, p. 23). The target related to climate information was reached (Output 2.7), as this was successfully generated and shared with beneficiaries in three regions (the fourth was already covered by another project; TE, p. 24). Furthermore, the target of 50 land agreements for land tenure security was almost reached, as the project ensured the signing of 48 local land pacts, 61 land agreements, and 10 records of the handing over of other sites (Output 2.8; TE, p. 25). Finally, the target of at least 50 Agro-pastoral field schools/Farmers Field Schools accessing adequate credit (Output 2.9) was achieved, as the Local investment Fund for Climate Change Adaptation has been set up, financing 50 micro-projects (TE, p. 25) which, however, experienced a considerable delay in implementation due to the late/incomplete supply of inputs and construction materials for animal shelters (TE, p. 26).

Component 3 – *Implementation of sectoral and local development plans that contribute to climate change resilience for agro-pastoral communities*. The project established an inter-ministerial coordination mechanism to popularize climate change adaptation approaches, technologies and good practices (Output 3.1), although some questions remain about its effective functioning after project completion (TE, p. 27). Moreover, it reinforced the National Agricultural Extension and Advisory System with the inclusion of the Agro-pastoral field schools' approach and climate change adaptation practices (Output 3.2; TE p. 28), and updated the targeted 50 Community Development Plans to integrate climate-resilient agro-pastoral activities (Output 3.3; TE, p. 29).

4.3 Efficiency	MS
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The TE rates efficiency as Moderately Satisfactory, and this review concurs. The project was implemented adaptively and used well the resources, although there were delays in start-up and implementation, and difficulties in mobilization of co-financing.

The project was managed in an adaptive manner, and resources were well used, thanks to effective project implementation strategy and involvement of partners (TE, p. 37), the good functioning of the project implementation and supervisory bodies.

However, the project experienced delays in start-up and implementation of activities (TE, p. 34). More in detail, the project started later than expected, due to delays in the provision of funds by the donor. Moreover, it had delays in the acquisition of inputs, materials and equipment for farmers field schools and Agro-pastoral field school and microprojects, non-compliance with the implementation schedule by

some partners, and slow budget review, which reduced project efficiency (TE, p. 38). Moreover, there were difficulties in mobilizing co-financing partners and making related resources operational (TE, p. 38).

4.4 Outcome	S
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Summarize key outcomes related to environment, human well-being, and enabling conditions (Policy, Legal & Institutional Development; Individual & Institutional Capacity-Building; Knowledge Exchange & Learning; Multistakeholder Interactions), as applicable. Include any unintended outcomes (not originally targeted by the project), whether positive or negative, affecting either ecological or social aspects.

Where applicable, note how both intended and unintended outcomes have positively and/or negatively affected marginalized populations (e.g., women, indigenous groups, youth, persons with disabilities), and where some stakeholder groups have benefited more/ less than others.

The TE does not rate outcomes as separate from effectiveness (which is rated as Satisfactory); this review rates outcomes as Satisfactory. The project was highly relevant to GEF, FAO, and national priorities and well-designed although with some flaws; it achieved almost all outputs and targets, and was well-managed although with some important delays. More details on the project outcomes are as follows.

Environmental. The project contributed highly to the sustainable management of 20,432.75 ha of land, including 15,632.75 ha of cultivated land and 4,800 ha of pasture (TE, p. 29).

Socioeconomic. The project promoted the adoption of good agro-sylvo-pastoral practices and climate change adaptation, and contributed to land tenure security (TE, p. 18).

Enabling conditions. The project successfully contributed to building the capacities for climate change adaptation of the agricultural and pastoral sectors and populations in vulnerable areas of Burkina Faso (TE, p. 29). More in detail, the project strengthened the capacities of 65 supervisors, including 5 women, on the Agro-pastoral field school approach and climate change adaptation. Moreover, it provided good practices through the creation of an electronic and paper-form catalogue of good agro-sylvo-pastoral practices, including six new livestock technologies, and developed an APFS extension strategy (TE, p. 17). In addition, the project built the capacity of Master Trainers, facilitators, and producers on climate change adaptation and good agro-sylvo-pastoral practices (TE, pp. 18-20). Climate information has been improved and made available to local agro-pastoral communities, which proved to use it; this includes the making of seasonal forecasts for three project regions, providing advice on the agricultural season and to make strategic production choices, and decadal forecasts (TE, p. 24). The project also successfully established an inter-ministerial mechanism to promote the APFS approach and climate change adaptation practice, and strengthened the inclusion of this approach into national agricultural extension and advisory system (TE, p. 26).

