

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID	5371		
GEF Agency project ID	P-SN-A00-004		
GEF Replenishment Phase	GEF-5		
Lead GEF Agency (include all for joint projects)	African Development Bank (AfDB)		
Project name	Project for the Restoration and Strengthening the Resilience of the Lake de Guiers Wetland Ecosystems (PRRELAG) / Projet de Restauration des Fonctions Ecologiques et Economiques du Lac de Guiers (PREFELAG)		
Country/Countries	Senegal		
Region	Africa		
Focal area	Biodiversity		
Operational Program or Strategic Priorities/Objectives	BD-1, Outcome 1.1: Improved management effectiveness of existing and new protected areas; Outcome 1.2: Increased revenue for protected area systems to meet total expenditures required for management. BD-2, Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation; Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks.		
Stand alone or under a programmatic framework	Standalone		
If applicable, parent program name and GEF ID	N/A		
Executing agencies involved	Office du Lac de Guiers (OLAG)		
NGOs/CBOs involvement	IUCN: secondary executing agency		
Private sector involvement (including micro, small and medium enterprises) ¹	Enterprises: secondary executing agency		
CEO Endorsement (FSP) / Approval (MSP) date	10/23/2015		
Effectiveness date / project start date	2/13/2014		
Expected date of project completion (at start)	12/31/2018		
Actual date of project completion	12/25/2019		
Project Financing			
		At Endorsement (US \$M)	At Completion (UA ²)
Project Preparation Grant	GEF funding	0.100	0.100
	Co-financing	-	-
GEF Project Grant		1.316	1.012 UA
Co-financing	IA own	23.010	14.775 UA
	Government	4.343	3.856 UA
	Other multi- /bi-laterals	-	-
	Private sector	-	-
	NGOs/CBOs	-	-
	Other	-	-

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 The TE reported the amounts of mobilized funding in UA (AfDB's internal currency).

Total GEF funding	1.416	1.012 UA
Total Co-financing	27.353	18.632 UA
Total project funding (GEF grant(s) + co-financing)	28.769	19.644 UA
Terminal evaluation validation information		
TE completion date	11/11/2019	
Author of TE	Not mentioned	
TER completion date	8/29/2023	
TER prepared by	Emanuele Bigagli	
TER peer review by (if GEF IEO review)	Mariana Vidal Merino	

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

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	Moderate	---		S
Sustainability of Outcomes		2.75 ³		ML
M&E Design		---		MS
M&E Implementation		---		MS
Quality of Implementation		---		S
Quality of Execution		---		S
Quality of the Terminal Evaluation Report				S

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The CEO Endorsement (p. 2) states that the objective of the project is to strengthen the conservation of the natural habitats and the effectiveness of the management of the Reserve Spéciale d' Avifaune du Ndiaël. More in detail, the objective of the project is to: (i) improve the hydrological dynamics of Lake Guiers by rehabilitating the lake's management infrastructure, (ii) develop the Ndiaél Reserve and the Yety Yone channel with a view to restoring the hydrological and ecological conditions of the Ndiael reserve and the Yeti Yone backwater, and (iii) restore and develop natural ecosystem resources to sustainably increase the resilience and productivity of production systems for the benefit of poor rural populations (TE, p. 3; p. 6).

3.2 Development Objectives of the project:

The TE does not specify a development objective of the project that differs 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 TE does not indicate any changes in the objectives or activities of the project during implementation.

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:** (i) decrease in the biological diversity of the Lac de Guiers Ramsar protected area; (ii) negative impact of climate change on the resilience of the lake's ecosystem; (iii) lack of reliable information on the ecosystem of the lake.
- **Strategy:** (1) Sustainable management of biodiversity in protected areas and productive ecosystems; (2) Capacity Building and Knowledge Management.

³ The TE rated only some aspects of project implementation, using a scale from 1 (Low) to 4 (High).

- **Outcomes:** (1) At least 14,000 hectares of degraded ecosystems of the Ndiaél protected area restored; (2) Management effectiveness of the Ndiaél protected area improved by 25%, as recorded by a Ramsar Management Effectiveness Tracking Tool (R-METT).
- **Impacts:** restoration of the ecosystem dynamics of the special avifauna reserve of Ndiaél; increased adaptation to climate change.

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	HS
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The TE rates relevance as 4 on a scale from 1 (Low) to 4 (High), and this review rates it as Highly Satisfactory. The project was highly relevant to GEF, AfDB, international and national plans, policies, and programs; the project design was solid, inclusive and participatory.