Unintended outcomes. The project does not mention any unintended outcome.

4.5 Sustainability	L
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Note any progress made to sustain or expand environmental benefits beyond project closure, using stakeholder (rather than project) resources, e.g. through replication, mainstreaming or scaling-up of GEF-supported initiatives.

Examples would be farmers adopting practices using own funds, follow-on replication projects, development of plans for scaling, inclusion in local or national legislation, and allocation of government budgets or private sector investments for institutional adoption.

The TE rates sustainability as Likely, and this review concurs. There are some financial and sociopolitical risks, but their magnitude or probability of materialization is not expected to significantly affect project sustainability, and the net benefits of the project will likely continue in the future.

The TE (p. 39) notes that, despite the presence of risks that could threaten the sustainability of the project, the sustainability of the project is rated as Likely, thanks to the incorporation of some outputs in national policies, the effect of awareness-raising and advocacy actions, and the integration of several sustainability factors. More details on the various risks are as follows.

Financial. There is a risk that, due to lack of resources, the inter-ministerial committee will not function properly after the end of the project, despite the interest shown by government authorities at the highest level and the commitment during project implementation. However, this is mitigated by the interest shown by government authorities at the highest level and the commitment shown during project implementation, which suggest good prospects for the institutionalisation and budgeting of the agro-pastoral field schools' approach and climate change adaptation in the short to medium term (TE, p. 40).

Sociopolitical. The main sociopolitical risk to sustainability is land tenure insecurity in some communities, which is likely to make owners withdraw the land, forcing farmers field schools and Agro-pastoral field school groups to change the experimental sites. Land negotiation processes were conducted by the project to mitigate this risk, such that the TE considers socio-economic sustainability of the project as likely. Also, the context of security crisis in Burkina Faso posed risks to project implementation and sustainability, to which the project adapted by mobilizing security plans and specific implementation strategies (TE, p. 41).

Institutional frameworks and governance. The Agro-pastoral field schools and VSLA are a concrete, sustainable response to the needs of beneficiaries (TE, p. 39). The Agro-pastoral field schools have been incorporated into the National Agricultural Extension and Advisory System (SNVACA) of the Ministry of Agriculture and Hydro-agricultural Development (MAAH), in the National Livestock Extension and Advisory System (SNVACE) of the Ministry of Animal and Fisheries Resources (MRAH), and in the intervention mechanism of the Ministry of Environment, Green Economy and Climate Change (MEEVCC) as one of the advisory tools. MTs and facilitators, including endogenous facilitators and members of Agro-pastoral field schools and Village Savings and Loans Association are likely to ensure knowledge sharing and cascade training of other advisory agents for better adoption and dissemination of the Agro-pastoral field school approach (TE, p. 39). Institutional and governance risks include the mobility of facilitators attached to local public technical services who are often assigned or admitted to professional competitions, who are generally replaced by un-trained people (TE, p. 41).

Environmental. The TE did not identify any environmental risks to project sustainability (TE, p. 41).

5. Processes and factors affecting attainment of project outcomes

Before describing the factors, you may choose to summarize reported outcomes and sustainability here: <https://www.research.net/r/APR2023>.

5.1 Co-financing. To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The project experienced difficulties in mobilizing co-financing partners and making co-financing resources operational (TE, p. 38). The cash co-financing from the government was lower than expected, and equal to less than CFAF 40 million against the planned CFAF 135 million, because of increased resource requirements to manage security issues (TE, p. 35). This amount was used for acquisition of furniture, organization of project steering committees and monitoring of activities.

Shortcoming were also noted about the in-kind contribution of the government through other projects and programs at the beginning of the project; these relate to the following factors (TE, p. 36): the concept of co-financing applied to GEF projects was misunderstood/misinterpreted by most stakeholders; several co-financing projects were not directly informed of their involvement in the project co-financing; some co-financing projects identified at the design stage of the FAO/GEF project were already closed before it started; some co-financing amounts indicated were not sufficiently objective and were therefore unrealistic. These problems were partly corrected after the successful organization of a capitalization workshop with these projects and partners, such that the total of USD 19.435 million foreseen at the design stage was largely surpassed, with a total in-kind co-financing mobilized of USD 61,668,842 and overall co-financing of USD 61,914,297 against the USD 19,435,000 foreseen at the design stage (TE, p. 35).

5.2 Project extensions and/or delays. If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The Final PIR 2020 (p. 33) reports two cost-free extensions because of the budget overrun on the Travel section and the COVID-19 pandemic. The first extension moved the NTE from 30 April 2018 to 30 April 2020. It required a budget revision that took extensive time and had an impact on the implementation of some activities, such as the as operationalization of Local Adaptation Investment Fund and the training of endogenous facilitators. The second extension moved the NTE to 31 August 2020.

5.3 Stakeholder ownership. Assess the extent to which stakeholder ownership has affected project outcomes and sustainability. Describe the ways in which it affected outcomes and sustainability, highlighting the causal links.

The good project implementation benefited from the very committed participation of the implementing partners (TE, p. 38). Also, the inclusion of FAO and sectoral government authorities at the highest level in the Steering Committees and project monitoring had a stimulating effect on the commitment of stakeholders at different levels (TE, p. 45).

5.4 Other factors: In case the terminal evaluation discusses other key factors that affected project outcomes, discuss those factors and outline how they affected outcomes, whether positively or negatively. Include factors that may have led to unintended outcomes.

The increasing insecurity in some project areas affected the implementation of activities, but the project adapted by mobilizing local organization agents (TE, p. 34). Moreover, the COVID-19 pandemic entailed a further extension of project NTE to 31 August 2020 (Final PIR 2020, p. 33), the organization of fewer meetings than planned at VSLA level (TE, p. 41), and the lack of organization of the workshop to present the review of SNVACA (TE, p. 28).

6. Assessment of project's Monitoring and Evaluation system

Ratings are assessed on a six point scale: Highly Satisfactory to Highly Unsatisfactory.

Please justify ratings in the space below each box.

6.1 M&E Design at entry	S
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The TE rates M&E design as Satisfactory, and this review concurs. The M&E plan was robust and without major weaknesses, including clear indicators, data sources, frequency, and responsibilities.

The M&E plan includes clear arrangements for the setting up of a project progress monitoring system in all four regions, including the formulation of a project results framework, review of M&E indicators and their baseline, and clarification of tasks (Project Document, p. 76). Roles and responsibilities are clearly defined, as well as indicators, frequency of data collection, adherence to FAO monitoring procedures and reporting formats, sources of information, reporting schedule, and estimation of costs (Project Document, pp. 77-80).

6.2 M&E Implementation	S
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The TE rates M&E implementation as Satisfactory, and this review concurs. The M&E plan was implemented as expected, with timely implementation of planned activities and use of information to improve project implementation.

The M&E activities worked well; the project had a dedicated M&E expert who facilitated the implementation of these activities (TE, p. 36). The end line study, although planned, was not yet carried out at the time of the TE. Regular missions were carried out to monitor project activities in the field, apart from the sites located in insecure areas which could not be visited by the FAO team (TE, p. 37). Regular reporting was carried out by all partners (TE, p. 37). The activity reports were used to improve implementation through the resolution and prevention of problems and non-conformities (TE, p. 34).

7. Assessment of project implementation and execution

Quality of Implementation rating is based on the assessment of the performance of GEF Agency(s). Quality of Execution rating is based on performance of the executing agency(s). In both instances, the focus is upon factors that are largely within the control of the respective implementing and

executing agency(s). A six-point rating scale is used (Highly Satisfactory to Highly Unsatisfactory), or Unable to Assess.

Please justify ratings in the space below each box.

7.1 Quality of Project Implementation	S
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The TE rates project implementation as Satisfactory, and this review concurs. The implementing agency provided strong support, guidance, and technical assistance, despite implementation delays and frequent changes in dedicated personnel.

FAO provided outstanding support through its Country Representation and project supervision team based in Rome, enabling budget revision and mobilization of co-financing, and accelerating the mobilization of implementation partners at central, regional, and municipal level (TE, p. 48). The FAO technical assistance was overall satisfactory, thanks to good quality of support provided, close monitoring of the project by FAO representative and his personal participation in Project Steering Committee sessions, and the provision of the necessary support by the FAO team in the preparation, review and approval of the project's progress reports, annual implementation reports (PIRs), financial reports and budget reviews (TE, p. 33). Informed and useful advice and guidance was provided by the Steering Committee (TE, p. 48). However, as the project suffered from frequent changes in the LTO, and the project task force was not very active, the project visibility at national and regional level was limited (TE, p. 33).