The project is aligned with GEF-5 Biodiversity objectives, especially Objectives 1 (*Improve sustainability of protected area systems*) and 2 (*Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors*). The project aligns with the objectives of the AfDB's Long-Term Strategy 2013-2022. It is also relevant to Pillar II of the Bank's National Strategy Document (Document de Stratégie Pays, DSP, 2010-2015), particularly the subsection on Basic Infrastructures, which includes water sanitation and natural resources management. At national level, the project contributes to the objectives of the Axis 2 of the National Strategy for Economic and Social Development (SNDES 2013-2017), related to environment and sustainable development, and to the Strategic Axis 2 of the "Plan Sénégal Emergent" (PSE) on "Human Capital, Social Protection and Sustainable Development". Moreover, the project contributed to the achievement of the objectives of the Action Plan for Integrated Water Resources Management (PAGIRE, 2007-2015), which aimed to improve the knowledge and tools for the management of water resources. Finally, the project contributed to the implementation of the National Strategy for Biodiversity Conservation, especially of the work program on Protected Areas, and participated in the strengthening of the Program for Tourism Development of the Saint Louis region (2010), which aimed to improve the offer of touristic products (TE, p. 3).

The project had a basin approach, and its design was participatory and inclusive, involving numerous exchanges with stakeholders. The design was also informed by various technical documents, several field missions (TE, p. 3), and the experience and lessons learned from previous AfDB-funded projects (TE, p. 16).

4.2 Coherence	HS
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The TE does not rate coherence, and this review rates it as Highly Satisfactory. The project capitalized on several existing interventions, and was compatible and aligned with existing AfDB-funded projects in the same area.

The project was specifically designed to capitalize on a number of past and current interventions, including the “Projet de gestion intégrée des adventices aquatiques proliférantes en Afrique de l’Ouest (PGIAAPO 2012)”, the “Projet de gestion intégrée des ressources marines et côtières (GIRMaC,2004)”, the “Projet de Gestion Intégré des Ecosystèmes du Sénégal (PGIES)”, and the "Projet protection et gestion durable de la zone périphérique du Parc national des oiseaux du Djoudj (PPGDPNOD, 1997)". More importantly, the project complemented the AfDB-funded project titled "Restoration Project for the Ecological Functions of the Lake Guiers System" (PREFEL). This project, implemented in the same area, aimed to restore the ecological functions of the Lake Guiers system and strengthen socio-economic activities within the context of climate change (PIF, p. 6).

4.3 Effectiveness	MS
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The TE rates effectiveness as 3 on a scale from 1 (Low) to 4 (High). This review rates the project effectiveness as Moderately Satisfactory. The project achieved the majority of the outcome and output targets, surpassing some of them.

The project’s performance was largely satisfactory (TE, p. 10), with almost 100% completion of activities and substantial achievement of its objectives and outputs (TE, p. 12). The project had a total of 13 impact level indicators, with the following level of achievement: 4 indicator targets overachieved, 1 achieved, 1 almost achieved (98.6%); 5 not achieved, and 2 not measured (assessment of related activities were still pending at TE). The following targets were not achieved: (i) number of additional rural jobs (1,773 against a target of 3,000), although this target was underestimated (TE, p. 4); (ii) rate of access to drinkable water (80% against a target of 90% of the total number of people living around the Lake); (iii) rate of access to water sanitation (35% against a target of 70%), because of insufficient funding; (iv) irrigated surface (34,670 ha against a target of 50,000 ha); and (v) forest cover (8,232 ha against a target of 24,000 ha).

At output level, for Component 1, the large majority of the 33 indicators were achieved, 6 output indicators were overachieved, 1 was almost achieved, and 3 were not achieved. For Component 2, 3 indicators were achieved and 2 were not achieved (number of beneficiaries trained: 81.9% of the set target; and rate of awareness and communication: 84% of the set target).

4.4 Efficiency	S
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The TE rates efficiency as 3.5 on a scale from 1 (Low) to 4 (High), and this review rates it as Satisfactory. The project used almost all the GEF funds in an efficient way, despite some delays and the granting of two extensions.

The project reached almost all the objectives and outputs within the limits of the allocated budget. All the audits, conducted according to the schedule, noted an efficient utilization of financial resources (TE, p.

12). As of September 2019, the disbursement rate of GEF funds was 76.97% (TE, p. 1). To this respect, the PIR notes that the GEF funds were initially used very lightly, due to delays, including those in procedures for making funds available to partners, such that as of November 2016, the amount disbursed from these funds was USD \$87,219 (6.6%).