7.2 Quality of Project Execution	S
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The TE rates project execution as Satisfactory, and this review concurs. The execution of the project was generally timely and was good, benefiting from high commitment of partners.

The country office mobilized additional internal expertise in a timely manner (TE, p. 33), and ensured support for good project implementation (TE, p. 38). Implementing partners were very committed and the government provided good supervision, thus contributing to the good functioning of the project (TE, p. 38). Regional partners prepared quarterly and final technical and financial reports in a timely manner and according to the FAO framework (TE, p. 37). However, some partners and consultants did not comply with the timetable of implementation of activities (TE, p. 34).

8. Lessons and recommendations

8.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report, including how they could have application for other GEF projects. Lessons must be based on project experience.

The TE (p. 45) presents the following lessons:

- Several factors inherent in the project's execution and implementation arrangements and mechanisms had positive effects on its performance. The involvement of FAO and sectoral government authorities at the highest level – in particular the physical participation of senior officials in the Steering

Committees and project monitoring – had a stimulating effect on the greater commitment of stakeholders at different levels. The regularity and quality of the Steering Committees made it possible to identify and analyse some implementation challenges — including budgeting and co-financing issues — and to propose solutions such as: revising the budget and the targets of certain indicators, resuming the State financing agreement, organising a workshop on co-financing, adjusting the intervention strategy, etc. Factors likely to improve project performance include decentralisation of project implementation by mobilising and engaging regional directorates through memoranda of understanding and local NGOs.

- The concept of co-financing applied to GEF projects needs to be made explicit and explained to stakeholders including the Government and other partner projects, to avoid any misinterpretation that limits or hinders their commitment. In view of the significant time lag between the approval and actual start-up of GEF-financed projects, the closing dates of co-financing partner projects should be taken into account during the identification of co-financing partners. Moreover, the project document should provide an entry point for new co-financing partners during start-up. Formalising co-financing partnerships through Memoranda of Understanding or Letters of Understanding, which clearly specify the objectives and targets and the responsibilities of each party, is very important firstly to stimulate and guide the commitment of the various stakeholders and secondly, to promote results-based management of the project concerned and co-financing partner projects. Such an approach makes ownership by co-financing partners of relevant outcomes more credible or legitimate.

8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE (p. 41) presents the following recommendations:

- Recommendation 1. Considering the updated strategic and operational challenges and the positive results achieved by the project, a new phase of the project should be envisaged to consolidate the achievements and institutionalise the Agro-pastoral field school approach.
- Recommendation 2. The modalities and mechanisms for mobilising co-financing (cash and non-cash) for future projects need to be improved both at the design and start-up stages.
- Recommendation 3. Reflections should be carried out and actions taken to make the Task Force more operational in future projects.

9. Quality of the Terminal Evaluation Report

Before rating the quality of the terminal evaluation, click here to summarize your observations on the sub-criteria: <https://www.research.net/r/APR2023>.

A six-point rating scale is used for each sub-criteria and overall rating of the terminal evaluation report (Highly Satisfactory to Highly Unsatisfactory)

Criteria/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	The TE was prepared within 6 months from project completion, and submitted to the GEF portal within 12 months	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides GEF project ID, and indicates executing agencies, key project milestones, GEF environmental objectives, and the evaluators that conducted the evaluation	HS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE identified the key stakeholders, but it did not seek their feedback on the draft report, nor that of the OFP	MS
4. Theory of change: provides solid account of the project's theory of change?	The TE discusses the validity of the theory of change and its causal links and mechanisms, but does not present its key assumptions nor discusses whether they remained valid	MS
5. Methodology: Provides an informative and transparent account of the methodology?	The TE discusses information sources, provides general information on who was interviewed (without listing the names and affiliations), on project sites and activities, on tools and methods used for evaluation, and identifies evaluation limitations	S
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE assesses relevance to GEF and country priorities, and of project design; it reports performance on all outcome targets and discusses influencing factors at sufficient depth; and it reports on project efficiency and timeliness	HS

7. Sustainability: Presents realistic assessment of sustainability?	The TE identifies risks, their likelihood and their effects, and rates overall sustainability	HS
8. M&E: Presents sound assessment of the quality of the M&E system?	The TE provides a limited evaluation of M&E design at entry, and evaluates thoroughly M&E implementation, including the use of information for project management	S
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE provides data on quantity, source, and type of co-financing and discusses reasons for excess/deficit materialization and contribution to project results, but it does not report on utilization of GEF resources	S
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE provides a good account of the performance of the implementing agency, and a general, unstructured, and overall limited account of that of executing agencies; it discussed thoroughly factors that affected implementation and execution and related challenges	S
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE reports on implementation of environmental and social safeguards, and on the conduct of gender analysis and implementation of related actions	HS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The TE presents lessons based on project experience and their applicability; it presents recommendations with clear actions and action takers	HS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings are generally supported with sufficient and credible evidence for all criteria, apart from M&E design and performance of executing agencies	S
14. Report presentation: The report was well-written, logically organized, and consistent?	The TE is written in English; it is well written, easy to read, well-organized, and consistent, and makes good use of tables	HS
Overall quality of the report		S

10. Note any additional sources of information used in the preparation of the terminal evaluation report (excluding PIRs, TEs, and PADs).

ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

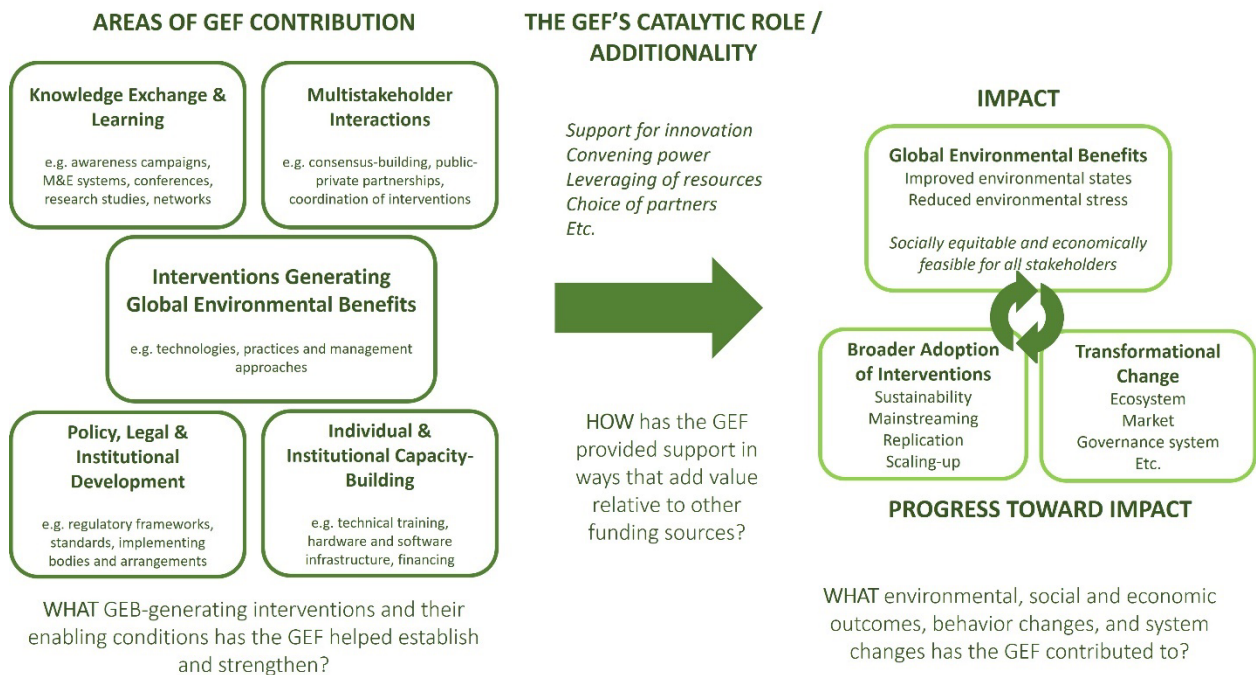


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

The general framework for the GEF's theory of change (figure 1) draws on the large amount of evaluative evidence on outcomes and impact gathered over the years by the GEF Independent Evaluation Office. The framework diagram has been updated to reflect the IEO's learning since OPSS5 (GEF IEO 2014, p. 47-50) about how the GEF achieves impact, as well as the evolution of the GEF's programming toward more integrated systems-focused and scaled-up initiatives.

The framework outlines the three main areas that the IEO assesses in its evaluations: a) the GEF's contributions in establishing and strengthening both the interventions that directly generate global environmental benefits, and the enabling conditions that allow these interventions to be implemented and adopted by stakeholders, b) the GEF's catalytic role or additionality in the way that the GEF provides support within the context of other funding sources and partners, and c) the environmental, social and economic outcomes that the GEF has contributed to, and the behavior and system changes that generate these outcomes during and beyond the period of GEF support.