The Rate of Economic Profitability of the project is estimated at 38.9%. The rules and procedures of the AfDB and of the Senegal State were followed. The procurement of goods, travel, and services was performed following the rules, although suffered some delays in relation to the infrastructures of Component 2. The budget system was implemented at project inception, despite some delays in the elaboration of the manual, and allowed a regular and timely accounting of the project (TE, p. 13).

The project was extended twice for six months each time. This was due to delays in the development of the Reserve Spéciale d' Avifaune du Ndiaël caused by the contracted companies not meeting the deadlines. The extensions allowed to complete the last activities, consolidate the achievements and pursue efforts for the sustainable development of the facilities, infrastructure and equipment put in place. The departure of key project staff (accountant, RAF) also impacted the project progress rate. The TE (p. 12) notes that, despite these shortcomings, the project was generally completed within very acceptable deadlines and in accordance with the revised schedule.

4.5 Outcome	S
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The TE does not rate outcome, and this review rates it as Satisfactory. The project was highly relevant and coherent with existing interventions; it achieved the majority of all targets in an efficient way, despite some delays and a 1-year extension, achieving the desired environmental, socioeconomic, enabling conditions-related impacts.

The TE (p. 10) considers that the project objective was largely achieved.

Environmental impacts. The project improved the hydrological dynamics of Lake Guiers, thanks to the cleaning of the Taouey and Yeti Yone channels, and rehabilitation and construction of hydraulic and management structures (including hunting grounds, piers, watchtowers, and protective dykes). These measures also allowed a more effective and controlled filling of the Grande Mare du Ndiaél, and the restoration of its hydrological and ecological conditions. The number of specimens of avifauna and diversity in the area were substantially increased, with the coming back of species that were rare or endangered. The ecological monitoring was improved with a count of fauna and vegetation (TE, p. 4). Moreover, the project increased the assisted natural forest regeneration and total forest cover, thanks to the implementation of protective measures, enriching of degraded zones, and regeneration of natural vegetation in the buffer zone (TE, p. 11). In addition, the number of bush fires was considerably reduced thanks to awareness raising activities. As a result of the project activities, the ecosystem of the Réserve spéciale d'avifaune du Ndiaël was deleted from the Red List of sites in danger of the List of Montreux.

Socioeconomic impacts. The project strengthened the socio-economic activities, considerably improving the revenues from agriculture and fisheries of the local population, and improving the socioeconomic condition in terms of food consumption, access to basic social services, and quality of life. The rate of

access to drinkable water was improved substantially (TE, p. 5), and the rural exodus and livestock transhumance were reduced, thanks to the improvement of fisheries revenues (TE, p. 11). The local health system was reinforced thanks to the building of an equipped health hut and housing for the head of the post, which benefitted populations who were previously far from medical centers (TE, p. 4).

Enabling conditions. The project strengthened the regulatory framework of the Réserve spéciale d’avifaune du Ndiaël, by updating the existing management plan and reinforcing its surveillance (TE, p. 4). Moreover, it built the capacities of actors and beneficiaries, including women and young people, through various awareness-raising and training activities, including support for economic initiatives, such as ecotourism and fish farming, which still need to be consolidated. Service providers integrated gender into their recruitment procedures, and energy saving was achieved for women through the provision of improved stoves and the construction of three fish farms and a small dairy farm.

Unintended impacts. The TE (p. 15) notes that the improvements in the hydraulic system of the Lake led to the proliferation of harmful aquatic vegetation (Typha), resulting in the obstruction of waterways upstream and downstream of the Bountou Djeug structure, and recommends to address this issue in the future.

4.6 Sustainability	ML
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The TE rates sustainability as 2.75 on a scale from 1 (Low) to 4 (High), and this review rates it as Moderately Likely. The project enhanced the protected area management capacity, contributing to project sustainability; however, there are some financial, institutional and environmental risks that must be tackled in the future to avoid negative impacts on project sustainability.

Financial. The implementation of the Management Plan of the Reserve Spéciale d' Avifaune du Ndiaël will depend on the capacity of the State to (i) mobilize the necessary financial resources to support the functioning of Office des Lacs et Cours d'Eau (OLAC), which is in charge of the maintenance of the hydraulic works, and (ii) find additional resources to allow for the protection of the Reserve and keep it outside the Red List of the Montreux Document. To this respect, some funds will be available from the ecotourism activities (TE, p. 14)

Sociopolitical. The TE does not mention sociopolitical risks to project sustainability.

Institutional framework and governance. The anchoring of the project within an existing structure (i.e., OLAC) facilitated project implementation and contributes to project sustainability. Also, the strengthening of staff capacities and the ownership of all actors engaged in the management of water resources of the Lake and of ecosystem resources of the Reserve, are expected to play a key role in sustainability (TE, p. 14). The early involvement in project design and implementation of all local actors and populations allowed high ownership of the project, which is expected to strengthen project sustainability. However, sustained attention from the Government, OLAC and the technical services concerned for monitoring and consolidation is necessary, which remains a challenge for the future without the guarantee of specific external resources dedicated to this support. For new infrastructures (mini-dairy, community radio, ecotourism center, etc.), it is necessary to formalize management methods and ensure support over time.

Environmental. The improvements in the hydraulic system of the Lake led to the proliferation of harmful aquatic vegetation (Typha), resulting in the obstruction of waterways upstream and downstream of the Bountou Djeug structure (TE, p. 15). This should be addressed in the future to avoid compromising the environmental sustainability of the project (TE, p. 11), possibly by implementing the Typha energy recovery project in the delta (PROVET), with a view to reducing the negative impacts of aquatic plants on hydraulicity (TE, p. 15).

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 amount of co-financing pledged at CEO endorsement was composed of a hard loan of USD 23.01 million from the AfDB and a cash contribution of USD 4.3 million from the OLAC. The TE (p. 1) reports the amounts mobilized at the end of the project as equal to 14.8 million UA (AfDB's Unit of Account) and 3.9 million UA, respectively, corresponding to a total disbursement of 98.5% of the AfDB's hard loan and of 136.27% of the government funds. The latter funds were integrated with additional funding, supporting the request of local populations for further commitment to the implementation of the program for drinkable water around the Lake Guiers, the upstream Yeti Yone reprofiling works, sanitation, and hydro-climatic equipment, among others (TE, p. 13).

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 project had two 6-months no-cost extensions due to delays in the implementation of activities caused by the weak capacity of some sub-contracted enterprises. Despite these extensions, the project was overall completed within acceptable deadlines, and in accordance with the revised schedule (TE, p.12).

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 involvement of local populations as beneficiaries, in particular the Inter-Village Association (association Inter-Villageoise, AIV), was essential for both project design and successful execution, as it ensured a higher ownership and favored the strengthening of capacities of the stakeholders (TE, p. 4). The political, administrative and customary authorities were closely associated with the project's interventions, and contributed to informing and raising awareness among beneficiaries; moreover, several structures and NGOs were involved in the execution and support of activities. All these provisions contributed to better ownership by the beneficiaries, which should guarantee the preservation and proper management of project outputs (TE, p. 14).

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 TE (p. 10) reports that a draft decree on the partial declassification and classification of a land base in the Reserve Spéciale d' Avifaune du Ndiaël has been introduced in the signature circuit since 2018, with a high negative impact on the project, although without further specifications.

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	MS
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The TE does not rate M&E design, and this review rates it as Moderately Satisfactory. Overall, the project’s M&E plan was adequate, with appropriate indicators and arrangement, although with some shortcomings related to the lower emphasis given to outcome indicators rather than to output indicators.

The project had an M&E system connected to a geographic information system, and a system to collect the data and measure the outcome and output indicators included in the logical results framework (TE, p. 12). The CEO Endorsement document (p. 7) includes only a table with the budget allocated for M&E activities, including periodic reports and evaluations, the key responsible, the calendar of delivery, and the recipients, without an explanatory and detailed text. The logical framework included indicators for all outputs and outcomes. However, there were shortcomings in the measurement of project outputs and the evaluation of the outputs and outcomes (TE, p. 18), with emphasis given more to the measurement of the outputs rather than outcomes (TE, p. 20).

6.2 M&E Implementation	MS
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The TE does not rate M&E implementation, and this review rates it as Moderately Satisfactory. The M&E plan was implemented as expected, and data were used to inform project implementation, although only some weaknesses in the M&E design were addressed.

The M&E system allowed all the stakeholders to be informed regularly (TE, p. 18). The shortcomings in the measurement of project outputs and the evaluation of the outputs and outcomes (TE, p. 18) were only partially addressed during M&E implementation. The baseline and reference values were updated at project inception, and the indicators were revised and improved during project implementation (TE, p. 3). However, the indicator “Creation of employment (number of additional rural jobs)” was only estimated and not adequately measured (TE, p. 4). At TE, a revised evaluation of the achievement of the indicators was being performed (TE, p. 12). The data collected through the M&E were used by the AfDB to report periodically on the achievement of project outcomes and outputs.

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 does not rate project implementation, and this review rates it as Satisfactory. The implementing agency had a solid performance, without salient weaknesses, with problem prevention and timely problem solving, active involvement, constant supervision, and good coordination.

The performance of the AfDB was very satisfactory. Problems in implementation were prevented or solved, thanks to the organization of periodical meetings and supervision missions with representatives of the government and OLAC and the preparation of constructive recommendations to improve project effectiveness. Especially, the Task Manager of the national office of the AfDB in Senegal was actively involved and has greatly contributed to the timely resolution of emerging problems. Also, the AfDB supervised the implementation and effectiveness of the management tools, such as the use of compatible management software and the elaboration of a manual of administrative, financial, and accounting management. Moreover, the AfDB surveilled the follow-up on the recommendations from the audit process and ensured compliance with the existing regulations on environmental monitoring, formulating recommendations for activating the Etude d'Impact Environnemental et Social and the partnership with the Direction de l'Environnement et des Etablissements Classés, as well as recommendation for a better capitalization of project outputs. The presence in Dakar of the Task Manager and of various experts (procurement, finance, disbursement) greatly contributed to strengthening project monitoring. Good coordination between the Bank and the Direction de la Coopération Economique et Financière also enabled good overall monitoring of the project implementation. Finally, the AfDB answered timely to the different project requests (TE, p. 17).

7.2 Quality of Project Execution	S
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The TE does not rate project execution, and this review rates it as Satisfactory. The performance of the executing agency met the expectations, without salient weaknesses, ensuring good mobilization of funds, regular, timely and precise execution of activities, and strong teamwork.

The project was executed by the Office des Lacs et Cours d'Eau (OLAC), which succeeded to the Office du Lac de Guiers (OLAG) in March 2017. Although not providing a rating for project execution, the TE (p. 18) evaluates the performance of the executing agency as very satisfactory (TE, p. 18). OLAC was able to mobilize GEF funds; it followed the existing engagements, agreements and safeguards, by implementing the accounting system, keeping regular accounting and financial updating of the project. The government held all the meetings on the piloting of the M&E system and ensured external support through several

missions. The recommendations received from supervision missions were followed up closely, and quick action was undertaken to address them (TE, p. 18). Teamwork made it possible to make up for the shortcomings linked to the absence of accounting personnel, thanks to the support of the OLAC accountant and the assistance of technical experts, who contributed with their knowledge of the management procedures of the Bank and the Country. The Head of the Procurement Unit of OLAC also played an important role in the execution (TE, p. 15). The quick formalization and signing of the protocols and conventions identified during project appraisal, with institutions such as the International Union for the Conservation of Nature (IUCN), Direction des Eaux et Forêts, Chasse et Conservation des Sols, Centre de Suivi Ecologique, and Agence Nationale de Aquaculture, allowed the immediate activation of operating structures and supported the scheduling of activities (TE, p. 15).

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 outlines the following lessons:

- For the government and executing agencies: The use of existing studies is essential to better identify the issues and accelerate the start-up of activities as well as the implementation of a project. In the case of this project, the carrying out of technical studies and the preparation of bidding documents before the start of the project facilitated its implementation, in particular the carrying out of infrastructure works. This quality at entry made it possible to identify problems and meet deadlines.
- For the government and the AfDB: The involvement of national structures, NGOs, local authorities and CBOs was essential, both for the formulation of the project and for its implementation. It guaranteed a better appropriation of the actions carried out and favored the capacity building of the actors involved in the implementation.
- For the government, the AfDB, and the executing agency: During the development of the logical framework, it is advisable to be attentive and realistic as to the choice of indicators and target values retained, in particular for the global effects, because they will serve as a dashboard throughout the life of the project. The data retained must be supported by a good knowledge of the basic situation and relate specifically to the areas of intervention (TE, p. 4).
- For projects with numerous activities, it is advisable to anticipate as much as possible and quickly establish precise timetables for carrying out the studies (when they do not exist) and then the works. This promotes compliance with the deadlines set for the implementation of the project and also allows time to be available to support beneficiaries in the management of new infrastructure.
- The timely provision of counterpart resources according to the amounts provided for at appraisal contributes to compliance with the schedule and the achievement of indicators, as was the case for this project.

- The establishment of an efficient and easily manageable monitoring and evaluation system, based on the key indicators of the project, including those relating to the effects, facilitates the periodic measurement of the progress made (TE, p. 11).
- For the AfDB. The preparation of a procedures' manual, specifying in particular the methods of allocating resources and justifying expenditure, had, despite some delays in its preparation and validation, a positive impact on the absorption of funds, the consolidation and expanding the experience developed with the Bank.
- For the government and the executing agency. The efficient implementation of the resources and means of a project requires qualified and experienced staff at the level of the executing bodies, as was generally the case for this project. It is therefore essential that the recruitment or appointment of project staff be done in a rigorous and transparent manner, on the basis of well-established job profiles.
- For the executing agency and the financiers. In the case of financing in USD (as it is case for the GEF grant), care must be taken that the US banking correspondents of the service providers' banks are reliable, as this can be a source of delays (TE, p. 14).
- The rapid implementation of activities requires the availability on time, from the first year, of management and monitoring tools: accounting system, PPM, Surveillance and Enforcement system. The fact of using existing bodies contributes to being able to mobilize the staff and tools already in place, even before the start of the project. The management tools can then theoretically be easily implemented, subject to certain adaptations. In the absence of an existing body, the State must mobilize as soon as possible the human and financial resources necessary for the establishment of management and monitoring mechanisms.
- The effective mobilization of the counterpart, within the required deadlines, greatly promotes the execution of the Project and the assumption of the expected costs (including those relating to salaries and operation). It allows a good fluidity of the interventions and the maintenance of the activities engaged. To limit the risks during execution, it is also necessary not to charge the State with key activities and expenses, the non-implementation of which would have a too heavy impact on the entire project. Bank to be able to respond efficiently and diligently to unforeseen situations (TE, p. 19).
- 1- A recurring problem concerns the delays in project start-up linked in particular to the delays in satisfying the conditions associated with the financing, the absence of dedicated staff before the implementation of the executing bodies, and the unavailability of all the studies and acquisition files. PRELELAG was able to avoid all these pitfalls by limiting the number of preconditions, relying on an office in place, and promoting the results of existing studies.
- The low capacity of some local and national companies in charge of the works constitutes a constraint for the efficient implementation of water infrastructure projects where the constraints related to access to sites and the rainy season can be significant. Many delays are generated by the failure of the companies which also impact on the duration of the control services. This project has been able to limit this risk overall, and to contract with high-performance companies, due to the relative attractiveness of works contracts.

- The lack of involvement of all stakeholders from the identification of a project can lead to errors in the design, and also harms the appropriation of the activities implemented. In the case of this project, the fact of having associated all the parties (local authorities, municipalities, state services, AIV, civil society, IUCN, etc.) contributed to the proper identification of priority needs and the appropriation of actions carried out.
- Project monitoring and evaluation systems place more emphasis on measuring outputs than on measuring effects. The mechanisms for measuring the impacts and effects are not popularized and disseminated, both at the level of the States and the Bank, and the tools to help with targeting and collection are lacking (TE, p. 20).

8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE proposed the following recommendations:

- For the government and the executing agency. Recurring costs resulting from project products must be covered. To this end, the following recommendations are made: i) favor simple and proven techniques; ii) limit operating costs; iii) encourage the use of solar energy when possible (building lighting, cold chain, etc.); iv) solicit the contribution of beneficiaries, in physical or financial form, to promote ownership and the establishment of maintenance funds; v) anticipate the management methods of the collective infrastructure built and involve the private sector and civil society; vi) Ensure the training of the staff of the management bodies put in place; (vii) anticipate exit mechanisms from the project; and viii) provide adequate budgetary allocations at State level to the offices and structures (OLAC, Reserve Spéciale d' Avifaune du Ndiaèl) in charge of the infrastructures and areas concerned.
- For the government. The construction of new infrastructure at the level of the beneficiaries requires monitoring and support that must go beyond the duration of the project. To this end, the following recommendations are made: i) involve the local technical services to ensure perfect involvement and continuity beyond the closure of the project; ii) promote State funding mechanisms to support beneficiaries beyond the duration of the project; iii) rely as much as possible on permanent structures; and iv) involve other partners present in the area and able to support the new socio-economic dynamics driven by the project.
- For the government, the AfDB and the executing agency. Ensure a rigorous social and environmental follow-up in order to anticipate and evaluate all the potential effects and impacts.
- It is desirable to minimize changes in task managers of implementing agencies, and provide for a real handover between those concerned in order to ensure good continuity.
- Carrying out periodic supervision with multidisciplinary teams is essential, as is rigorous monitoring of the implementation of the recommendations made. For countries with an AfDB office, regular monitoring and reporting mechanisms should be established.
- The AfDB, with the active involvement of the Task Manager, must be able to provide operational advice and responses that are appropriate and timely to unforeseen circumstances and, if necessary, suggest a revision of the list of goods and services. It is therefore important that the

project manager is regularly informed of the progress and that he carries out field missions. It is also essential for the Bank to be able to respond efficiently and diligently to unforeseen situations.

- The success of a project is highly dependent on the skills, experience, integrity and commitment of the staff of the executing agencies. As such, it is desirable to use existing agencies with recognized capacities and to strengthen them if necessary. The processes for designating or recruiting people assigned to projects must be conducted rigorously and impartially, on the basis of job profiles and assignments previously agreed between the two parties. Staff also need to be familiar with Bank procedures quickly. In the event of the sudden departure of staff during execution, appropriate temporary responses should be found internally so as not to hinder execution (TE, p. 18).
- The insufficiencies and failures of certain companies in charge of the works constitute major risks of delay in the execution of the projects. Recommendations: Ensure compliance of allotments for work in line with the capacities of companies likely to tender. Ensure a transparent, rigorous and efficient recruitment process. Ensure that the control offices provide close monitoring of the works, with qualified personnel, and on the basis of a time contract allowing the best possible cushioning of the delays of the contractors. Ensure compliance with the qualification of company personnel. Plan and anticipate, depending on the case, the formal notice and termination processes. Carry out awareness-raising and training actions to build the capacity of small local businesses.
- The involvement of partners and technical services for the implementation and monitoring of projects is essential, to ensure better ownership. Experience has, however, shown that some institutional partners do not fully assume the tasks entrusted. Recommendations: Use certain specialized state structures to ensure ownership and sustainability of the activities implemented, while objectively assessing the material and human capacities in place, and strengthening them as needed. Ensure that the means made available are actually allocated in the field to the assigned objects. Combine the partnership with a periodic evaluation of performance and compliance with the terms of established protocols. Terminate agreements as needed in the most difficult cases.
- The involvement of national or international NGOs established in the country is often desirable for social engineering and capacity building actions, or for services requiring rare expertise. This ensures a faster start of activities (in the case of direct agreement), a good knowledge of the environment capable of ensuring better sustainability of the activities / infrastructures put in place. Recommendations: However, care should be taken to ensure that these structures have sufficient human and financial capacity. In particular, account should be taken of their ability to mobilize qualified personnel, provide guarantee bonds or pre-finance activities in order to avoid delays in the implementation of work programmes.
- Recommendations for the sustainable management hydraulic axes: Essential involvement and awareness of the hydraulic axes of the structures concerned at all stages of the project for effective ownership; Training and capacity building actions for managers of works (management, monitoring, maintenance, etc.); Financial contributions from users to operating costs and concerted implementation of pricing systems; Budgeting by the State and the offices of sufficient allocations after the withdrawal of the project to ensure the management of the works and the

monitoring of the activities; Definition of appropriate management and control methods limiting the proliferation of aquatic plants (Typha) as much as possible and executable at the local level.

- Recommendations for the sustainable management of the Ndiaël Avifauna Reserve: Consolidate the economic activities newly set up at the level of the Reserve Spéciale d' Avifaune du Ndiaël and linked in particular to ecotourism, and integrating the formalization of the legal existence of the ecotourism camp; Provide THE Reserve Spéciale d' Avifaune du Ndiaël with additional budgetary resources to safeguard the ecological conditions of the reserve that allowed its removal from the Montreux Record; Complete the signing of the decree on the partial downgrading and classification of a land base in the Reserve Spéciale d' Avifaune du Ndiaël in order to ensure its re-delimitation guaranteeing the preservation of land in the face of the greed of agro-industrialists.
- Recommendations for the Viability of the dynamics initiated around the developed areas: Rigorous initial selection of beneficiaries, CBOs supported by the project. Awareness actions; Various support and training at start-up, at the technical level, in the establishment of business plans and market research. Operating costs established and manageable by local actors; Search for synergies with other partners and projects present in the area to continue supporting and developing activities; Continued monitoring by dedicated State services, through local supervision and allocated resources; Involve the private sector in the management of certain infrastructures; Ensure and maintain sustainable management of the hydraulic axes and the Reserve Spéciale d' Avifaune du Ndiaël, in order to maintain the momentum initiated by the project.

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 conducted within 6 months from project end	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE does not provide GEF project ID, nor the names of the evaluators; it lists the executing agencies, specifies key project milestones and GEF environmental objectives	MS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE does not identify the key stakeholders, nor sought their feedback on the draft report, nor that of the OFP	U
4. Theory of change: provides solid account of the project's theory of change?	The TE does not describe the theory of change of the project, and describes succinctly the links and mechanisms to achieve the intended impact, without any reference to key assumptions nor if the remained valid	MU
5. Methodology: Provides an informative and transparent account of the methodology?	The TE does not list the documents reviewed, nor does it include information on interviewees; it describes project sites and activities, but does not describe the tools and methods used nor the limitations of the evaluation	U
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE provides a clear account of project relevance to GEF, country priorities, and of project design, and of project performance on all outcome targets; it discusses factors that affected their achievement, and reported on timeliness and efficiency	HS

7. Sustainability: Presents realistic assessment of sustainability?	The TE presents a full assessment of project sustainability, including risks, their likelihood and effects, and an overall rating	HS
8. M&E: Presents sound assessment of the quality of the M&E system?	The TE assesses M&E design and implementation, including whether information from the M&E was used for project management, although in an unstructured way, with information scattered in several sections along the report	S
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE reports on the mobilization and use of GEF funds and of co-financing, including their amount and type; it discusses the reasons for differences from the amounts indicated in the project document, and how these affected the achievement of project results	HS
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE assesses the performance of both the implementing and executing agency, including challenges and how these were addressed	HS
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE reported on the implementation of environmental and social safeguards, but not on the conduct of the gender analysis or the implementation of related actions	MS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The TE presents lessons supported by project experience and discusses their applicability; it reports recommendations including content and action taker	HS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings are supported with sufficient and credible evidence	HS
14. Report presentation: The report was well-written, logically organized, and consistent?	The TE was not written in English, but in French; it is easy to read, well-structured and consistent, and makes good use of tables and charts	MS
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

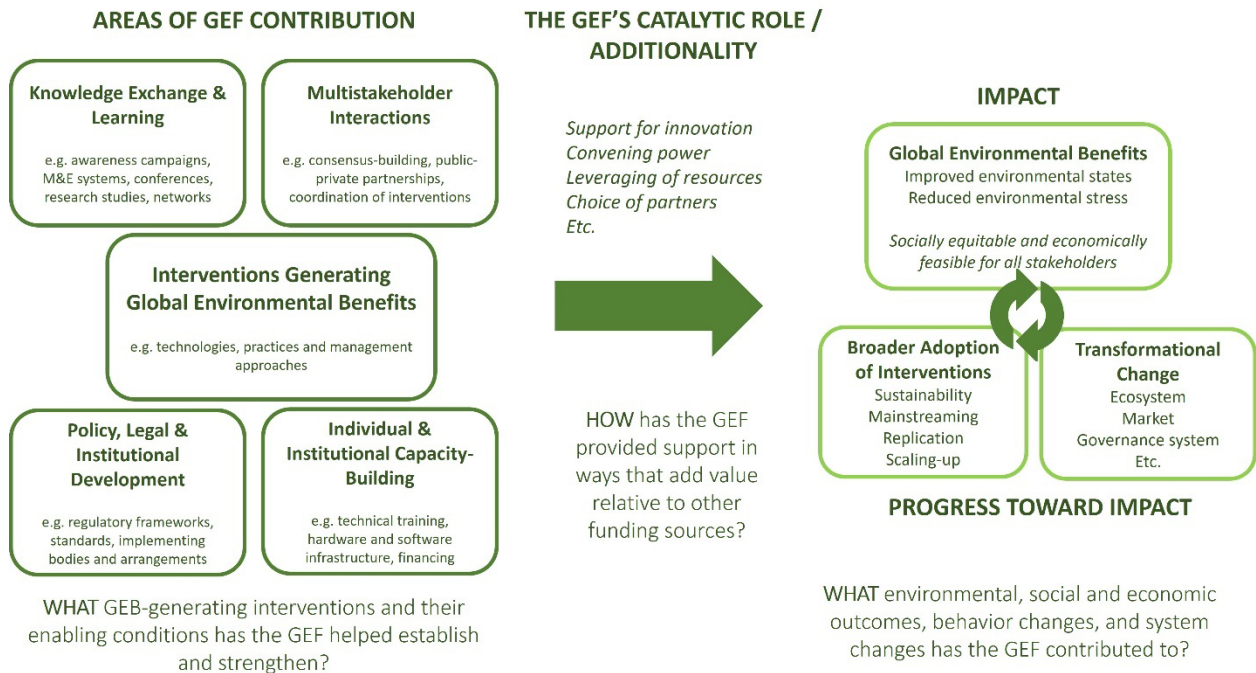


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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 OPSS (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