The circular arrow between impact and progress toward impact, as before, indicates how bringing about positive environmental change is an iterative process that involves behavior change (in the form of a broader group of stakeholders adopting interventions) and/or systems change (which is a key characteristic of transformational change). These three areas of change can take place in any sequence or simultaneously in a positively reinforcing cycle, and are therefore assessed by the GEF IEO as indicators of impact.

Assessing the GEF's progress toward achieving impact allows the IEO to determine the extent to which GEF support contributes to a trajectory of large-scale, systemic change, especially in areas where changes in the environment can only be measured over longer time horizons. The updated diagram in particular expands the assessment of progress towards impact to include transformational change, which specifically takes place at the system level, and not necessarily over a long time period.

The updated diagram also more explicitly identifies the link between the GEF's mandate of generating global environmental benefits, and the GEF's safeguards to ensure that positive environmental outcomes also enhance or at the very least do not take away from the social and economic well-being of the people who depend on the environment. Thus the IEO assesses impact not only in terms of environmental outcomes, but also in terms of the synergies and trade-offs with the social and economic contexts in which these outcomes are achieved.

ANNEX 2. DEFINITION OF TERMS

Intervention	Any programmatic approach, full-sized project, medium-sized project, or enabling activity financed from any GEF-managed trust fund, as well as regional and national outreach activities. In the context of post-completion evaluation, an intervention may consist of a single project, or multiple projects (i.e. phased or parallel) with explicitly linked objectives contributing to the same specific impacts within the same specific geographical area and sector. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Activity (of an intervention)	An action undertaken over the duration of an intervention that contributes to the achievement of the intervention's objectives, i.e. an intervention is implemented through a set of activities. E.g. training, (support to) policy development, (implementation of) management approach.
Outcome	An intended or achieved short- or medium-term effect of a project or program's outputs. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Impact	The positive and negative, primary and secondary long-term effects produced by a project or program, directly or indirectly, intended or unintended. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Environmental outcomes	Changes in environmental indicators that could take the following forms: <ul style="list-style-type: none"> • Stress reduction: reduction or prevention of threats to the environment, especially those caused by human behavior (local communities, societies, economies) • Environmental state: biological, physical changes in the state of the environment http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Social and economic outcomes	Changes in indicators affecting human well-being at the individual or higher scales, e.g. income or access to capital, food security, health, safety, education, cooperation/ conflict resolution, and equity in distribution/ access to benefits, especially among marginalized groups.
Synergies	Multiple benefits achieved in more than one focal area as a result of a <i>single intervention</i> , or benefits achieved from the interaction of outcomes from at least two separate interventions in addition to those achieved, had the interventions been done independently.

	http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016
Trade-offs	A reduction in one benefit in the process of maximizing or increasing another benefit. http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016
Broader adoption	The adoption of GEF-supported interventions by governments and other stakeholders beyond the original scope and funding of a GEF-supported intervention. This may take place through sustaining, replication, mainstreaming, and scaling-up of an intervention and/or its enabling conditions (see definitions below). http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Sustainability	The continuation/ likely continuation of positive effects from the intervention after it has come to an end, and its potential for scale-up and/or replication; interventions need to be environmentally as well as institutionally, financially, politically, culturally and socially sustainable. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Replication	When a GEF intervention is reproduced at a comparable administrative or ecological scale, often in different geographical areas or regions. http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Mainstreaming	When information, lessons, or specific aspects of a GEF initiative are incorporated into a broader stakeholder initiative. This may occur not only through governments but also in development organizations and other sectors. http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Scaling-up	Increasing the magnitude of global environment benefits (GEBs), and/or expanding the geographical and sectoral areas where they are generated to cover a defined ecological, economic, or governance unit. May occur through replication, mainstreaming, and linking. http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019
Transformational change	Deep, systemic, and sustainable change with large-scale impact in an area of major environmental concern. Defined by four criteria: relevance, depth of change, scale of change, and sustainability. http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017
Additionality	a) Changes in the attainment of direct project outcomes at project completion that can be attributed to GEF's interventions; these can be reflected in an acceleration of the adoption of reforms, the enhancement of outcomes, or the reduction of risks and greater viability of project interventions. b) Spill-over effects beyond project outcomes that may result from systemic reforms, capacity development, and socio-economic changes. c) Clearly articulated pathways to achieve broadening of the impact beyond project completion that can be associated with GEF interventions. https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf