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ASSESSMENT REPORT

**Final assessment of the Project
Strengthening resilience of farming
communities' livelihoods against climate
changes in the Guinean Prefectures of
Gaoual, Koundara and Mali
(REMECC-GKM- PIMS : 4615 ; ID : 00085594)**

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i. Introduction Page

Project title	Strengthening resilience of farming communities' livelihoods against climate changes in the Guinean Prefectures of Gaoual, Koundara and Mali		
GEF Project ID (PIMS) :	4692		
UNDP Project ID :	00085594		
Assesment schedule	- Deliverable 1 : Starting report	- 10 august. 2018	
	- Deliverable 2 : initial conclusions	- 20 August. 2018	
	- Deliverable 3 : Final report project	- 25 september. 2018	
	- Deliverable 4 : Final report	- 15 November 2018	
Country :	Conakry Guinea		
Region :	Africa		
UNDAF outcomes :	- Good good governance promotion - Economic growth and opportunities in term of livelihood and income for all		
Focal area	Climate change adaptation		
FA objectives (OP/SP) :	16005-Protecting the agricultural sector and the rural communities against climate change negative effects.		
Specific objective	00085594-Reinforcement of livelihood resilience		
Implementing agency	01392-UNDPConakry Guinea		
Other partners involved in the project:	- Ministry for environment, waters and Forests (MEEF) - GEF : Finance institution under its climate change portfolio		
Assesment team members	- Drissa SOULAMA, International expert, Team leader - Thierno Oumar DIALLO National Consultant		
Thanks	- The assesment team thanks guinea authorities and UNDP Guinea Conakry which have created the appropriate conditions for the assesment works. Our thanks also go to the environment and sustainable Programme and the project coordination unit in Labe, to the regional and prefectural - Authorities of Boke and Labe and to the local communities in the project implementation zone. We thanks all the project partners and beneficiaries who made themselves available for the various surveys.		

ii. Summary

ii.1. Project summary table

Project title :		Strengthening resilience of farming communities' livelihoods against climate changes in the Guinean Prefectures of Gaoual, Koundara and Mali				
ID de projet du FEM :		4692		Date of PIF approaval		29 Nov. 2011
UNDP project ID		00085594		Date of Prodoc/CEO ER approaval ER		17 April 2013
ATLAS Business Unit		GIN 10		Date of Prodoc signature		20 Nov. 2013
Country:		Guinea		Date of coordinator recruitment		01 July2014
Region :		Africa		Date of the project launching workshop		19 august 2014
Focal area:		Climate change adaptatione		Starting date		23 /08/2014
Objectifs FA, (OP/SP) :		16005-Protecting the agricultural sector against climate change negative effects		Date the steering committee first meeting		Février 2015
Executive agency		UNDP		Date of support staff recruitment		october-december 2014
Other partners involved in the project :		Ministry for Environment, waters and forests		Mid-term review date		31 october-24 november 2016
			Closing date (operating) :		Proposed: 31 dec. 2018	Actual: 31 dec. 2018
Project funding		On approval (US\$)		At mid-term (US\$)		At project end (US\$)
GEF		3.716.364		1.184.060 ²		3.716.364
UNDP		300.000		100.000 ³		300.000
ETAT	Cash	250.000				250.000
	Nature	400000				400000
Other co-funding						
Total co-fundings		950,000				950,000
Project total funding		33 .056.364		2.719.727 ⁴		33 056.364

¹2014 Annual Report

² Mid term assessment (Table 9.2)

³ Annual report 2015 (Table 9)

⁴Mid term assessment (Table 5: Budget execution from 2014 to 2016 (REMECC-GKM, ATLAS))

ii.2. Project description

Project : « Strengthening resilience of farming communities' livelihoods against climate changes in the Guinean Prefectures of Gaoual, Koundara and Mali » (REMECC-GKM) was co funded by UNDP, GEF and the government of Guinea Republic. The project has required thirty three millions fifty six thousands three hundred and sixty four US dollars for its implementation which took place from 23 August 2014 to 31 december 2018. The project goal was to : »Build the adaptation capacity of vulnerable communities in the prefectures of Gaoual ; Koundara and Mali with regard to additional risks caused by climate change, particularly droughtincreased intensity and occurrence. Through this goal, three specific outcomes areas was targeted.

- Outcome 1 : Local authorities and decentralized institutions reinforcement allowing them integrating PNDA climate change concerns in the regional action plans through local development Plan (LDP), annual and multi-annual investment plans (PAI/MIP) and the annual communities budgets (ACB) of the 15 most vulnerable rural communities (RC) for development in the GKM space ;
- Outcome 2 : Agro-meteorological information is produced and disseminated towards the main actors of GKM prefectures for a climate change resilient agro-forestry
- Outcome 3: Communities livelihoods options are made more resilient to climate in the 15 more vulnerable rural communities for development of Gapual, Koundara and Mali.

These outcomes areas have been declined in three components :

- Component 1: ocal authorities are made technically strong to promote climate change resilient local development.
- Component 2: climate change information systems are set to direct climate change resilient agro forestry practices.
- Component 3: Promotion of climate change adapted agroforestry is ensured in Gaoua, Koundara and Mali Prefectures in order to increase communities livelihoods resilient sources.

ii.3. Assesment notations tables

1 Monitoring and evaluation	Notation	2. Executive agency/realization agency	Notation
Monitoring and evaluation concept entry	6(TS)	Implementation quality by UNDP	5(S)
Monitoring and evaluation plan implementation	4(MS)	Implementation quality : implementation agency	5(S)
Monitoring and evaluation general quality	4(MS)	Implementaion and execution general quality.	5(S)
3 outcomes assesment	executive agency/realization agency	4 sustainability	executive agency/realization agency
relevance	2(R)	Finacial resources :	2(MU)
Efficacity	5(S)	Sociopolitical :	3(MP)
Efficiency	5(S)	Institutional framework and good governance :	4(R)
Global mark of the project implementation	5(S)	Environmental:	3(MP)
		Global probability of sustainability :	3(MP)

Légende : (R) : Relevant ; (S) : Satisfactory ; (MI) : Moyennement Improbable ; (MP) : Moyennement Probable ; (AS) : Averagely satisfactory ; (MS) : Most satisfactory ; (i) : Irrelevant.

ii.4. Summary of conclusions, recommendations and lessons learnt

At the end of the actual assesment, it appears for the project implementation that several efforts have been agreed by the implementation partners to stretch as better as possible to the project expected outcomes..

Hence, the project has contributed to sensible changes in life quality (Skills, knowledge, practices, incomes and equipment level) of the populations and the beneficiary structures according to their needs in climate change resilience.

A change in all project targeted intervention areas at central as well as decentralized level has been noticed.. Hence, considering the monitoring reports, remarks derived from the exchanges with the beneficiaries of entire annual harvests of hundreds of farms have been spared save to the security model disseminated throughout the project. Meanwhile, some baselines have been laid for the appropriation and sustainability of the assets. That will allow ensuring sustainability. With regard to the observed results, it is important to secure consolidation phases and/or scaling up of the assets:

■ **Seeing to communicate on implementation effectiveness**

- Seeing to more communicate on important assets of this project listed by all actors as a national reference, by disseminating towards key partners, successes for each of the outputs : This communication that can take various features from radio and TV air elements to report workshops, could be half funded based upon the remaining project budget ;
- Disseminating and seeing for the appropriation of approaches developed as that one which has been used for the involvement of gender and its traceability in the project monitoring and evaluation system by the key partners. For that, additional funding can be mobilized with UNDP projects and its partners who have been identified as synergical to REMECC and who in implementation process in the sites where REMECC has operated.

■ **Making project most important assets sustainable**

- Seeing for the reinforcement of axes and areas of project concrete outcomes (taking administrative and regulatory laws to better budget allocation to resilience during budget deliberations and arbitration at regions, prefectures and local authorities level) : Through analysis, most of the actions going in this direction are without financial repercussions and can appear in the lot of priority measures of future country cooperation programmes that UNDP will have to develop with Guinea ;
- Disseminating developed good practices (farms security , planning of climate change sensitive development, making access to agro meteorological information easy to grassroot populations, dissemination of climate adapted technological packages , etc) by targeting organizations and partners able to scale them up : It is about actions which by their relevance are likely to be selected as options in other projects working on the same sites as REMECC project on condition that a strategic watch be set by REMECC national partners.

iii. Acronyms and abbreviations

ACD	district development Agent
AGIR	Support for resources Integrated Management
UNFCCCC	United Nations Framework for climate change convention
CPD	Country Plan for Development
RC	Rural community (RDD in the old days)
RCD	Rural community for development (today replaced by RM) (nowadays replaced by RD)
DG	Directorate General
DNEEF	National Directorate for environment, waters and forests
DNM	National Directorate for Meteorology
DNP	Project National director
DNPDL	National Directorate for local development planning
DNPEDD	National Directorate for environment and sustainable development of the project
FAO	United Nations Food and Agriculture Organisation
GEF	Global Environment Funds
IFAD	International Fund for agricultural development
PIF	Project identification form
FPFD	Fouta Djallon Farmers federation
FPMA/LDCF	Least developed countries Funds
GdG	Guinea Government
IPCC	The Intergovernmental Panel on Climate Change
GKM	Gaoual, Koundara et Mali
GLAM	Local Working Group for Agro meteorological support
GTP	Multidisciplinary Working Group
IRAG	Guinea agricultural research Institute
MEEF	Ministry for environment, waters and Forests
METT	Monitoring Effectiveness Tracking Tool

NIM (NEX)	National implementation Method
PACV	Support Programme for village communities
PAIs/MIPs	Investments annual and perennial plans
NAPA	National Adaptation Programmes of Action (NAPA)
PDL	Local Development Plan
PDLG	Guinea local development Plan
PDSO	Sustainable Social development Project
PNAFA	Support Programme for Agricultural sectors stakeholders
PNDP	National Agricultural development policy, 2015 vision
PNUD	United Nations development Programme
PPG	Project Preparation Fund
PPIUs	Prefectural project implementation Units
PRODOC	Project Document
PU-APA1	Emergency project for agricultural product activity support
REMECC	Livelihoods resilience to climate change
ROTI	Review of Outcomes to Impacts
PC	Project coordinator
M&E	Monitoring and evaluation
TOR	Terms of references
PMU	Project Management Unit
UNDAF	United Nations Development Action Framework
RCU	UNDP Regional coordination Unit

1. Introduction

1.1. Assessment objectives

■ Context and justification

Facing climate hazards and human activities, earth and natural resources acknowledge a quick degradation. Hence, the populations livelihoods and Guinea economy in a certain way, essentially rely upon « earth and/or natural resources » which employ at least, through agriculture (70% of the active population), livestock farming and forestry.

To tackle climate variation and change, the country has adopted many policies and strategies among which NAPA, after which « the normative assumption is that climate change be involved in the plans and budgets of local development; that agro meteorological informations be available for climate dependant activities such as agriculture and livestock farming and that farmers implement adaptive agricultural systems.

Hence, the project for « Reinforcement of resilience to agricultural communities livelihoods against climate change in Guinea prefectures of Gaoual, Koundara and Mali-(REMECC-GKM) » to be assessed inscribe itself in this framework and was mainly targetting :

- a) Reinforcement of local authorities and decentralized structures for the integration of issues related to climate change in the regional actions plans through local development plans, annual and multi annual investments plans and annual communities budget ;
- b) Agro meteorological informations production and dissemination with most concerned actors in GKM prefectures relating to climate resilient agro forestry ;
- c) Improvement of communities livelihoods climate resilience through agro forestry promotion.

■ Expected outcomes and recommended approach

The actual assesment aims at appreiating the execution of the project objectives and to draw lessons that can help improving the sustainability of the benefits and allow UNDP programmes global improvement. For that, the assesment must provide tangible informations which are reliable trustworthy and useful and link its analysis around relevance, effectiveness, efficiency, sustainability and impacts criteria suggested by UNDP and GEF in their projects evaluation grids .

The assesment seeks to review all relevant informations sources, such as the project description, project reports, notably annual reports, and the monitoring report and other reports, project budgets reviews, progress reports, the monitoring tools of GEF focal area, project files, national strategic and legal documents and all the other documents that the assessor considers useful for this facts built assesment.

1.2. Application field and methodology

■ Application field

The actual assessment mission answers in first place to the necessity to be sure of the project contributions to UNDP and GEF global priorities and programmes and its conformity with regards to their directives and procedures. These directives and procedures project a final assessment mission for average and large size projects. The relevance of this assessment is also justified by the necessity to make sure of the cohesion of the project with regards to national development priorities connected to climate change such as listed through national Action Plan for Climate change (NAPA). And as identified by policies and strategies documents such as Guinea National Plan for economic and social development (PNDES). This cohesion should be guaranteed by the national counterpart represented by the ministry in charge of Agriculture, Transports, territory administration and decentralization, environment, and mandated structures such as the Environment and sustainable development Programme (PEDD). This assessment mission finally finds its relevance in the necessity to ensure that the adequation of the answer brought to the needs of the populations and grassroots communities to climate change resilience.

In this point of view, the assessment was based upon all relevant sources of informations, grounded on facts. The assessment work carried out has devoted itself to:

- Appreciating the project relevance with regards to the national context and national priorities ;
- Appreciating the adopted implementation strategy ;
- Appreciating the degree of the programme implementation, its efficacy and its implementation efficiency and also the quality of the obtained outcomes ;
- Appreciating the impact on the populations and environment ;
- Proposing some recommendations for the coming programmations.

These different elements have been appreciated at the spotlight of the project outcomes framework that was focussed on the essential of the project logical model.

■ Surveys methods and data collection tools

- Literature review

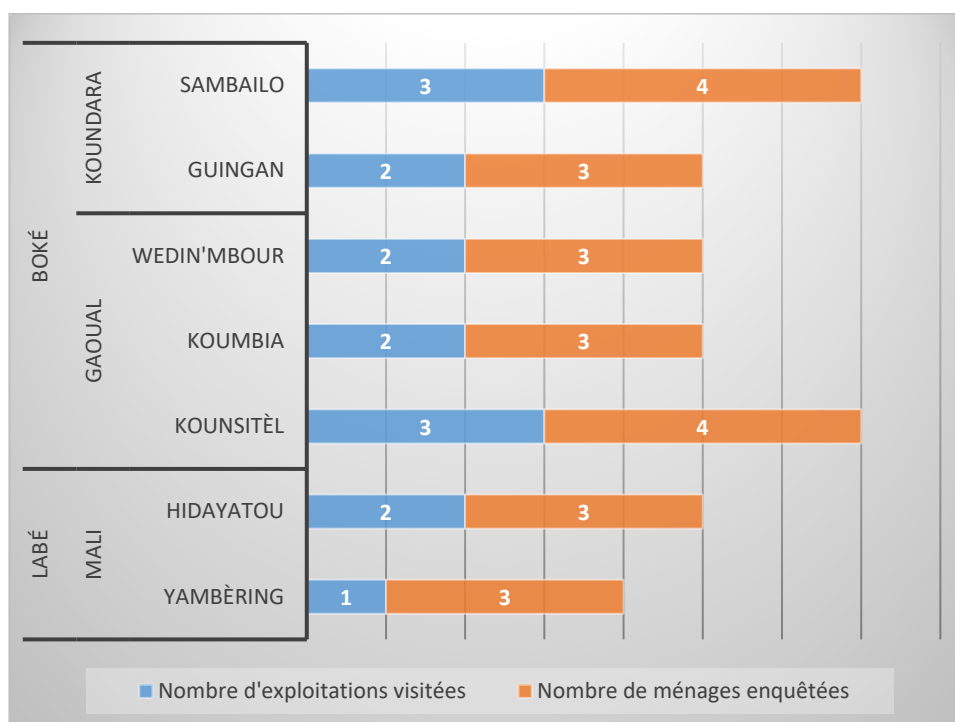
In order to understand the project and its progress context, its execution, outcomes etc., it has been proceeded to a literature review based upon the documents put at the disposal of the consultant team by the project execution team. It was notably about the project description, project reports, the PIR, the mid term review report (RMP) and other reports, such as the project budgets reviews, the progress reports, the monitoring tools of GEF focal area, the project files, the national strategic and legal documents, the documents of global or sectoral orientation of the country and the sectoral policies documents (Five years action plan and also national policy for agricultural development, vision 2015), Some reference documents of GEF, UNDP or United Nations (UNDAF 2013-2017, CPAP 2013-2017), etc.

- Choice of surveys sites and target identification for data collection

On the basis of informations provided during of the cadrage meeting and literature review, a data collection procedure has been agreed.

At local level, seven rural communities have been surveyed. All seven communities depend on the three prefectures and REMECC project two intervention regions.

Figure 1: Number of people surveyed by project intervention regions and prefectures



Source : Assesment mission starting report

Around twenty structural actors of which 05 representants of the key ministries which are part of the project steering committee and about fifteen representing the rural collectivities, the prefectures and the governorats have been consulted.

As to the households, around twenty corresponding to 20% of the beneficiaries have been interviewed.

At central level, about ten of actors representing the key stakeholders initially identified as territory partners (those represented in the project steering committee) of the project implementation have been consulted.

- Review of data collection tools and transposition on appropriate interfaces

With regard to the assesment criteria of UNDP projects funded by GEF, the performance assesment is based upon the expectation listed in the project logical framework. That last one offer performance and impact indicators and also corresponding verification means.

The assesment has in the other hand concerned the criteria of relevance, effectiveness, effciency and sustainability. In order to facilitate the involvement of these issues at dvelopment initiatives level, UNDP, GEF and some of their partners have developped efficacy monitoring tool. These tool which are METT (Monitoring Effectiveness Tracking Tool), ROTI (Review of Outcomes to Impacts) and AMAT (Adaptation Monitoring and Assessment Tool) have guided the formulation collection tools proposed for the actual assesment. The tools have been reviewed by the assesment team and transposed on Tablet and smartphones by mean of KoboCollect software.

Through the 3 collection tools proposed, it was about understanding the outcomes and lessons learnt of the project to different interventions scales.

(1) The assesment tool of the project progress state towards the expected outcomes has been delivered at the level of the structured actors, the implementation agencies representing the national counterpart and the bordering partners members of the project steering committee at central level. It is about an interview guide used as exchange material to the consultant. This tool has allowed taking into account the effectiveness criteria of METT and AMAT.

(2) The global implementation assessment tool has been delivered at the level of beneficiary institutions and structures in the areas of execution of the project at central and deconcentred level. It has involved the key ministries of the project steering committee but also the deconcentred adminstrations, rural collectivities, the representant of agricultural cooperatives such as ANPROCA initially targeted as project stakeholders. This tool include ROtI criteria.

(3) The household survey tool has concerned the households and agricultural farms which have been impacted by the project at intervention areas level. The data derived from this tool have essentially served for analysing the targetting of the project beneficiaries and iluustratting the project impact on the beneficiaries. The data derived from this tool have not been used in the project global performances analysis and the progress toward the expected outcomes with regards to UNDP project assessment directives funded by GEF⁵.

■ **Putting in tune the Intervention**

- **Phase 1 Mission set up and project partners mobilisation**

- This period of mobilisation has taken 04 working days. It has allowed to the project coordination team within PEDD and GUINEA UNDP satf to bring clarifications relating to the TOR and to the consultant to give details on the technical step proposed in the technical proposition. This phase has allowed establishing the contacts and to better plan the surveys to carry out and to engage the bordering partners, the experts and the key resource persons. This phase has also allowed creating the conditions for the study stakeholders participation.

- **Phase 2, leading of the surveys related to project assessment**

This phase has lasted 10 working days say 02 weeks. It relate to the surveys phase and to the realisations of the interventions prioritized during the set up (phase 1): it has also served to the declination of various data collection tools that allowed assessing the project implementation. It has also served for the carry out of exchnages with the actors and the stakeholders as well as the direct beneficiaries of the project and will allow drawing initial conclusions.

- **Phase 3, Mission finalization**

This phase has required 7 working days. It has served for drawing drawing lessons of the assessment process but also to progressively deliver the mission expected products including the completion of the draft and final reports and outcomes sharing.

1.3. Assessment report structure

This assessment report contains the essential informations of the project and the global appreciations of the implementation conditions. The three composing chapters of the report describe the main outcomes and assets obtained after the project implementation.

- Chapter one concerning « the introduction » explains the context and method adapted for the assessment. This chapter give honor to the tools used for the assessment and the corresponding targets;
- Chapter two, concerning « project development description and context »
- Chapter two concerning « project development description and context » presents the main components of the project as well as the outcomes framework set up to follow the project performance in the course of its execution ;
- Chapter three concerning « the conclusions » analyses the data derived from exchanges material and those produced during the execution period in the framework of the monitoring. This chapter is ensuring consistency of these data and proposes an interpretation of the principal outcomes.

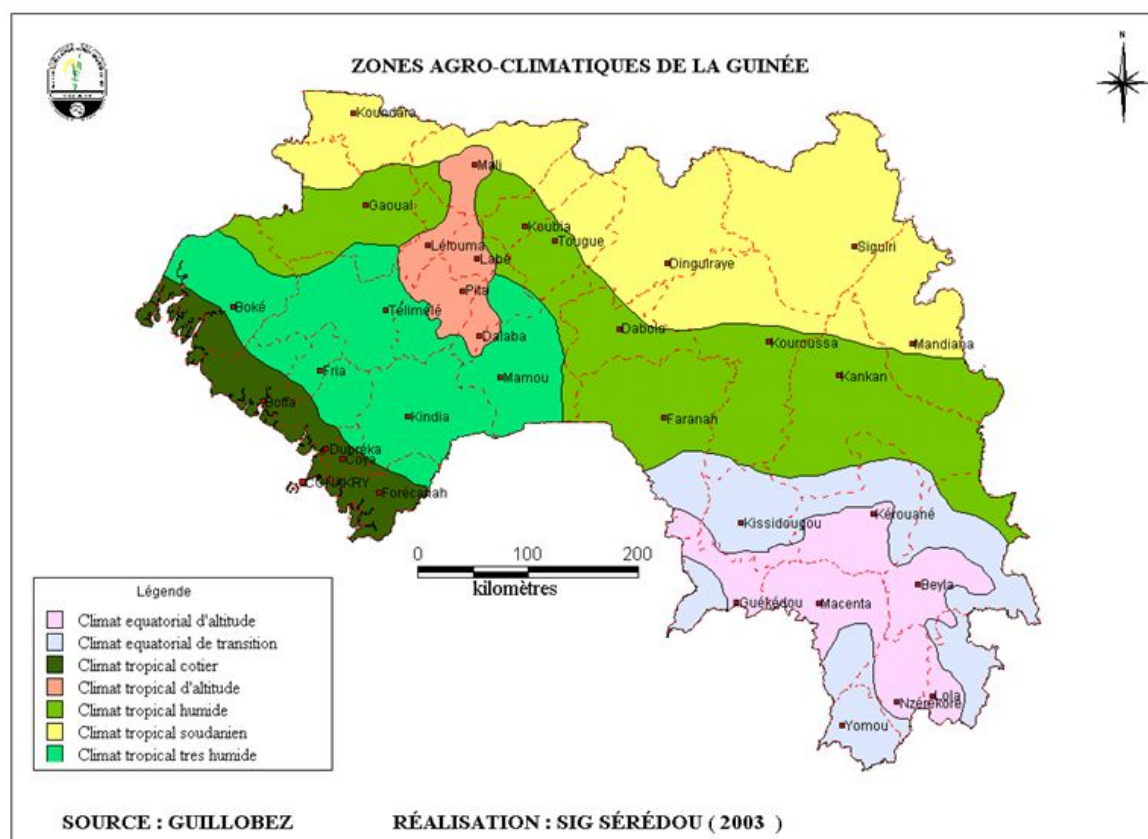


2. Description and context of the project development

2.1. Guinea agro climate gradient

Guinea can be divided in four ecological regions (See map 1) with particular climate characteristics (i) (1) Maritime Guinea or Low Guinea with a coastal tropical climate, average rainfalls between 2000 and 4000 mm/year, an annual average temperature between 25.5 and 28.5° C and a high level of moisture nearing 100% along the coast (ii) Middle Guinea with a soudanian wet tropical climate, an average rainfall between 1 000 and 2 000 mm/year, An annual mean temperature between 23.5 and 28.5° and a level of moisture less than that of Maritime Guinea ; (iii) ; (iii) High Guinea, with a humid tropical climate of sudanian type, an average rainfall between 1000 to 2000 mm/year, an annual mean temperature between 23.5 and 27.5 °C and almost the same degree of moisture than that of Middle Guinea ; and (iv) Forest Guinea with an equatorial climat, an average rainfall between 2500 and 3 500 mm/year, an annual mean temperature between 23.5 and 25.5 ° C and a high moisture degree..

Figure 2: Map showing Guinea agro climate zones



Source : PRODOC

The country can be divided into four geographical zones : (ii) Mountain zones of Middle Guinea (Fouta Djalon); (iii) Savannah zones in High Guinea (North East); and (iv) Forests in Forest Guinea (South East) which contains most of the remaining thick forests of the country. Many big rivers of West Africa (such as Niger, Senegal and Gambia rivers) take their source in Fouta Djalon mountains, which gives to the country the title of West Africa « water tower ».

On administrative scale, the country is subdivided in 8 regions and 33 prefectures. Prefecture is sub divided in sub-prefectures also corresponding, most of the time to municipalities (rural and urban).

Climate change will have repercussion all over the country, but will be more felt in northern Guinea, where the project invested itself. Most of the socio economic activities will be affected by the climate change planned impacts. The main activities in the project intervention prefectures which are Gaoual, Koundara and Mali are agriculture and livestock farming. Farmers represent 79.7% of the active population of Mali region (DSRP 2, Labe, 2006) which hosts Mali prefecture and 68.6% of the active population of Boke region (DSRP, Boke, 2006) which hosts Gaoual and Koundara prefectures. The agricultural sector is also the main source of incomes in these two regions.

Meanwhile, even if their importance for the economy and the livelihoods of the communities is unquestionable, agriculture and livestock farming in Gaoual, Koundara and Mali prefectures remain of survival, completely dependent on the potential of natural resources and featured by archaic practices and not respecting environment. Agricultural production and the animal one face several difficulties which limit their productivity and make them highly vulnerable to any external shock, including climate change effects.

The climate analysis carried out during the project concept reveals that the inter annual variability between the 1900-1961 and 1981-2010 periods clearly shows (i) (i) A decrease of the annual average rainfalls (ii) an increase of the mean annual temperatures. This analysis comes and confort the various climates predictions derived from the climate models. A decrease of the rainfall is also demonstrated in all the country, with a particularly strong decrease in the North-East regions.

GKM region could receive till to less than 30% of rainfalls with regard to those observed in 2010. Tested scenarios plan a decrease of 7.2% in 2025, of 12% in 2050 and of 16.4% in 2100.

2.2. Project start and duration

The project document has been drafted in 2012 after an identification mission and preliminary studies. The project approval has occurred in 20/11/2013. The project has started in 23/08/2014 say 3 years after its identification, 2 years after its drafting and one year after its signature. This postponement is in part explained by the socio sanitary situation which notably prevailed due to Ebola Virus sickness epidemic. The project execution has taken place from 23 August 2014 to 31 dec. 2018.

Hence, the project has been implemented by a team including a coordinator, 2 national experts, an administrative assistant and 3 drivers, under the supervision of a national director who is the General Manager of the Environment and Sustainable Development Programme (PEDD) of the Ministry for Environment, Waters and Forests (MEEF).

2.3. Problems that the project was aiming to solve

By initiating the project, the partners have sought to bring a sustainable reply to the climate threats and risks which was loading on the development of Gaoual, Koundara and Mali' Prefectures communities and grassroot populations. The main barriers addressed by the project concern a series of obstacles among which :

- (i) Policy, institutional and strategic instruments which don't take into account the new types of risks induced by climate change and that don't sufficiently provide incentives to the main stakeholders for the adoption of strategies and agricultural practices resilient to climate effects.

- (ii) Lack of financial and technical capacity in the tutory ministry making them able to provide the necessary technical support for the implementation of strategies at local and infranational levels;
- (iii) Deficit of capacities and quality of the informations supply chain on climate giving place to incomplete meteorological informations and to bad early warning systems and as a matter of facts to bad decisions in terms of adaptation ;
- (iv) Weak capacities of farmers, shepherds and leaders to identify, adopt and implement adaptation measures, notably appropriate agro-ecological practices and sustainable use of natural resources ;
- (v) Insufficiency of codification and diffusion of knowledge on efficient risks management models linked to climate.

The deep causes of these obstacles can be summarized in (a) increased poverty of vulnerable populations, who live by the exploitation (of climate affected productive resources) of productive resources affected by the climate ; (b) lost of soils fertility; (c) the gaps in the law or its non-inforcement to ensure a sustainable lands use showing in :

- Weakness of agricultural production capacities;
- Extensive characteristic, contemplative livestock farming which is the region main activity and subdued to management issues ;
- Landscape progressive transformation into savannah, due to anarchic forest exploitation;
- Modification of lands use with agricultural practices of slash-and -burn and livestock farming not respecting environment ;
- Inadequation and weak application of lands and forests regulation ;
- Weakness of communities financial capacities and difficulties to access loan for famers ;
- Inaccessibility of infrastructures, intrants and limited market access ;
- Weakness of means of the technical coaching of the government experts due to financial and logistic constraints.

2.4. Project immediate and development objectives

Project «

Strengthening resilience of farming communities' livelihoods against climate changes in the Guinean Prefectures of Gaoual, Koundara and Mali »

»,

aims at protecting the agricultural sector and the rural communities face to complementary risks and effects caused by climate change, particularly, increased drought intensity and frequency.

Considering the project document, the project immediate objectives correspond to the outcomes areas that could be apprehended on the only basis of planned activities in the project framework ;

1. Résultat 1 : Local authorities and decentralized institutions reinforcement allowing them integrating PNDA climate change concerns in the regional action plans through local development Plan (LDP), annual and multi-annual investment plans (PAI/MIP) and the annual communities budgets (ACB) of the 15 most vulnerable rural communities (RC) for development in the GKM space. Outcome 2 : Agro-meteorological information is produced and disseminated towards the main actors of GKM prefectures for a climate change resilient agro-forestry ; l'information agro-météorologique est

produite et diffusée auprès des principaux acteurs des préfectures GKM en vue d'une agroforesterie résiliente au changement climatique ;

Outcome 3 : Communities livelihoods options are made more resilient to climate in the 15 more vulnerable rural communities for development of Gapual, Koundara and Mali.

2.5. Baseline indicators put in place

	Indicator	Reference level	Targets at the end of the project	Mean of verification	Risks and assumptions
Objectif du projet <i>The capacity building to adaptation of the vulnerable populations Of Gaoual ; Koundara and Mali prefectures (GKM) to the complementary risks caused by increased drought intensity and accurance (Equivalent to output in ATLAS) de la sécheresse (équivalent au produit dans ATLAS)</i>	Number of institutions and people in Gaoual ; Koundara and Mali Prefectures having knowledges and capacities to cope with climate change	Type and level : 0 : 0 The local populations have not presently the adaptation capacities to face drought and don't implement some adaptation measures.	Type and level : Type et niveau : At least 1200 farmers and 50 members of the technical staff of the dissemination offices (with gender equity) trained, implement more climate resilient adaptation measures	Surveys Reports	(i) Weak intellectual level of local authorities and decentralized institutions staff to support rural development Lack of local authorities political will (ii) (prefectures and rural community) to implement the PDL and an appropriate framework of natural resources (iii) Weak involvement of targeted vulnerable rural communities or lack of interest for the involvement of targeted rural communities due to fragile political and social situation (iv) Lack of will to harmonize the contradictory interventions of the various projects)
Outcome 1 : Local authorities and decentralized institutions reinforcement allowing them integrating PNDA climate change concerns in the regional action plans through local development Plan (LDP), annual and multi-annual investment plans (PAI/MIP) and the annual communities budgets (ACB) of the 15 most vulnerable rural communities (RC) for development in the GKM space..	Number of PDL, PAI and BCA of GKM RM actualized Specific actions and budget for climate change adaptation (Agro forestry, AMAT 1.1.1.1 indicator)	Type and level : 0 Type et niveau : 0 In the beginning of the project, climate risks, stakes of climate change, and the adaptation measures are not sufficiently included in the PDL, PAI and BCA of the 15 targeted RM	At least, the PDL, PAI and BCA of the 15 targeted RM are actualized and include the problematic and risks climate change	PDL, PAI et BCA et PDL, PAI, BCA and policies reviewed	(i) Weak capacities of local authorities and the meteo staff of decentralized institutions to internalize and implement the knowledges and technological packages promoted by the project Lake of equipment and strategic framework to promote climate change effects (iii) resilient strategies ;) Lake of operational and technical capacities to support data collection and monitoring –evaluation programmes of potential variabilities and changes ; weak intellectual level (iii) of decentralized institutions technical staff and populations to efficiently interpret and use climate changes (climate disasters (lasting drought, floods, etc) ; Lake of strategies to anticipate climate disasters situation Lake of will to adapt common strategies of environment protection

(equivalent to the activity in ATLAS)	Number of agroforestry management plan and regulations tools of the developed lands and including risk management linked to climate changes (AMAT 1.1.1.3 indicator)	Type and level : 0 Although there are some interesting actions in the beginning of the ^project, none of GKM 15 DRM has developed a specific agroforestry management plan and lands regulation tool at community level	Type and level : At least the 15 targeted DRM have developed and possess lands at community level and the forests management plan and regulation tools include climate change related risk management	Policies review	(iv) (v)
Résultat 2 : <i>Agro-meteorological information is produced and disseminated towards the main actors of GKM prefectures for a climate change resilient agro-forestry ;</i> (equivalent to the activity in ATLAS)	Number and type of GKM prefectures targeted stakeholders with access to relevant agro meteorological informations (AMAT indicator 2.1.1) (AMAT indicator 2.1.1.)	Type and level : 0 Type et niveau : 0 Agro meteorological informations are not produced neither disseminated to GKM prefectures stakeholders	At least 600 appropriate stakeholders (including farmers, decentralized technical staff, members of RM council, and members of districts council) with access to appropriate and relevant agrometeorological informations	Reports, surveys and interviews	(i) Weak capacity of local authorities and meteo decentralize institutions staff to support the programme for data collection and monitoring of climate parameters variations ; (ii) Weak intellectual level of decentralized institutions technical staff and populations to efficiently interpret and use meteorological data ; (iii) Lack of capacities to master catastrophic climate situations ; (iv) Lack of will to adapt common strategies for climate catastrophes warning (lasting drought, floods, etc) during project execution ; (v) Equipments insufficiency; (vi) Weak capacity of meteo agents; (vii) Lake of motivation of agents; (viii) Wrong functioning of collection and dissemination system ; ; (i) Damages (violent winds destroying the stations) equipments.)i

Résultat 3 : The means of agricultural production and survival are more resilient to climate change in 15 rural community of Gaoual, Koundara and Mali (équivalent à l'activité dans ATLAS)	Increase of agricultural productivity (yield in t/ha) in the targeted zone (AMAT indicator 1.2.5)	Yields : Maize (1.35 t/ha), Fonio (675 kg/ha), Groundnuts (844 kg/ha), Rice (1.5t/ha in mountain ; and 400kg/ha in floodplains) ; Millet 91.1t/ha), Potatoes (19 t/ha), etc.	Improving yields /ha (from 1.05%) At least 1500 farmers of GKM 15 targeted RM are trained on climate change resilient agroforestry practices. 80% (say 1.200) farmers trained implement adaptation practices/technologies introduced by the project with 5% productivity increase	Reports, interviews, surveys assessment outcomes of the yields	(i) Weak political will of the RC and prefectures authorities to regulate « the frameworks of good governance and natural resources access » (ii) Weak engagement of target vulnerable rural communities Tinappropriate orest and land regulation could have a dissuading effct (iii) Weak incomes of the farmers of GKM prefectures added to weak access to local loans could be an obstacle (iv) The weak incomes of the farmers in GKM prefectures combined to weak access to local loans will be an obstacle for the small farmers and farmers organizations to adopt and intensify production systems resilient to climate change. Vilage people do not see the benefit of the new practices or social conflicts prevent from adopting new practices. (v) Unusual climate phenomenons and disasters during the project implementation (vi) Weak incomes (purchase of intrants, post harvest technology..) and no access t loans (vii) Existence of social conflicts (farmers-breeders, land owners)
					(x) Occurrence of disasters (drought, fire, floods etc.) (xi) Bad quality and absence of seeds resilient to climate change (xii) Inappropriate lands tenure
	Increase of forest production	Number of plantations or planted trees	At least 50% of supported villages have created forest and fruit plantations fruitières	Reports, inventory and measureme nt outcomes	(i) Absence or non inforcement of competences transfer laws for natural resources management to local authorities ; (ii) Inappropriate or inexistent technics of plantation and forest plantations management which could have a dissuading effect (iii) Absence or non inforcement of regulation in terms of natural resources management ;

	Change in income generation of the project beneficiaries (AMAT indicator 1.2.10)	Productivity of reference level to be determined during project reference study	80% of farmers supported by the project register 5% (at least) increase of their productions and incomes	Assessment reports at local level in the demonstration fields (Assessment Questionnaire- CBA) APR / PIR	(iv) Absence of adequate land and forest regulations which could create demotivating factors for long term sustainable territory development at community level and form an obstacle to the adoption of climate change resilient agroforestry (v) Weak investments of farmers or local authorities and weak access to loans Which could be an obstacle to the promotion of income generating products and creation of individual, community or private afforestation
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2.6. Main stakeholders

Stakeholders	Description	Involvement level and carried out activities
Ministry for environment, waters and forests	National Directorate for Waters, Forests and environment	Has fully played its role of tutory organ of the project implementation as well at national, as at regional and local level. DNEEF is member of the NSC and participe in all the meetings organized by that one. .
UNDP	National Directorate for environment and sustainable Development	Programme for Environment and sustainable development (PEDD) ensure s the direct supervision of the project implementation and brings its technical support to the project activities. For this purpose, it priodically ensures monitoring-evaluation and technical support missions on the ground it is also member of the NSC and participates in the different meetings organized by the named one. i.
	Directorate General for the climate Unit	It has participated and oriented the content of the thematics disseminated by the project team in its actions of awareness raising, informations and environmental education of the actors and beneficiaries.

	DNE et FSE (GEF focal point and CCNUCC focal point)	In their quality of GEF and CCNUCC focal point, these directorates participate in the project activities since its identification, its appropriation and implementation on the ground. They are NSC members and participate in its different meetings and the supervision missions on the ground.
Ministry for Transports	National Directorate for Meteorology (DNM)	DHM actively participate in the realization of the project, particularly concerning the activities of component 2. Stations have been equipped by the project and are managed by meteorology agents even if they only serve for feeding meteorology national system. Nevertheless, we must acknowledge the weak capacities which are available for this directorate as well at national level as on the ground by the fact that most of the village rainfall stations observers are paid by the project, which lay down the problem of viability of these stations during the post project period.
Ministry for Agriculture	National Directorate for Agriculture	Participate in the project activities in his quality as NSC member and to bring technical support. Meanwhile, the involvement of DRA services agents, the prefectures technical services and municipalities' agents, is below the expectations. Indeed, the agricultural productions suffer the absence of technical supports. It is expected that the situation evolve in the process of 2017-2018 Campaigns to allow agricultural production actions intensification. Meanwhile DNA participate to NSC and its ramifications at regional (DRA), prefectural (DPA) and municipal level participate in the various prefectural monitoring committees. They bring in addition with ANPRODA services, technical support necessary for the project implementation (agroforestry plantations, composting, training etc).



	Agronomic research center of Bareng Pita (depending on IRAG)	Support for the implementation of livestock and agriculture activities carried out by project « capacity building » followed by the technical ways on the provision of small ruminants, laying heens, food supplements for cattle, equipments for agroforest products transformations...)
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2.7. Expected Outcomes

Analysis of the outcomes framework, allow distinguishing trois (3) areas of major outcomes taken for components, eleven (11) intermediary outcomes taken for extrants.

Component 1: The local authorities are made technically strong to promote climate change resilient local development

- *Produit 1.1: 300 CR council members, urban districts councils and GKM decentralized institutions agents are sensitized on climate change related risks and trained on how to include these risks and support the implementation of agroforestry in the execution of PNDA action plan through PDL, PAI and BCA.*
- *Extrant 1.2: Community lands and forests management plans and regulation tools (custom rights and agreements) which are resilient to climate change are developed for the application of agro-hydro climate zoning of GKM prefectures carried out in the framework of extrant 2.1 in order to direct agro-sylvo-pastoral activities towards the most appropriate places and promote agroforestry as natural resources conservation strategy in the productions areas.*
- *Extrant 1.3: Local development plans, (LDP), annual investments plans (AIP), and annual community budgets (ACB) of GKM 15 most vulnerable Rural community for development (RMD) are harmonized to integrate climate change related risks and position themselves to cope with technical, financial, organization constraints and other kinds to jeopardize agroforest development as an adaptation strategy.*
- **Component 2: Climate change information systems are established to direct climate change resilient agroforestry practices**
- **Extrant 2.1:** GKM prefecture agro-hydro climate zoning (lands, forests and vulnerable water bodies, corresponding zones to types of farming, pastures, water bodies for irrigation, etc) is elaborated and submitted to the local and decentralized authorities in the framework of support for LDP and AIP development taking into account climate change and resilient agro forest strategies promotion ;
- **Extrant 2.2:** An agro-meteorological action plan is developed and implemented in Gaoual, Koundara and Mali prefectures ;
- **Extrant 2.3.** Operational multidisciplinary groups for agro meteorological assistance are established at national, prefectural and RM levels (In each of the 15 most vulnerable RM)..

Component 3: Promotion of climate change adapted agroforestry is ensured in Gaoual, Koundara and Mali prefectures to increase resilience of community sources of survival

- **Outcome 3.1. The training kit for climate change resilient agroforestry is elaborated and available to 1500 farmers derived from the 15 most vulnerable RMD in GKM prefectures ;**
- **Extrant 3.2. A group of advisory council composed of trainers trained in the framework of extrant 3.1 and of GAA selected members is established to provide to the farmers advice in climate change resilient agroforestry**
- **Extrant 3.3. 200 community plantations are supported (farmers organization, farms availing, seeds affordability, resilient trees species and plantations management) to climate change resilient agroforestry in GKM prefectures ;**
- **Extrant 3.4. An operational supply chain for drought resistant agroforest intrants production and dissemination (trees, seeds and animal species) is established in Gaoual, Koundara and Mali ;**

- **Extrant 3.5. A support strategy for the trading of agroforest products is implemented in Gaoual, Koundara and Mali prefectures.**
-

3. Conclusions

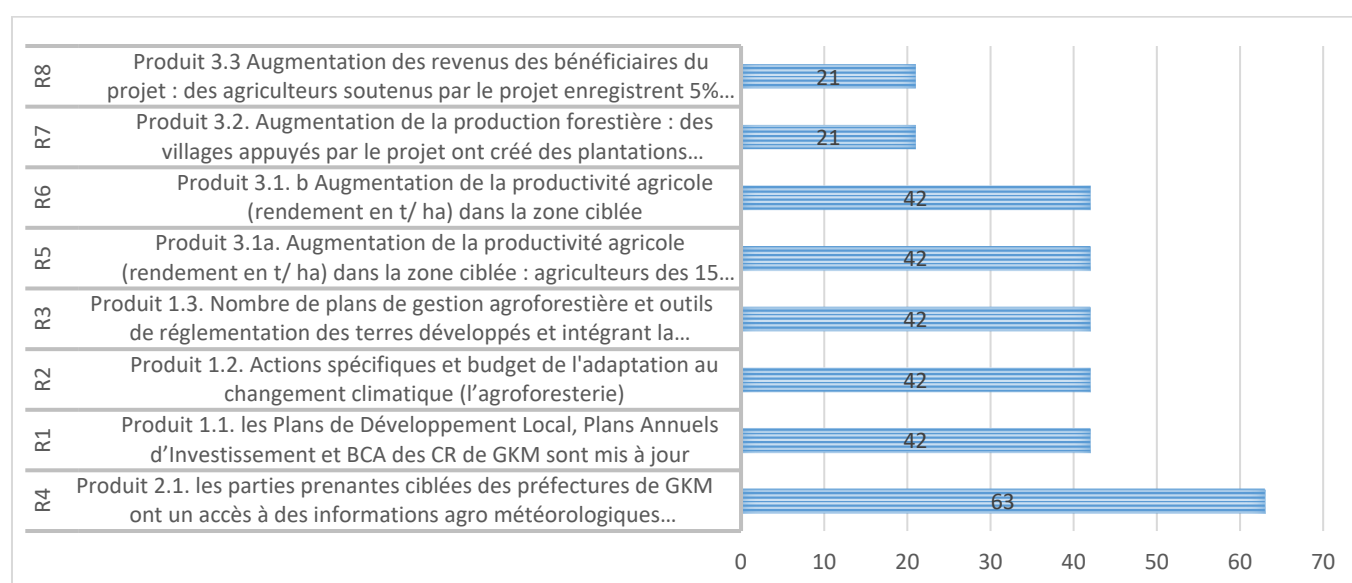
3.1. Project Concept/Formulation

■ ACL/outcomes framework analysis (Logic/project strategy ; indicators))

✓ Analysis of project outcomes areas by METT tool

The project logical model analysis with METT and AMAT tools allow having an appreciation for the importance given to the project outcomes area since its formulation. Each of the outputs (activities) of the project logical framework selected for analysis already corresponds to a performance area of AMAT tool. The products meanwhile have been identified as METT tool evaluation question, the responses methods being weighed from 0 to 3.

Figure 3: Importance dedicated to the outcomes areas during project formulation (METT and AMAT grids)



Sources: Prodoc logical framework

Considering the scores corresponding to the outcomes area, we can say that at the project formulation, there was a well prioritized outcome area. It is about R4 corresponding to (Output 2.1GKM prefectures stakeholders have access at relevant agro-meteorological informations). This outcome derives from component 2 of the project.

component 2

In the same logic, five other outcomes areas going from R1 to R6 coresponding to component 1 and partially to component 3 have been enough prioritized during project formulation. The gap

component 1 component 3

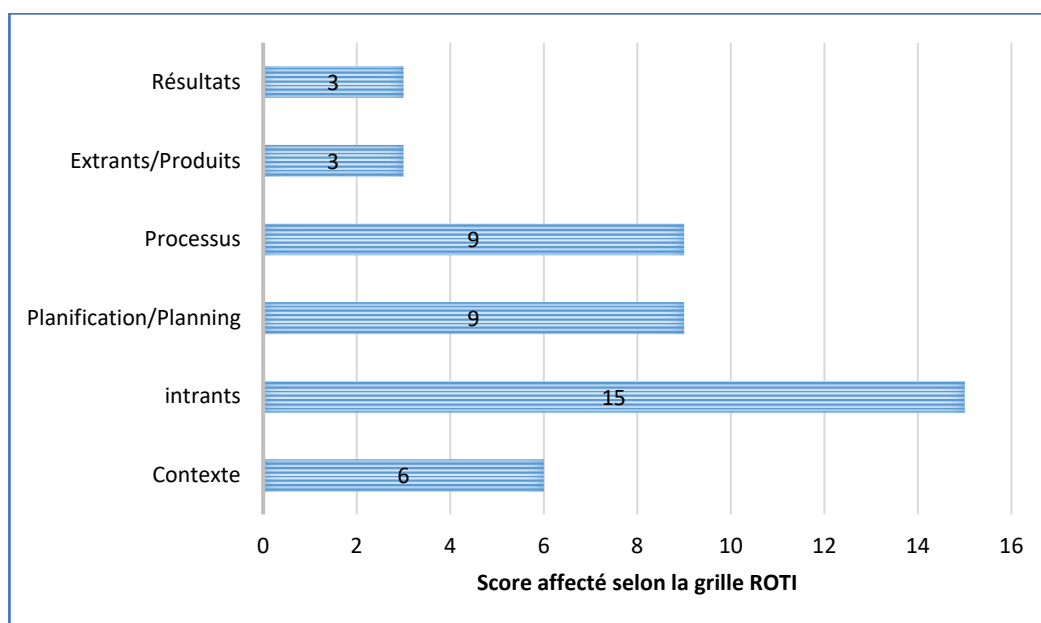
Outcomes R7 and R8 areas have been roughly prioritized during project formulation.

The gap in score between the most prioritized axe (R4) and less prioritized axes (R7 and R8) shows that the level of balace between these project components could still be improved during fomulation. Considering the final aim of the project built upon the adaptation capacities of the vulnerable populations, axe R4 could have been slightly less prioritized to the benefit of axes R7 and R8.

✓ Project logical model analysis by ROTI tool

Reviewing the project logical framework with ROTI analysis grid, we can appreciate the level of balance between the context, the intrants, the extrants planning and the outcomes that correspond to the critical links of the project outcomes chain.

Figure 4: Importance given to the critical links of the project outcomes chain (ROTI Grid)



Considering the scores corresponding to each maillon, it appears that the **intrants and the process** have got a dominating place in the logical framework during the project formulation. It's about the knowledges basis which have been initially developped to better understand the technical contours of the intervention. It also concerns competences and capacities notably trainings, palnning tools, installations and equipments with which the project beneficiaries and stakeholders have been provided to go towards the expected outcomes.

Inversely, during project formulation, the outcomes and outputs corresponding to the project concrete effects on the level of the populations' resilience on the operation sites, have not been sufficiently prioritized in the logical framework to the extent of the realities on the ground. . The project logical framework should better reflect the level of impacts that the project have had on the resilience of the populations and the institutional beneficiaries. Considering the targeted beneficiaries, a rapprochement could be projected between GEF AMAT grid and FAO framework of the sustainable livelihoods (AMED) in order that the identification and the formulation of the indicators allow to better apprehend the change in the beneficiaries livelihoods :

- Financial/economic capital (level of monetary incomes, budget, financial flow etc.) /
- Physical capital (equipments level, developments, installations, outillage,)
- Human capital (knowledge level and aquired competences)
- Social capital (lorganization level of the grassroot populations)
- Natural capital (soils fertility/productivity, yields, lands under protection, lands under resilient practices that structure the populations livelihoods)

More generally, the balance could be once again improved between the processes and the intrants from one hand and the outcomes and the extrants on the other hand in the project logical framework.

■ **Assumptions and risks**

The assumptions which support the project concept include what follows :

- An effective cooperation between the 15 RC selected to integrate climate change adaptation in the development and investments plans.
- The implementation and a participatory research-action of the farmers on the demonstration sites and one portion of the project implementation agreement will be conceived with the farmers via a facilitation by competent animators.
- A sufficient number of voluntary farmers to test agroforestry on their lands, plant trees and work according to the project strategy.
- The scaling up and replication of effective adaptation measures on the demonstration sites through a well conceived intergration of adaptation apprenticeship in the formulation and critics of the policy in process.
- The sufficient adaptation capacities will be set in place during the project to ensure the sustainability of the project activities.
- A favorable environment is set in place and support the approach integrated with livelihoods for lands use in the forests

The main risks identified during the project formulation are those identified in the PIF and also newly identified risks.

- The weak capacities of local authorities and decentralized institutions to support rural development (PIF)
- The weak political will of RM and prefectural authorities to settle « good governance framework » (i.e policies, plans, strategies, programmes, etc) (PIF).
- Weak engagement of vulnerable targeted communities (PIF)
- Guinea is now recovering from several years of civil trouble, political instability and a difficult socio sanitary context due to Ebola Virus sickness as a non expected complementary risks in the project performances. While the situation is now calm, political and socio sanitary situation is still fragile (PIF)
- An inadequate land and forest regulations could defavorize a sustainable territory development on the long run. At community level and become an obstacle to the adoption of climate resilient agroforestry. (PIF)
- Low farmers incomes in GKM prefectures coupled with a weak access to local loans could become an obstacle for the small farmers' organizations and also the farmers organizations to adopt and develop climate change resistant productions systems. (PIF)

Tableau 1: Main risks corresponding to project great strategic axis

Objective	The capacity building for adaptation of the vulnerable populations in the prefectures of Gaoual, Koundara and Mali (GKM) to supplementary risks laid down by drought intensity and occurrence
	- Weak intellectual level of local authorities and decentralized institutions staff to support rural development Lack of local authorities political will (prefectures and rural community) to implement the PDL and an appropriate framework of natural resources management préfectures et CR) - Weak involvement of targeted vulnerable rural communities or lack of interest for the involvement of targeted rural communities due to fragile political and social situation - Lack of will to harmonize the contradictory interventions of the various projects
Outcome 1:	The local authorities and the decentralized institutions capacities are built to include climate change issues in development actions plans (PAI, PNDA, PDL, BCA, MPIS) in the 16 most vulnerable rural communities (RC) of GKM
	- Weak capacity of local authorities and meteo decentralized institutions to internalize and implement the knowledges and technological packages promoted by the project - Lack of equipment and strategic framework to promote climate change effects resilience strategies - Lack of operational and technical capacities to support the programmes of data collection and monitoring evaluation of the potential variations and changes - weak intellectual level of the technical staff of decentralized institutions and the populations to interpret and efficiently use climate change (climate disasters, long droughts, floods) - Lack of strategies to anticipate climate disasters situations; - Lack of will to adopt common strategies of environment protection - Fragile Political and social situation.
Outcome 2	Agro meteorological information is produced and disseminated towards the most appropriate actors in GKM prefectures
	- Weak capacity of local authorities and meteo decentralized institutions to support the programmes of data collection and monitoring of climate variations parameters variations - weak intellectual level of the technical staff of decentralized institutions and the populations to interpret and efficiently use meteorological data - Weak capacities of control of the climate disaster situations - Lack of will to adopt common strategies of climate disaster prevention (long droughts, floods) during the project execution ; - Equipment insufficiency ; - Weak capacity of meteo agents ; - Lack of motivation of agents; - Bad functioning of collection and dissemination system - Damages of equipment (violent wind destroying stations)
Outcome 3:	The agricultural production means and subsistence are more resilient to climate change in the 15 RC of Gaoual, Koundara and Mali

- Absence or non enforcement of laws of competences transfer in natural resources management to the local collectivities;
- Inappropriate or inexistent technics in planting and forest plantations management which could have a dissuasive effect
- Absence or non enforcement of regulation in terms of natural resources management ;
- Absence of adequate lands and forests regulations could create some factors to demotivate for a sustainable territory development in the long term at community level and be an obstacle to the adoption of a climate change resistant agroforestry
- Weak investments of farmers or local authorities and weak access to loans which could be an obstacle to the promotion of income generating outputs and creation of individual, community and private plantations

These main risks have been categorized and declined in a detailed way and have been subject to corresponding mitigation strategies. So, the connection has been made between the identified risks and the project implementation options.

Tableau 2 : Risk areas identified and corresponding mitigation strategies during project formulation

Risks	Risk mitigation strategy	Remarks and comments
Strategic risks		
Weak capacity of local authorities and decentralized institutions staff to support local development	The project has the ambition to develop the capacities of technical organizations supporting rural development against climate change. Some pre-requisite in terms of institutional capacities will form the basis of a good execution of institutional measures	Capacity building sessions have been lead for the authorities and local institutions
Village people don't see the benefit of new practices or social conflicts prevent from adopting the practices	The concertations, interviews and field visits that have taken place during the preparation process have shown a great engagement of local elected ones, communities' representants and interviewed village people. So, it is planned that this engagement will stay strong during the project implementation. Moreover, substance activities will be identified in a participatory way to ensure the appropriation and will be accompanied by planned efforts for capacity building	Subsidies have been agreed for the declination of technological packages and practices. On ground remarks show that this risk has been addressed
Socio political risks		
Guinea is recovering from several civil troubles and political instability. If climate is actually calm, the political and social situation remain precarious	A document analysing other projects implemented during the instability period and lessons learnt collection are going to help defining strategies face to this risk	During the project implementation time, Guinea was protected from a major political instability
Lack of political will of RM authorities and local prefectures to adjust the « good governance framework » (i.e policies, plans, strategies and programmes, ect.)	The awareness raising and the involvement of the main decision makers at high governmental level to ensure the comprehension of the opportunities and benefits to include climate change in community policies, local development plans, annual investment plans and budgets.	Authorities have taken an active role in the implementation and the supervision of the project activities with a partial but acceptable level of readjustment of the good governance framework. This readjustment was essentially felt at The PDL and PAI level
Operational risks		

Risks	Risk mitigation strategy	Remarks and comments
Availability of adequate human resources for the execution of the project at the level of the intervention sites.	Transfer of componentd technical interventions to specialized partners : component 1 is carried out with DNM of transports ministry, component 2 with DNM of transports ministry ; c3 with DNEF, DNA/DNE and ANPROCA of MEEF, MA and ME: component1 is executed with DNDL of MATD, Component 2 with DNM of MT, C.3 with DNEF DNA/DNE and ANPROCA of MEEF, MA and ME respectivelyand their structures on the ground	This has favored the fulfilment of the outcomes related to the introduction of resilient actions in community planning, the condideration of the agro meteorological data in climate resilient agroforestry practices and adoption of common strategies for prevention of climate disasters
Lake of engagement of targeted vulnerable rural populations	Concertations, interviews and field visits have taken place during the preparation process to idnetify the needs and assess the social cohesion of the proposed adaptation measures. During the project implementation, awareness raising and information of local elected one, community representants and village people on climate risks, opportunities and measures.	The impelmentation reports and on ground evidences show that this risk has very well been mitigated through series of training and IEC tools developped by the project
Financial risks		
The on time availability of fundings and in adequation with the project implementation needs	Guinea UNDP office has ensured : (i) provision of financial services and audit, the recruitment and the contract of the project international staff including the financial auditors and independant assessors, (ii) The monitoring–evaluation and certification of financial expenditures with regard to the budgets approuved by the project national steering committee (NSC), (iii) the monitoring of the funds disbursement, including the purchases and finacial services (v) the annual budget reviw , (vii) the recruitment of finacial auditors and independant assessors etc.	The adjustment of the project implementation initail team to fit in the absence of an international agroforestry expert has allowed the recruitment and equipment of 16 community support agents for the close monitoring of the prject actions This step has released the constraint related to enclaving and dispersion of the actions in the project zones.
The farmers weak incomes in GKM prefectures combined to the weak access to local loans will become an obstacle for the small farmers and the farmers	The preparation will witness the happening of concertations of the actors to identify the constraints, notably financial, the intensification of agroforestry as adaptation strategy. These concertations will be reinforced, during the implementation by a study in order to deeply examine the conclusion of the	Despite the efforts, this risk is still actual, a portion of the population is still waiting a prealable support of the project for the adoption of resilient production systems.

Risks	Risk mitigation strategy	Remarks and comments
organizations to adopt and intensify climate resilient productions systems.	discussions and propose solutions that will be included in the process of planning and the issues that are beyond the competence of the local authorities will be submitted to the national authorities.	
Environmental risks		
Unusual and catastrophic climate phenomenons during the project implementation	Given that the project intervention is planned for a duration of five years, annual variations should be taken into account. This will go through collection, process, dissemination and monitoring evaluation of the variations and potential changes of climate parameter	Meteorological warning bulletins have regularly been produced with the project support. This has allowed the adaptation of the agricultural calendar, the choice of adapted seeds. Cependant the automatical teletransmission of meteorological data are not almost operational.

■ **Lessons learnt form other relevant projects**

Four areas of cooperation between UNDP and the government of Guinea showed synergical options with REMECC project in the framework of CPD 2013 - 2017: These areas concern

- Support to local development and decentralization;
- Poverty reduction
- Natural resources management ;
- Climate change.

Most of the initiatives in the process of implementation in these cooperation areas, have brought advantages to REMECC project. It's the second initiative of NAPA implementation. During its preparation three aspects have been particularly taken into account:

- The choice of the project intervention sites, Zones identified as at high risks face to face to climate change by NAPA;
- REMECC project implementation partners, notably, the institutions members of the steering committee of the project have intervened in the bodies of NAPA monitoring; These members also ensure the function of members of other projects steering committee such as Biogaz ; This has allowed facilitating the complementarity and synergy above co-funding partnerships.
- Some NAPA orphan actions have been backed by REMECC project.

Synergies have also been developped with other cooperation areas :

- Area « support for local development and decentralization through notably Guinea local development programme (PDLG-2) ;
- Area « Natural resouces management » Through national action plan for desertification control and « Mounts Nimba biodiversity conservation » programme.

The lessons to be learnt from these partial collaborations, is to take time to idnetify and to well finetune the preferable niches of partnership during the project initiation phase then to better plan their declination by taking into account the deadlines of the project execution.

Out of these projects and programmes previously identified as relevant during the project concept time, some collaborations have been initiated with other projects during the execution time: It concerns the office for Fouta Massif restauration and development. This office hosts REMECC coordination unit in Labé. The collaboration with ANPROCA has allowed better targeting and accompanying the needs for support advice of the grassroots beneficiaries.

REMESS project is drawing near its end while other fields of collaboration were in the way to be explored or consolidated :

- In its third phase, PDLG should lay upon REMECC project assets in order to center as long as possible, its activities on the same RM selection and include some climate change resilience aspects in its work.
- The programme for village community support, backed by IFAD and Workd Bank, which work with GUINEA RM 304 in the framework of LDP and the contribution of a technical and financial support to their implementation should mutualize their efforts with REMECC project for more impact. These staffs have been trained by REMECC project.
- GEF/UNDP Biogaz Programme and other initiatives from UNICAF, WFP or GIZ in the same zone of application GKM REMECC agroforestry component could strengthen the project assets and communities resilience face to climate change.

■ **Stakeholders projected participation**

Stakeholder		Level of involvement given in the project	Remarks and comments
Ministry for environment, waters and Forests	National directorate for waters, forests and environment	DNEEF is member of NSC and participate in all the meeting that it organizes	Has fully played its role of tutorial organisation for project execution as well in national, regional than local level.
	National directorate for environment and sustainable development (DNPEDD)	DNPEDD ensures the direct supervision of the project implementation and brings its technical support to the project activities It is also member of the NSC and participate in all the meetings that it organizes	It ensures periodically monitoring evaluation and technical support mission in the field.
	Directorate general for climate unit	It is NSC member and participates in all the meetings that it organizes	It has participated and directed the content of the thematics broadcasted by the project team in the field in its actions of awareness raising, information and environmental education of the actors and beneficiaries.
	GEF focal point and CCNUCC focal point	It is NSC member and participates in all the meetings that it organizes	In his quality of gef focal point, it has participated in the project activities since its identification, appropriation and implementation on the ground.
Ministry for transports	National directorate meteorology (DNM)	It is NSC member and participates in all the meetings that it organizes. DNM actively participates in the realization of the project, particularly concerning Component 3 activities. Some stations have been equipped by the project even if they only serve for supply meteorology national system	Meanwhile, we must notice the weak capacities that this direction has as well at national level as in the field that makes most of observers of the village pluviometric stations are paid by the project, which lays the problem of viability of these stations during the post project period.

Stakeholder		Level of involvement given in the project	Remarks and comments
Ministry for agriculture	National directorate for agriculture	Participates in the project activities in his quality of NSC member and to bring its technical support through notably DRA	The involvement of DRA agents, the prefectural technical services and the community agents is clearly below expectation. Indeed, the agricultural production activities acknowledge lack of technical supports. It is expected that the situation will improve during 2017-2019 campaigns to allow intensification actions of the agricultural production.
	Bureau of strategy and development	Meanwhile, DSD participates in the different meetings of NSC	The role of strategic orientation of this office remains nuanced, for being less visible on the ground, with less notable improvement on the choice of agricultural seeds and the cultivation systems.
Ministry for territorial administration and political affairs	National directorate for local development	Moreover, DNDL participates in the different NSC meetings. The ministry has taken the engagement to spare some funds as its contribution to the project co-funding which should cover the cost of the agents interventions for the review of the local development plans in order to include climate change issue.	DNP has lead with DMR (without CERACO participation) the review of local development plans to include climate change issues in contractual form meanwhile the implementation of these plans rises problem for lack of financial means.
Ministry for livestock farming	National directorate for animal production	IDNE participates in NSC different meetings. It was expected from the ministry of livestock farming, the involvement of agents as well in national, regional than in local level in support council	The expected support of the farming bodies as well at national, regional and local level remained nuanced, for the involvement of the agents is quasi inexistent.
Ministry for international cooperation	National directorate for international cooperation	It participates in the different NSC meetings	The involvement and the role played by this directorate remain less significant
Ministry for economy and finance	National directorate for public investments	It ensure the annual programming of the national financial counterpart of Guinea	The ministry for economy and finance has fully played the role expected from it. In close collaboration with UNDP, the ministry has contributed by the reflection of

Stakeholder		Level of involvement given in the project	Remarks and comments
			the project headquarters in Labé and the availing of the national counterpart despite the lateness.
Ministry for social affairs, woman and child promotion	Regional directorates of Labé and Boké	They are members of the prefectural technical steering committees	The project has put a particular emphasis save to the training of the gender expert, on a strong involvement of women in the productive activities of the project. This was determining in the success of the improvement actions of the agricultural production through the adoption of agroforestry practices, promotion of vegetables farming plants, small ruminants farming, poultry farming, (laying hens etc.). The ministry for women statu sis member of the steering comittee and help (through its representationsat prefectural and community level) for the consideration of gender aspects-identification of the beneficiaries and concrete actions of implementation, awareness raising, information and populations education on the ground.
UNDP	UNDP country office in Guinea	Project implementation agency	UNDP –Guinea office has fully played its role of project implementation agency by not sparing any effort to support the project execution through management and financial resources allocation (more than the projected amont), the recruitment of agents and national and international consultantsof the project leading periodical monitoring &evaluation missions of the activities on the ground through environment and sustainable development programme and also the management team which has carried out supervision missions. The project has also taken advantage of support from WFP, IFAD and other organizations.

In view of the preceding, the stakeholders was able to be involved at different levels , to the extent of their potential contribution to the outcomes and estimated impacts of the project. As planned in the starting arrangements of the project, a consistent strategy of mobilization of the stakeholders have been deployed. That has allowed the participation of the key stakeholders in accordance with the projections. The mobilization of other stakeholders has not followed as it should and has been below expectations, consequently the weight of the project execution has been often supported by less partners than projected. As the matrix of the stakeholders involvement below specifies, The ministry of agriculture, the ministry of livestock farming, and the ministry for international cooperation have not finally participated to the extent of their potential contribution. This lukewarm mobilization could jeopardize the appropriation of some outcomes, notably, those which the concerned stakeholders have the sovereign charge. In these conditions, it was important to clearly lay down the basis of the cooperation of the concerned partners, the mandate that has been given to them and the clear conditions for their participation.

■ **Replication approach**

The project has identified the villages of the 16 rural municipalities within Gaoual ; Koundara and Mali prefectures as experiment sites for the households resilience and the agricultural communities vulnerable to climate change effects. These resilience models centered on external fields and secured tapades and networked make the concerned rural municipalities, to become « resilience poles » for High Guinea agro ecological region. They should be reproduced in all the rural communities of this natural region. The reflexion must go on for their anchorage and their adaptation in view of a scaling up in the other natural regions of Guinea and in the regions possessing similar climate and agro ecological conditions in CILSS space.

AMAT tool that has been used to guide the setting up of actions relating to these resilience models could be coupled with other tools (such as FAO tool AMED – approach for sustainable livelihoods-) to better fine-tune the interventions relating to replication.

The arrangements of climate sensitive planning; the provision of equipments allowing to apprehend the evolution of climate conditions, the technological packages, IEC strategies and tools launched by the project can individually serve as reference practices for climate change resilience improvement in Guinea.

■ **UNDP comparative benefit**

This project represents UNDP direct contribution for the support of Guinea development through two strategic axes.

- **For axis 1- good governance promotion :** Through this axis, UNDP has taken the engagement with Guinea government to provide to the structures and state/non state organizations at central, deconcentrated, decentralized level capacities to formulate and implement development policies and programmes and to ensure a civil control. To that effect, UNDP in the framework of this present project, has provided a support allowing PDL, PAI, BCA review through a process of consultation under the form of fora fostering citizen participation.

- **For axis 2-Triggering economic growth and promoting subsistence opportunities and incomes for all.** Through this axis, UNDP engagement with the government is translated by a support to private and public sector, local communities and populations to ensure a sustainable environment management, in a context of climate change adaptation and risks of natural disasters. REMECC project has served as lever to UNDP for the preservation of subsistence and incomes opportunities regarding climate changes but also for the strengthening of the collaboration between public and private sector, the communities and the grassroot community organizations.

Thereby, UNDP interventions as planned through REMECC project are meant to contribute to boost an inclusive and sustainable growth which favor rational use of natural resources.

■ **Links between the project and other interventions within the sector**

Number of interventions in the environment sector have got synergetic effects on REMECC project interventions. It's the case of most of the nine (9) project fitting in the framework of cooperation cycle between UNDP and the government through CPD. Three of these projects say Biogaz project, environment decentralized management Project and Project Strengthening resilience and adaptation to climate changes impacts in coastal zone are contemporary to GKM REMECC project. Some of these interventions have given place to some collaborations relationship with the project. Among these interventions we can name :

- For Biogaz project : in the prefectures covered by the setting up of biogaz biodigesters to allow ensuring organic fertilizers (effluent) in supplement to the compost bin realized by the project , strengthen energy servicing in the agroforest farms. Etc.
- For environment decentralized management project : project of strengthening deconcentrated offices including the intervention area of the project on environment management and the implementation of Rio conventions ;
- For Micro-finance programme (SGP/GEF): several micro projects of MFP reinforce REMECC actions and vice versa, particularly in Mali.
- For project ABE adaptation based on High Guinea vulnerable communities ecosystems: exchanges within PEDD have allowed project AbE to draw a strong inspiration of REMECC approach and experiences which representant in Gaoual has become AbE technical manager.
- for Project : Strengthening resilience and adaptation to climate changes impacts in coastal zone(RAZC) : involving atakeholders at local level approach and the review of the LDP used in this project has drawn inspiration for REMECC implementation.

■ **Management method**

The project has been implemented by the ministry for environment, waters and forests (MEWF) under NIM mod-national execution measures (NEM) over a period of five years, from june 2013 to june 2018., in accordance with the base type agreement in terms of assistance and the action plan of UNDP country programme (CPAP 2013-2017). The MEWF has ensured the leadership and the coordination of the project. The sous-traitances with the partners responsible to undertake the specific tasks each time it is necessary and in the law framework of UNDP and Guinea government, The implementation carried out by MEF has been made in close collaboration with (i) National Directorate for Meteorology (NDM) in charge of the implementation of the project activities on behalf of component 2, and closely associated to the implementation of the activities derived from component 1 and 3, and component 1 et 3, et (ii) The ministry of agriculture which has been closely associated to the project activities in all its components and particularly the demonstration activities of component 3 through its

deconcentrated offices at the prefectures and communities level and Bareng Pita regional center for agro zootechnic research depending on Guinea agronomic research institute (GARI). . The project has been implemented in close collaboration with the stakeholders and the project partners on the demonstration sites.

The project management unit has been based in Labé prefecture to make sure of the proximity of the project intervention sites.

UNDP GUinea office has assumed the responsibility and role of supervision and monitoring evaluation by making sure of the good use of the project financial resources. In close collaboration with MEEF, UNDP-Guinea office has ensured : (i) the supply of financial services and audit of the project funds, the recruitment and the contracts of the project international staff (ii) the monitoring evaluation and the certification of financial expenses with report to the project budgets approved by the project steering committee (PSC), (iii) the approval of budget allocations and funds transfer in the project accounts. (iv) the monitoring of funds disbursement for the realization of the programmed activities, including purchases and financial services, conformly with UNDP/GEF procedures (v) the certification of the expenses accounting certificate vouchers; (vi) the annual ,budgets review and (vii) the recruitment of financial auditors and independant assessors. .

This shared management of the project between UNDP and the national party has proven itself efficient given the progress realized in the implementation and the satisfaction of each party.

In view of the size of REMECC project and the other projects of UNDP projects portfolio in the area, a delocalisation of the supervision team as a sous-bureau would more contributed in making easier the impementation and increase UNDP visibility on the ground.

Some reorganization have been carried out within the project management unit with regard to the starting situation described in the project document.

For instance, the position of agroforest expert correspond s to a position of Principal technical advisor (PTA) recruited at international level which should be made in sveral missions for a toatl duration of 150 days.

The different reorganizations in the project usual management team have been carried out without disturbing the project implementation, which demonstrate the adaptative potential of the project management system.

The project monitoring and supervision structures (project steering committe) was regularly held on an annual basis and have been documented from project year 1 (2014) to projrct year 5 (2018). These structures have allowed to deliberate on the process of the project activities and to guide the impelmentation team on technical and financial plan.

The project annual audit of year 2014 to year 2017 have been carried out :

The quaterly reports have been produced and are available. The implementation report (PIR) have been drafted and forwarded to GZF.

A slight lateness has been noticed at the project start; consequently, the project implementation schedule has been slided which has been progressively caught up in the last year. This is a little lack in gain in the time of appropriation and retrocession to the relay structures, being state ones or not.

Also, the format of budget reporting such as presented don't favor the monitoring and traceability of the budget execution. The level of detail after which the finacial reports have been produced, limited the suggestions and contributions of the institutions involved in the

project monitoring. Certainly, ATLAS tool which allow preventing budgets outflow has been used and valorized for the budget monitoring, meanwhile, it would have been better to bring the detail of the budget reports at a level that will ensure redevability towards the project beneficiaries/partners institutions or involved in its monitoring. The mandatory audits produced from 2004 to 2017) and that could be consulted have stressed the lawfulness of the procedures and have recommended to bring the expected contributions of the national counter part. Meanwhile, as it was not its vocation, the scope of the audits has not covered the modality of a good approach of redevability towards the stakeholders.

The suggested approach of redevability coupled with the recommendations of the audits would have risen more engagement and speeded the availing of the expected contributions of such a partner as the state.

3.2. Project implementation

■ **Adaptive management (modifications brought to the project concept and outcomes during the implementation)**

It is evident that the project had a great adaptation potential considering the corrections that have been brought to the human resources and to the methods of implementation during the implementation time. Given the country context considered stable, it has been proposed the method of execution by the national country counterpart. (NIM). Given the evolution of the internal situation, the project execution has been subject to corrections.

- At human resources scope, the implementation team has been reviewed in three deadlines : From July 2014, this team was composed by the coordinator, accountant- and financial manager, an agroforestry expert : the position of agroforestry expert corresponds to a position of Principal technical advisor (PTA) recruited at international level which should be made in several missions for a total duration of one year ; a correction has been made from October to December 2014 : expert in M&E and gender expert ; at this occasion, the project team has been reinforced by a support staff : provincial technical secretaries (Gaoual, Koundara, Mali), administration secretary, liaison officer, courier, 3 drivers. At last, in January 2016, a supplement support staff has been recruited by the fact of inaccessibility of some localities, 8 community development agent. The base framework team proposed in the project document should be composed of : (i) A project director, (ii) A principal technical advisor (PTA) et (iii) d'un An administrative and financial Director ;
- On financial scope, considering the exchanges with the project experts, some planned actions have been underestimated. Other actions which was not planned was found necessary in the process of the project. These activities have been realized at the price of efforts in financial resources adaptation. So, the realization of water infrastructures and the extension of 15 rural communities projected during the planning to 16 during the implementation was not initially projected.
- On the programming scope, the project logical model has been corrected in some of his structures, notably to take into account the realization of water infrastructures in the package of component 3 on agroforestry but also to take into account the number of target rural collectivities ;
- On operational scope, some project activities have been reviewed or redefined considering the difficulties in implementation. Hence, considering the risks linked with the socio sanitary crisis linked with Ebola Virus epidemic that the country has witnessed,

some supplement modules on hygiene, and sanitation have been introduced. Moreover, other actions such as the dissemination of IEC tools have been reviewed and increased ;

■ Partnership agreement (with relevant stakeholders involved in the country/region)

Around twenty (22 partners) have been identified during the project preparation phase (see PRODOC). These partnerships have been deepened at different degrees during the implementation time. Only the partnership between GEF, UNDP, MEEF, DNM, belonging to the project coordination group, seem to have been officialized.

- The national directorate for local development which has been active during the implementation notably in the supervision and monitoring of climate changes inclusion in the PDL, PAI and BCA, has intervened in the basis of a framework contract with the project ;
- The ministry for economy and finance through the national directorate for public investments has contributed to the reparation of the project headquarter premises; there is no traceability of the form under which this reparation has been carried out for the project ;

DNA (Ministry for Agriculture) has been identified as a partner but its participation has not given place to a partnership out of its participation in the project steering committee and the realization of studies. Meanwhile, its deconcentrated prefectural offices of the project intervention zone (component 3) have fully been useful; component

- With the other organizations of local good governance, notably, the governorates of Labe and Boke and Gaoual, Mali and Koundara prefectures (Ministry in charge of territory administration), the partnership was limited to their participation in project steering committee, the different monitoring missions organized by the project, studies validation, recruitment of implementation technical partners (NGO and studies desks)
- The other directorates in charge of livestock farming, cooperation, gender and childhood, the partnerships have not lead to a formalization neither in the form of memorandum of understanding nor service agreement out of their selection as project steering committee members ;
- Service agreements have been contracted with grassroot NGO as Fouta farmers federation (FPFD) through the federation of Fouta arborists, Africa paysage, Entreprise Guinéenne de travaux publics et de batiments (ENGUICP TP), Association des Volontaires pour la Gestion de l'Environnement (AVGRN), etc in view of their participation in the project activities ; It is the same with the technical and research institutes such as CRA of Bareng Pita IRAG which has supplied improved cereals seeds, goats and he-goats, laying hens, fodder seeds...which have been tested in some GKM sites. Through analysis, most of the partnerships which have begotten an effective involvement of the stakeholders in the project implementation are service contracts including with the state organizations which involvement should ensure the national counterpart in the project. Although the arrangements contained in the procedures

manual authorize the recruitment of national organizations when the services requested are fit to their competences and prerogatives, the default of formalization of some partnership in the form of memorandum of understanding is a lack for gain as to the appropriation of the project assets and the retroceding of its assets to the national actors.

At regional level, exchanges trips have been planned and realized in senegal. These exchanges travels have not reached to some kind of agreements. The strategic bilateral or multilateral partners such as FAO, IFAD and GIZ have been informed on the project activities via UNDP. . Meanwhile, these institutions have not directly intervened in the implementation. We must list their participation in the framework of capitalization of the project successes by external actors. Moreover this justifies the strong recommendation formulated in this report to largely disseminate the project assets.

The project has brought potential partners at regional level and with international institutions that have not been made concrete or put in format, which represent a lack for gain in terms of appropriation of the project outcomes.

■ **Comments relating to the monitoring and evaluation activities in the framework of adaptation management.**

During the project design, some risks, meant to jeopardize the project implementation, had been identified and have not been subject of mitigation measures. The matrix of risks which have been developed was corresponding to the axis of project adaptation management. Most of the non planned activities should have been initially projected if the matrix of risks had been exhaustive. For example :

- For the climate change related environmental risks, the water stress for the technological packages application for agroforestry component and componentFor the institutional risks, the availability of the staff in time and the human resources adequation face to the project on ground realities. Pour

These risks should be identified in the matrix of risks. The adaptation management is the reflect of this matrix which has not been sufficiently exhaustive.

Despite these insufficiencies, the monitoring of the activities entering in the framework of adaptation management has not been occulted given that the logical framework has been reviewed. Considering the project activities report and the exchanges with the stakeholders, most of the measures that must contribute to adaptation management have been taken. The insufficiencies of the risks of decoding, has not permitted to identify in advance some of the measures entering in the framework of adaptation management.

■ **Project funding**

The project has taken advantage of a tripartite funding of GEF, UNDP and Guinea government. The contributions expected from the other financial partners have been brought in accordance to the execution deadlines and to the projected withdrawal rate. According to the exchanges with the project stakeholders the financial resources was not sufficient to cover some urging needs of the beneficiaries such as the support for income generating activities, the setting of community budgets for adaptation, etc. Funding methods of the main financial partners such as GEF and UNDP require from the national structure a preparation and some consistent capacities for synergy. This national counterpart has been duly completed by the national structure to ensure the effectiveness and efficiency in the project execution. The real situation of the contributions brought by the government does not appear through the project mid term

reports and assessments. Nevertheless; a final estimate has been made by the project unit coordination.

In view of this estimate, on behalf of in kind support, it appears that the government has carried out the renovation works of the project headquarters in Labe. Also, the central state organizations (DNM, DNDL etc) and local ones such as ANPROCA and the state research institutes such as IRAG have supported the project implementation beyond the institutional contracts that they have signed with the project. This brings us to conclude that the government contributions have been brought in conformity with the projections.

Evidently, the financial reports coupled with ATLAS tool allow attesting that the cash fundings projected by UNDP have been brought in accordance with the projections.

In the other hand, the effectiveness of the fundings projected as subsidies has not been directly proven through the periodical financial reports. For the subsidies expected from UNDP, the assessment team has validated the estimates made by the coordination unit.. According to these estimates, the fundings expected from UNDP as subsidies have been brought in accordance with the projections. At last, the contribution expected from GEF have been brought in conformity with the projections. The global situation of the projected and real co-fundings is indicated in table 3 below.

Table 3 Projected and real sources for the project funding (in millions USD)

cofunding (Type/source)	UNDP own funding		Government		GEF FPMA		Total	
	Projected	Real	Projected	Real	Projected	Real	Projected	Real
Cash	300.000	300 000	250.000	250.000			550.000	550.000
Subsidies	9.500.000	9.500.000	18.890.000	18.890.000	3.716.364	3 716 364	32.106.364	32.106.364
In kind support			400.000	400.000			400.000	400000
Other								
Total	9800000	9800000	19390000	19390000	3.716.364	3 716 364	33056364	33056364

Source : Prodoc and project unit coordination

it appears from the global situation analysis of the theco-fundings that the contributions have been carried out in conformity with the funding. Each of the parties has respected its engagement taken to allocate the required resources for the effective implementation of the project as projected in the PRODOC. That must be praised and predicts an exemplary credibility of the project financial partners.

■ **Monitoring and evaluation ; Entry concept and implementation (*)**

Reference tools to ensure the project monitoring like AMAT and ATLAS tool have been taken into account during the inception phase. Other GEF tools such as METT or ROTI could have contributed to facilitate the monitoring of the implementation and impacts efficiency. Baseline studies to define the indicators starting situation have been projected and realized. In addition, the project outcomes framework could include financial, technical, political and institutional sustainability maps. The valorization of AMAT and ATLAS tools during the project inception phase shows the project monitoring and evaluation framework has been well conceived in the entry.

Meanwhile, in view of the terms of reference, AMAT tool has not been suggested for the project mid term review. This mid term review would have ended with some more relevant recommendations for the monitoring of the project impacts at the scale of the farms and the rural communities, if AMAT and METT grids had been valued during the surveys.

Table 3: Execution state of projected M&E activities

M&E activities projected in the project launch report	Execution state	Comments	Appreciations
	exécuté	Output after the project launch done in 19 august	This report shows the categories and number of participants estimated at 110 and brings to the knowledge of the project stakeholders the main recommendations formulated by the participants for the rest of the project _
annual reports	exécuté	All the project annual reports have been produced according to the projected deadlines from 2014 to 2018	These annual reports ensure a good traceability of the project technical and financial state of execution The annual financial assessments are made by component and not by funding sources which does not permit a monitoring of the contributions done by each financial partner along the years component
Meetings and tripartite report	exécuté	Some steering committee meetings have been held each year.	Out of these SC meetings ended by minutes, the project team is not able to confirm other tripartite meetings
Mid term external assessment	exécuté	A mid term evaluation has been carried out between 31 october-24 november 2016 in the conditions specified in the PRODOC	The assessment has not been clear as to the inclusion of some tools recommended by GEF such as AMAT which meanwhile have been used for the setting up of the project reference state
Final report	In the process of elaboration	Lateness with report to the projection	
Audits	exécuté	four mandatory audits (2014-2017) have been carried out during the five of project implementation	A final audit for 2019 will confirm the trends of regularity of the budget procedures and the purchases noticed by previous audits and decide on the inclusion of the various recommendations formulated along past audits
Field visits	exécuté	Field visits have been organized by the executive agency (UNDP) and the project partners with the local authorities	The reports consulted show that these visits have been organized in a joint way with other agencies of the united nations system and with the central and local authorities (MEEF, UNDP, PSC, regional and community authorities) and have contributed to favor experiences sharing and to strengthen the compliance and involvement of the grassroots actors
Lessons learnt	exécuté	Lessons learnt have been spoken along the project annual reports, mid term reports and final ones	The lessons compiled along the different execution phases of the project have allowed by their relevance the redeployment of some activities. A capitalization report would have given a global view of the lessons learnt Les
Technical reports	exécuté	The technical reports consulted concern the project reference state the intervention zone cartography and the assessment of the socio economic impacts of the technological options disseminated by the	The different technical reports which have been consulted have been subject to amendments by the stakeholders of the project steering committee, which predicts their technical quality

		project etc, most of them produced at the project start	
Extrenal final evaluation	exécuted	Started two months before the provisional formal end of the project	

■ **Coordination at the level of the implementation and execution with UNDP and the implementation partners (*) and operational issues**

UNDP country office has assumed its responsibilities of executive agency. To this effect, it has ensured the project technical and financial supervision and has watched that the project financial resources be used as projected. UNDP has proceeded to the recruitment of the project specialized staff and has seen that this staff contributes to develop and build the national capacity. The project team was reporting to the resident representative on the basis of the technical and financial reporting and in conformity with the workplan approved by the project steering committee (PSC). UNDP has worked to supply periodical reports, according to the format required by GEF following the indirect execution method that the project has adopted.

The daily management and the project coordination have been accomplished by a project management unit (PMU) under the general supervision of the project steering committee (PSC). The project Management unit (PMU) was composed as follows :

- **Project director/coordinator:** he is under the supervision of the project council. It is a fulltime position for the five years of project execution. It is a high level position of policy/leadership dedicated to the supervision of the project implementation
- **The Principal technical Advisor (PTA)** is an expert recruited at international level and has been involved at part time over a period of the project implementation. He was in charge of bringing a global technical assistance to the project ;
- **The M&E and communication Expert** has been recruited at national level. He is in charge of bringing a technical expertise and guidance to all the project components and to support the director in the coordination of the projected activities;
- **The administrative and financial director** is in charge of among others to put in place and maintain the project files, the control procedures of the documents, to ensure the tasks of financial management, under the responsibility of the director.

The changes occurred in the project management unit are shown in the adaptation management paragraph. The project management team at the moment of arrival of the final assessment team was formed of 11 agents :

- (1) **coordinator**, (1) Accountant and financial manager (1) Expert in M&E ; 2) prefectural technical secretaries (Gaoual//Koundara and Mali), (1) administrative secretary ; (1) liaison officer, (1) courier ; (3) drivers.

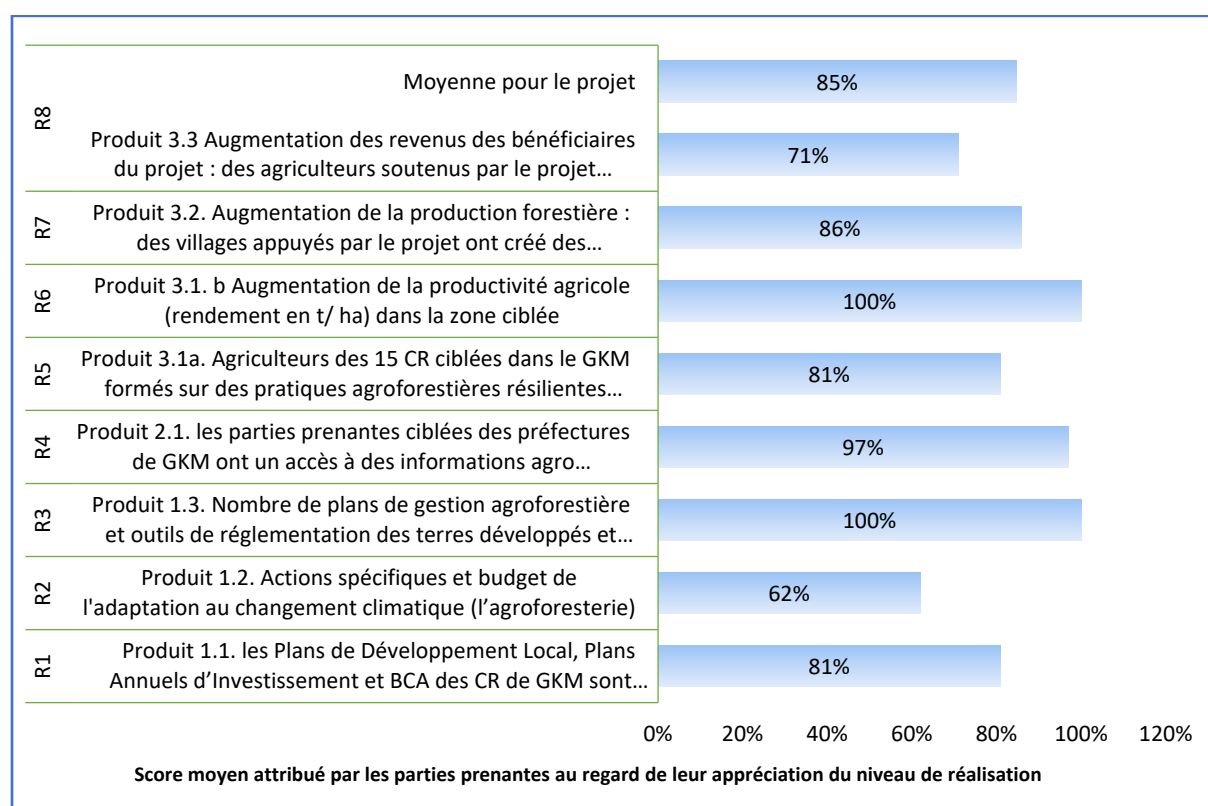
3.3. Project outcomes

The analysis of the project outcomes has been made by taking into account UNDP, GEF main concerns alike national policies and strategies in terms of climate change, poverty reduction, decentralization and natural resources conservation.. The main lines that are developed to justify the project performance relate to relevance, efficiency, effectiveness, sustainability of the assets, national involvement and appropriation, project sustainability and impact. The outcomes axis (R) analysed are those selected in the project framework.

■ **Global outcomes (objectives realization) (*)**

The general assessment of the project implementation shows some trends very largely satisfactory in view of the project outcomes framework. The project progression towards the expected outcomes has been made by relying upon METT and AMAT tools. On the scale of annotation of METT tool, a final mark between 0 and 33% means the project has known a deficient progression at the level of target outcomes areas ; between 33% and 67% the state of progression in the target outcomes areas of the project is considered as basic, and between 67% and 100% the progression state towards the expected outcomes is judged efficient⁵. This analysis is essentially based upon the efficiency of the progression towards the targets. Otherwise, it combines the assessment of the realizations with the approach used. On this basis, we can say that despite the difficulties in the implementation, the expected outcomes have been reached at more than 85% and that the realization of the objectives is efficient (see figure 5 below)

Figure 5: Project global outcomes



Sources : surveys with project stakeholders

It appears from Figure 5 analysis that the state of progression of the project towards the expected outcomes is satisfactory for each of the 8 outcomes areas put in evidence in the logical framework. Beyond this general remark, some specificities characterize each outcomes area.

Outcomes areas R3 « number of agroforest management plans and regulation tools of the developed lands and including climate change risk related management (Output 1.3.) » et R6 « increase of agricultural production (yield in t/ ha) in the targeted (Output 3.1. b) ». for each of these outcomes areas, the scored opinions of the stakeholders translate a progression of

⁵ WWF/World Bank, 2007. Management Effectiveness Tracking Tool. Reporting Progress at project Sites: Second Edition

100% with report to the expected level.. The consulted reports and the field visits carried out indeed confirm some realizations going in this direction (see realizations synoptic table in annexe) It is notably about planned and structured community investments around the farms (tapades and bush farms) ; these investments have allowed integrated agro sylco pastoral developments directed towards soil fertility improvement , production increase, water flows regulation and natural resources degradation reduction.. The technical itineraries adopted, tested and applied (improved seeds, crops tailored on agricultural schedule, forest or fruit-growing arboriculture, realization of water infrastructures; etc) have proven to be very efficient, sustainable, and climate change resilient to the general satisfaction of the beneficiaries.

Outcome area R4 « Target stakeholders of GKM prefectures have access to relevant agro meteorological information (**Output 2.1.**) ». For this project intervention axis in view the stakeholders scored opinions, the progression state towards the expected outcomes is satisfactory at 97%. For this outcomes area, the main lead , DNM and the final users who are the farmers, have congratulated the project for the support in equipment and access to meteorological information in exploitable format for agricultural activities. Three stations have been equipped giving to monitor the localities which was no longer monitored (Tougué, Lélouma et Koubia), farmer rain gauges have been implanted in the farmers places ; the high marginal insufficiency in this outcomes area remains energy source availability for the supply of tougué station and supplement equipments allowing data direct remote transmission.

Outcome area R1 « local development plans, annual investment plans and BCA of GKM RC are updated (**Output 1.1.**) » and **R5** « Farmers of 15 target RC in GKM trained on agroforest practices resilient to climate change (**Output 3.1a.**) ». The stakeholders consider in view of their scored opinion, the state of progression towards the expected outcomes for areas R1 and R5 has been reached at 81% for each of these two areas.

For this outcomes, the project interventions was seen by the up date of the PDL including the PAI for each of the concerned 16 RC. .

The large consultation approach leading to PDL review, the involvement of the authorities in the process leading, the set up of step with a « Guide for climate change inclusion in local planning » have been in general recognized and praised by the stakeholders. The insufficiencies relating to R1 area are lack of apparent arrangements and levers in the planning process, guaranteeing funding access for the implementation of planned activities.

The training delivered in the framework of outcomes area R5 have concerned hundreds of participants in each of the prefectures (synoptic table of project realizations). The modules about the technical itineraries adapted to the context have been developed at a highly appreciable level taking into account gender. Highly imaged Materials (manuals) have been produced and translated in local languages for the beneficiaries. Some sessions have taken place in situ in the schools sites, all things that conform to adult education principles approach. The insufficiencies noticed at the R5 are explained by the absence of up date sessions or upgrading that was not projected by the farmers who lately joined the beneficiaries group;

The beneficiary farmers have indeed been identified in three groups and those coming from the last group of beneficiaries was late on the others for the taught itineraries appropriation.

Outcome area R8 is about « increase of project beneficiaries incomes : farmers supported by the project register 5% (at least) growth of their productions and incomes (**Output 3.3**) ». For this outcome area, the scored opinions of the stakeholders translate a state of progression of 71% towards the expected outcomes. It indeed appears from the exchanges with the stakeholders

and the project beneficiaries, that the yields have increased at more than 5% and often doubled in the tapades and developed fields according to technical itineraries broadcasted by the project (see paragraph on project impacts). Security through the enclosures has allowed the preservation of harvest which was often entirely destroyed by the cattle. The financial and economic assessment study of agroforestry options applied by the farmers shows a significant growth level of the yields and beneficiaries incomes. Meanwhile for R8, the evidences are not established as to the sustainability of the diversified or generated incomes after the project support. Meanwhile, opportunities of coming closer, could be explored with sister initiatives like UNDP micro finance programme. Par ailleurs, little project support has targeted the organization of the farmers in network or *faitières*. The network approach developed downstream the technological packages broadcasted to bring an added value to the production has been marginalized in the project interventions in view of the on ground remarks.

Outcomes area R2 « specific actions and climate change adaptation budget (agroforestry) (Output) ».

The project interventions for this area are considered to have reached the expected outcomes at 61% in view the stakeholders scored opinions. It is the weakest performance compared to the other project outcomes areas. This progression level shows that efforts have been made in terms of budget planning notably through annual community budget establishment. Alike, advocacy actions with the authorities and awareness raising with the rural communities have allowed to reach to some engagements to improve budgets dedicated to resilience in the local development plans. Meanwhile, these engagements stayed most of them verbal and the budgets dedicated stayed meaningless and incoherent linked to external supports. The advocacy and the influence activities of the policies carried out by the project should take into account the fact that the programming and the availing of development budgets, notably at the rural collectivities level depend on MATD and the ministry in charge of finances. That should be listed among the reason of cooptation of these partners in the project steering committee and the project expectation towards these partners. **Relevance(*)**

The project strategy is in phase with National action plan for climate change and variability, the five years action plan, and also the national policy for agricultural development, National environment policy, Vision 2015, the national Plan for economic and social development **(PNDES2016-2020)** of Guinea government and also UNDAF signed between Guinea government and the United Nations system covering 2013-2017 period. . Indeed, the project directly contribute to « priority 1 of Guinea NAPA : agroforestry promotion », identified as key adaptation option in the context of natural resources degradation, deforestation, food insecurity and increased drought occurrence in Guinea.

Although started before PNDES (2016-2020) REMECC implementation has been perfectly anchored there. PNDES priority actions in report with climate change project to give priority among others to the following actions : (i) National capacity building against climate change; (ii) global warming gas reduction in the sector of transport and agriculture; (iii) capacity increase in carbon sequestration by agroforestry development ;

REMECC project is listed in on hand in the will of the government to ensure sustainable agriculture and food security particularly through the 5 years action plan, and the national policy for agricultural development. This project hence contributes to reach the millennium development goals for sustainable development (SDG) poverty reduction, climate changes adaptation, Guinea vision 2040 without forgetting the other connexes development plans. The

proposed strategy is listed in the framework of the country general sustainable development goals and transboundary cooperation. The target intervention sites have allowed working on the environmental stakes at national ecosystems level with a regional importance through vegetation and wildlife of the three biomes (a) Niger Basin, (b) Gambia River Basin and Senegal river Valley that Guinea shares with other countries

Effectiveness and efficiency (*)

The project should last on a period of six years (2013-2018). Meanwhile it only started on August 19, 2014 with a coordination staff less supplied than required for the implementation. The key positions as that of monitoring-evaluation and the field agents was only provided respectively after one year and two years of implementation. Despite of the lateness in the recruitment of the high level staff and also the field agents, the outcomes are very satisfactory because they have been reached at more than 85% with notable progressions in the area of climate change resilience in Guinea. At operational level, DNM has been provided with high quality equipments and has seen its functioning meteorological stations network strengthened in nine prefectures capitals and the rain gauges network provided in 16 localities. The availability of agro meteorological information necessary to decision making has been improved at an unprecedented level for the concerned localities ;

- At institutional and technical level, the reference tools for climate change inclusion in development planning have been updated. Its about among others, PDL strategy, PAI, BCA climate change sensitive and their formulation guide ; its also about the forest development plan, etc. some technological packages adapted have been tested and applied with the concrete outcomes on the production areas security and yields improvement.
- At policy and law level, the involvement of the authorities has reached a historical level in the involved localities. As an example, Mali prefect has declared that it is safe to REMECC project that it has been given to him the only opportunity to visit some of these rural collectivities and has noticed the outstanding progresses impulsed by the project.

Relying ourselves on ROTI parameters, we can have a grid of understanding of the project effectiveness. It is about making a comparison between the project entry and output ROTI scores. For this reason, the expected outcomes and outputs of the project have been considered on the basis of their contribution to ROTI parameters corresponding to the context, intrants, process, planning, extrants and outcomes. The basis of the scores calculation and the justification is joint in annexe. Hence, the effectiveness in the project execution is presented as follow :

Table 4: Scores effectiveness in the project execution obtained by ROTI parameters analysis

ROTI parameters	Entry Score	Output Score	Corresponding effectiveness rate
Context	42	42	100%
intrants	126	70	56%
Planning	63	55	87%
Proces	63	54	86%
Extrants/Outputs	21	21	100%
Outcomes	63	47	75%

Average	378	289	76%
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Sources : Evaluation surveys, 2018.

In view of table above, ROTI parameters corresponding to the intrants, the process and to the planning have ben prioritized at the conception.

Meanwhile, the intrants corresponding to the resources and the capacities necessary to the implementation have not but been passably valorized considering the starting ambitions according the organization actors encountered (56% of favorable advice). The added value that some stakeholders initially identified should bring has maybe missed.

The approaches and the plannings previous to the project services delivery are highly appreciated by the stakeholders. The involvement of the authorities, the levels of monitoring put in place and activated by the project are without any doubt at the reason (86-87% of favorable advice).

It is also the case of the services delivered by the project corresponding to the extrants (outputs). The efficiency of the services delivered is considered as irreproachable in view of the stakeholders scored advices (100%).

The project has reached many outcomes given the realization of all the activities named above. Unplanned sites have been notably touched in wedou Mbour community. Some part as hydraulics have been added while it was initially rojected. The final average appreciation of the outcomes efficiency is estimated at 75%. It could have still been excellent if the starting and the mobilization of the staff had not acknowledged little lateness and if the institutional anchorage of some assets had not been insufficient.

Table below summarising the annual financial reports established, the planned tasks and those annually executed on the basis of the monitoring reports, give an idea of the project efficiency.

Table 5: Project financial and technical reports

Financial partner	Componentss	Expenses-budget ratio					5 years Average
		2014	2015	2016	2017	2018	
UNDP	Component/Activité 1 (%)	-	-	-	-		
GEF	Component/Activité 1 (%)	37	64	73	84		
Total 1		37	64	73	84		65
UNDP	Component/Activité 2 (%)	-	-	-	-		
GEF	Component/Activité 2 (%)	10	94	96	100		
Total 2		10	94	96	100		75
UNDP	Component/Activité 3 (%)	-	-	-	-		
GEF	Component/Activité 3 (%)	100	80	71	92		
Total 3		100	80	71	92		86
UNDP	Management ComponentGestion (%)	-	-	111			
GEF	Management ComponentGestion (%)			75			
Total 4		104	66	101	94		91
Ratio management budget execution and activities budget (T4/ (T1+T2+T3)/3) (%)		212	83	126	102		131
TOTAL BUDGET(%)		55	78	82	93	172	96
Number of planned tasks			21	25	28	25	25
Number of tasks realized or started			15	20	26	23	21
Technical execution(%)		40	71	80	92	92	75

Sources : Analysis of REMECC project implementation reports

In view of project document and the monitoring reports, in average, 25 tasks have been planned per year to be executed during the project life time. Over the 25 tasks planned in average per year, 21 have been executed per year, which corresponds to a rate of 85%.

The number of activities planned in year 1 is not given in the annual report of the so called year. In on hand, year 2017 has been the most important year in terms of planned, realized or started tasks meanwhile year 2015 seems less busy. Actually, in view of the exchanges with the project coordination unit, 2015 is in fact the operational phase of agroforestry component, identification of the favorable sites, the beneficiaries and the contractualization with the implementation operators. The number of activities reflects little the intensity of the work which has been done in 2015.

Considerin the average level of budget execution (96.2%) extracted from ATLAS, the real physical execution level should be netly better than the present level of 75% established on the basis of the final annual reports from 2014 to 2017 and the partial 2018 report of august. We could then say that in everage there is an adequation between the financial execution and the physical execution.this adequation is certainly due to the good use of budget monitoring tools like ATLAS which forbid absurd excesses. Nevertheless, the gap is more important btween the physical execution and the financial excution for the first year (2014) which registers in one hand a ratio of budget manangement and activities budget of 212%. These numbers can be explained by the need of purchase of functioning equipements in year 1.

In view of what preceeds, the global situation of the project relevance, effectiveness and efficiency can be addressed as presented in table 5 below. The scores have been proposed on the basis of the grid of the guide of the finale assessment of the projects funded by GEF having a weight from 1 to 6 for the notation of relevance, effectiveness and efficiency. The output scores are attributed by taking into account the documents indexed as source of verification and attested by the actors interviewed during the exchanges.

On this basis, the analysis of the xecution situation has taken into account des informations gathered with the execution team, the implementation parteners and the beneficiaries.

For example, to give the output score related to effectiveness (in table 5 below : the entry score being two (according to the annotation of UNDP and GEF guide for the final evaluation), the matter of evaluation concerning the mobilization of human and material resources according to the deadlines, it has been verified that there was indeed a recruitment planfor the different positions to be provided.

Meanwhile, the staff has been partially mobilized (absence of monitoring assessor and field agents in time). By this fact, concerning the question of assessment, it could not be attributed but one half of the entry score as output score. No matter the number of people interviewed, this score remain inchanged.

This logic has been applied to all the questions of table 5 and 6 to attribute the output scores.

Table 6 : Global situation of project relevance, effectiveness and efficiency

Criteria of assessment questions	Indicator	Sources	score	
			entry	output
Relevance : How does the project relate to the main objectives of GEF focal area nad priorities in terms of environment and development at local, regional and national level			2	2
The project objectives reply and agree with the national priorities and	Reference to the priority axis of national pilotage tools of the sector (Vision	Logical framework, Vision 2015, PNDES, agriculture sectoral policy, NAPA	1	1

contribute to global outcomes	Guinea 2015, PNDES (2016-2020), NAPA, etc)			
The project contributes to the expected effects of the planning frameworks of SNU of which UNDP and GEF	Reference to the priority axis of UNDP PS 2014-2017, UNDAF 2014-2016, CPD and CPAP 2014-2016 and GEFProgramme	Framework of outcomes and resources of UNDAF 2014-2016, PS of UNDP 2014-2017, CPD and CPAP 2014-2016	1/2	1/2
The project reserve some complementarities and synergies with other UNDP projects and the other partners interventions which contribute to the same national objectives	- Common activities, planning and/or joint - Number of mechanisms and existent joint tools	Lists and project forms intervening in the area and in the same intervention zonesExistence of tools and mechanisms (joint planning in the framework of PEDD and SNU Guinea	1/2	1/2
2 Relevant (R)				
Effectiveness: In which measure have the expected outcomes and the objectives of the project been reached ?			6	5
The human, material and financial resources (intrans) have been mobilized in the deadlines	- Deadlines for staff and/or expertise mobilisation - Deadlines for equipment and material purchase	Recruitment and purchase plans of goods and services	2	1
The outcomes have been reached in the deadlines	Number and quality of outcomes reached according to agreed schedule	- Quarterly and annual progress and monitoring report - Project mid term report	2	2
Factors that have positively or negatively influenced outcomes productions	- Number of partners mobilized and engaged in the project implementation and monitoring - Number and quality of risks mitigation measures taken	- Risks management matrix - Situation of stakeholders participation	2	2
5 Satisfactory				
Efficiency : Has the project been implemented in an efficeint way in conformity with national and international norms and standadrs ?			6	4
The outcomes have been reached with a use of human, material, financial resources and an optimal time	annual disbursement rate	Financial reports given to the outcomes (CDRs)	3	2
Extrants quality and level are in adequation with resources level (material, human, fiancial, and	Budget management/activities ratio	CDRs	3	2

time) dedicated to their production				
4 satisfactory (MS)				

Table analysis shows that the project has been relevant in all point of view (100%). Nevertheless, the gap in time lasting over almost one year between the provisional time and the effective time of realization of the tasks, concentration of activities over some years in report with others, as well as the slight gaps between the levels of technical execution and budget execution have a little bit nuanced the reach of the efforts deployed by the implementation stakeholders. Hence, effectiveness and efficiency have been reached respectively at 83.33% and 66.66% say a global rate of 83%. That is largely satisfactory in report with the staff reinforced in time and the insufficiency of the expected participation of some strategic partners.

■ **Appropriation by the country**

The project has allowed building the institutional, technical and operational resilience capacities of the local and national organizations and institutions. In favor of the project, the national dispositif of survey, monitoring of climate parameters has been reinforced by the setting up of equipment, IEC tools of planning and management which benefit to the actors and stakeholders of resilience management. Some framework agreements have been signed between the project and some structures. At the instigation of **the project, The National directorate for Meteorology has undertaken a reform to change into a national agency in order to ensure the continuous flux of resources necessary for the purchase, management of the equipments and meteorological services improvement.**

Most of the planning, management or communication tools, have been subject to collaboration between project technical and financial partners and the other national partners as the local administration (regional, community, prefectural technical offices), civil society organizations, community organizations, participating in the project steering committee.

The collaboration between the project and the national directorate for local development (DNDL) has lead to the elaboration of a guide for climate change inclusion in local planning.

All these assets which in the way of inclusion in the new cycles of development planning such as PNDES and the community development plans, show the potential of national appropriation that the project has allowed developing and that it is compulsory to capitalize, valorize and consolidate.

■ **Inclusion**

UNDP action plan of the country programme (CPAP) through its outputs 5, 7 and 8 is in conformity with the four national development priorities included in PNDES, with REMECC project components as illustration. :

Hence, component 2 of REMECC project corresponds to a good declination of PNDES pilar 1 : Promotion of good governance in serving sustainable development in the project interventions sites.

Component 1 of REMECC project corresponds to a good anticipation of PNDES pilar 2 : Sustainable and inclusive economic transformation ;

Component 3 of REMECC project reflects enough the expectations of PNDES pilar 3 : inclusive development of the human capital ; et PNDES pila 4 : Sustainable management of the natural capital at the level of its first two priorities.

In one hand, the two areas of deconcentration of UNDP 2013-2017 strategic plan even though having been formulated before PNDES finalization are in conformity with PNDES pilars :

- strategic axis 1 : Promotion of good governance

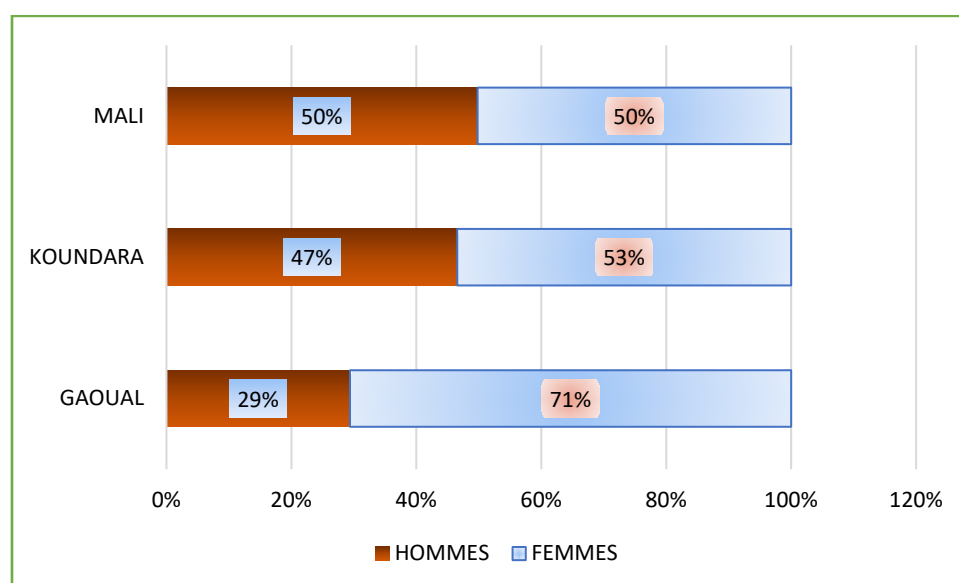
- Strategic axis 2 : Stimulate economic growth and promote subsistence opportunities and incomes for all.

The project outcomes areas are in conformity with these two strategic axis. The project has pictured not only the inclusion between UNDAF and CPAP but also between these two planning systems the national cycle for development planning.

More concretely, and in practice, the project has lead to assets as to the inclusion of climate change in local planning. A guide has been elaborated in this ndirection and has been subject to national validation.

Alike, the project has got a highly pragmatic approach in the consideration of gender through different parts of its implementation. As shown above, the support options to farmesr have been excuted on the bottom line of the inclusion of gender equity.

Figure 6: ratio man woman for the support to farmers



Sources : Tsynoptic table of the project realizations Figure 6 shows that in some localities the involvement of women is largely above average. Menwhile, these outcomes do not concern but only the operational supports : Trainings, subsidies in agricultural intrants.

It is important to nuance gender inclusion at decision making and strategic level (For example only 2 of the 15 farms surveyed was lead by women)

The guide for climate change inclusion in develoment that the project has elaborated should include directives for the consideration of gender on the basis of assets registered in the field by the project.

■ sustainability (*)

The project sustainability can be analyzed under the scape of the consideration of probable risks which will load on the project assets and their consolidation. It is maybe also apprehended under the scape of availability of required finacial resources, the consideration of the socio economic and environmental context, the garanties offered by the institutional framework and good governance.

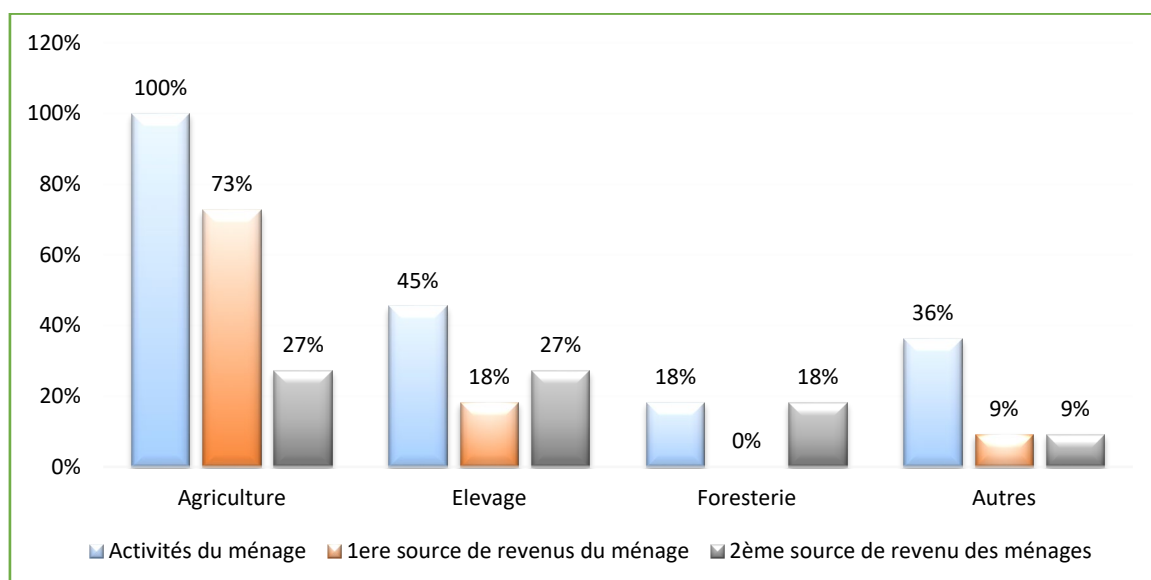
11 risks areas distributed in four categories, can be considered during the project design (see risks matrix). The mitigation strategies projected face to these risks allow affirming that they will contribute to preserve the project assets if they are applied. Meanwhile, some strategies have been sufficiently been developped during the project life time. Hance some installations notably, at the meteorological platforms level, can not be fully exploited in view of the potential services that they must offer. That make people think that the environmental risks will continue to be a weight for sustainability, if these correctives measures are not taken concerning these small insufficiencies.

As well, there has been a legal ordonnance nor a true startegy of resources mobilization for the execution of PDL climate change part under the project impulse. This forces to nuance their financial sustainability which depends almost exclusively of external fundings.

The trainings and support for fundraising for the beneficiaries are certainly an important step towards funding autonomy, meanwhile these initiatives need a formalized political engagement to be operational (for example the organization of the actors in economic group of interest with certificates and attestation of recognition).

Socio economic appropriation notably by the grassroot communitieshas well been prepared by the involvement of the grassroot populations and the development of of alternative incomes generating activities (see figure 8 below)

Figure 7: Socio economic activities and incomes sources of the populations who got the project support



At institutional scape and good governance, the reform in the process of the national diectorate for meteorology in national agency for Meteorology, the forest development plans, PDL/PAIBCA forecast some good options for the project sustainability. As well, gender equity has been considered in the project implementation. Meanwhile for the PDL, the procedure (inclusion guide) of clilmate change in local planning should include the directives for the approach of gender consideration on the basis of the assets registered by the project.

In view of the efforts accpeted for the risks areas and the components of sustainability, an formal assessment has been carried out in the following table. The procedure for notation is the same as the one used for effectiveness, efficiency and relevance.

Tableau 7: global situation of the project sustainability

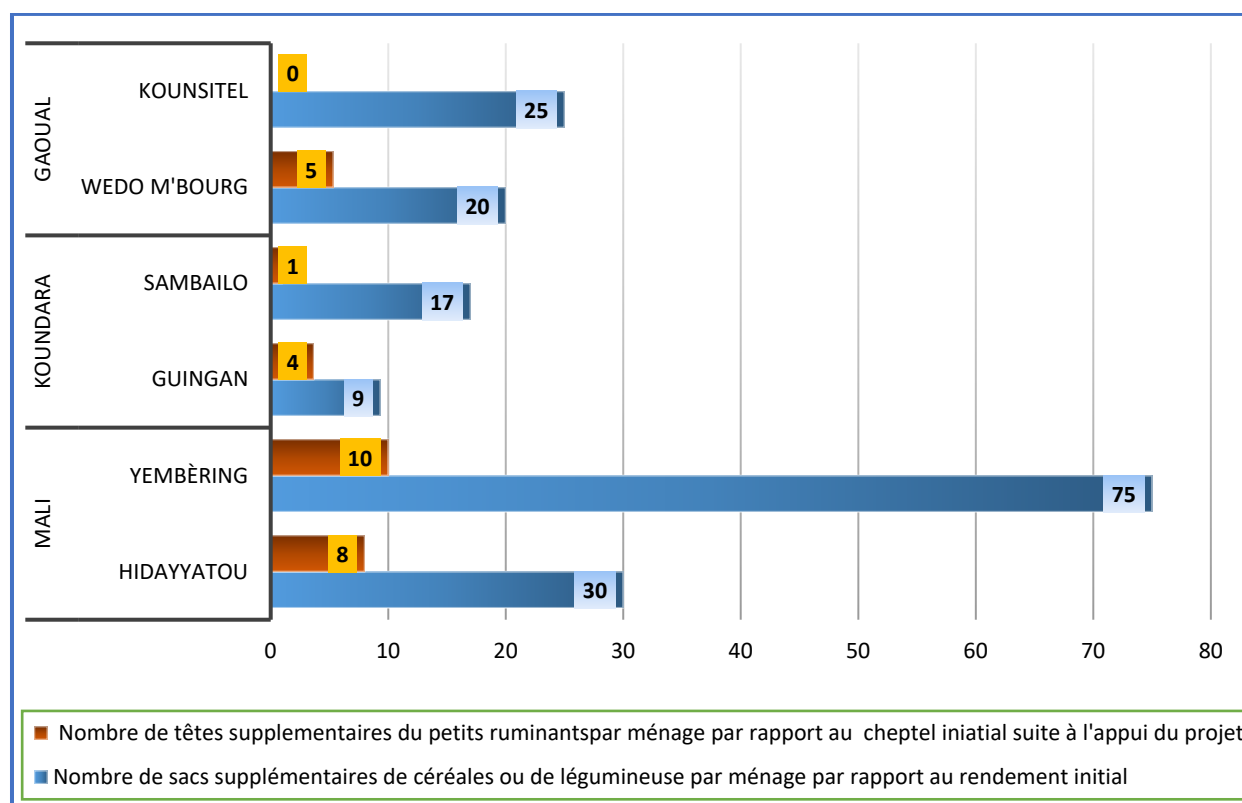
Criteria for assessment questions	Indicators	Sources	score	
			entry	output
Sustainability : To which extent do financial, institutional, socioeconomic or environmental risks exist for maintaining project long term outcomes ?			4	3
• Appropriation of the project outputs	• The project outputs are included and monitored in the national programmes and projects	• National documents (NAPA, PNDES (2016-2020) Strategy and agricultural development plan, local development plans	1	1
• Stakeholders are engaged and involved in the project	• Level of engagement and participation of stakeholders	• Project steering committee (5 steering committee reports among which 1 confirmed by a presence list and another one by a list of invited organizations)	1	1
• Beneficiaries communities participation	• Existence of legal framework and mechanisms of communities participation	• Council contracts developed with village associations for natural resources management • Guide for climate change inclusion in local planning	1	1
• Laws / deliberations set up and applied in report with resilience	• Existence of laws and regulation on support to resilience of communities face to climate change	• Decree on protected areas delimitation • Law on biodiversity in the way of adoption	1	0 ⁶
3 Averagely probable (AP) : mean risks				

⁶ Given that the final score must be a number rounded the intermediary scores must be rounded to the superior or inferior entire number

■ Impact

With the technological packages disseminated at the base and appropriated by the populations directly beneficiaries, the production security through the farms encloses, the equipments of strategic partners for climate change adaptation among which National Directorate for meteorology, the project has unquestionably participated in improving their technical and operational capacities for resilience. **The project has allowed hence improving the yields in the identified zones as under strong influence of climate change to improve and vary the populations sources of incomes.**

Figure 8: illustration of project impact in target localities



These project outcomes that have been reached save to the monitoring actions developed, contribute to secure the populations livelihoods in the project interventions zones.

4. Conclusions, recommendations and lessons learnt

4.1. Corrective measures for project formulation, implementation, monitoring and evaluation

The global framework of the project concept is satisfactory as revealed by the relevance evaluation..It has allowed tackling at the same time, stakes from institutional legal and operational point of view by inputting them in a logical model built upon three major components. This logical model stresses 08 among the 12 outcomes areas. This framework has allowed declining the tasks contributing to the achievement of the project global objective from the 15 rural communities distributed between three prefectures and two regions of implementation without producing implementation difficulties. Nevertheless, some adjusting measures can contribute for improving the project outcomes and impacts. Indeed, during the project conception, the impact actions of local and national policies which should outcome in a legal and institutional rooting of the measures developed by the project have been insufficiently prioritized. Hence, this is one of the foundations of true appropriation. This project which was planned over 5 years should involve this need.

- **Above the steering committee involving the core staffs in charge of giving directions and making decisions on the project global focus in relation with the national and regional requirements, it took to set a restricted monitoring technical committee of 7 members gathering operational agent of the member structures of the steering committee.** This committee is mainly composed of National Directorate (ND) technical staffs. It meets at least twice a year and think over the technical documents for improvement and proposition for validation by the Project steering committee (PSC). Insufficiency in application of the tools suggested for the project monitoring, mainly AMAT tool. The documents of the project monitoring, notably the project mid term report scarcely refer to AMAT tool;
- The cohesion between the different Rubriques of the monitoring report, notably annual which give an easy monitoring from year to another ; For exemple, the number of tasks planned and realized don't appear in some annual reports : year 2014 case (see table 4 : project financial and technical reports ; the same for the desaggregation between the budget and the expenses taking into account some fundings sources, is missing at the level of some annual reports).

These measures have been planned but have not been conveniently applied. It is then the duty of the coordination partners and the project team to ensure a regular monitoring and to apply the practices recommended by the partners.

4.2. Measures which aim at ensuring the monitoring and reinforce the project initial benefits

To reinforce the project initial benefits, the traceability of the project contribution to the national development initiatives should be established through the reports or the compte-rendus of participation to the coordination structures or joint planning.

It is important, to dynamize the collaboration between the organizations that must serve as relay and support to the actions initiated or promoted by the project. It occurs the following actions to ensure the monitoring and reinforce the project initial benefits :

- To hold at least self assessment workshop gathering the beneficiaries representant, the execution team and the partner institutions at each prefecture level, equipped with recommendations for the finalization/consolidation of the project assets ;

Funding: To gather with the project in the process of execution in REMECC intervention sites and identified as having synergical actions with REMECC (UNDP)

- Organizing a national report workshop gathering above the partners who intervened in the implementation, the other stakeholders identified as relevant during the project formulation ;

Fundings: project implementation remaining budget (UNDP)

- Formalizing memorandums of understanding and partnership agreements with the strategic partners which must serve as relays for the sustainability of the project assets: ANPROCA, DNDL, AVGRN, FPDF, ABN CILSS, OMVG, OMVS could be listed in good position in these partnerships ;

Funding : without financial repercussion

- Capitalizing and mainstreaming with the actors and stakeholders intervening in resilience, lessons, teachings and good practices established by the project in the form of articles, posters, news flash, synthesis note, etc.

Fundings : project implementation remaining budget (UNDP)

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4.3. Propositions relating to future orientations favorizing main objectives

The project has opened large worksites actions on agricultural communities' climate change resilience. Major assets have been registered but should be strengthened and consolidated. Some following actions must be undertaken considering the expected outcomes.

Project main outcomes areas	Recommendations	Target actors	Suggested funding sources
Produit 1.1. local development plans, annual investments plan and BCA of GKM RC are updated	<i>Proceeding to a national of the procedure (of the Guide) of climate changes inclusion in development planning (national and local level)</i>	MEEF/PNUD/REMECC	<i>En synergie avec les acteurs impliqués dans la mise en œuvre et le suivi du PANA</i>
Produit 1.2. specific actions and budget of adaptation to climate change (agroforestry)	<i>Taking law measures devoting one portion of the rural collectivities budget to climate change resilience</i>	MATD : Gouvernorats, Prefectures/Rural collectivities ; National directorate for local development	<i>sovereign activity of the state conforming to competences transfer</i>
Produit 1.3. Number of agroforest management plan and regulation tools of the developed lands and including climate change related risk management	<i>Establishing and validating the elaboration and implementation procedure of the agroforest management plans and make a collection of laws on lands regulations, favorable to climate change inclusion</i>	MEEF with support of partners and project executive agency	<i>To identify as actions in the future initiatives which will be developed by MEEF or its partners</i>
Output 2.1. target stakeholders of GKM prefectures have access to relevant agrometeorological informations	<i>Finalizing the purchase of technical modules and equipments allowing the full functioning of meteorological stations equipped by the project</i>	MT : National meteorology directorate/UNDP	<i>Without impact (on the basis of the monitoring of the service provider specifications which has proceeded to the installation of</i>

			<i>the data collection platforms</i>
Output 3.1a. Increase of agricultural production (yield in t/ha) in the target zone : farmers of the 15 RC in GKM trained on climate change resilient agroforest practices	<i>Organizing an official training manual elaborated in the ministry of agriculture in the framework of a memorandum of understanding</i>	MA/UNDP/REMECC	Without financial impact
Output 3.1. b Increase of agricultural productivity (yield in t/ha) in target zone	<i>Accompanying the organization of the beneficiaries in economic interest group and to provide to themselves of official acknowledgement document with the micro finance institutions</i>	MA/UNDP/REMECC	Funding to be sought for assets consolidation
Output 3.2. increase of forest production : villages supported by the project have created forest and fruit plantations		MEEF/UNDP/REMECC	Relevant actions for projects having synergical effects with REMECC
Output 3.3 increase of project beneficiaries incomes : farmers supported by the project register 5% (at least) increase of their productions and incomes			

The consideration of these different recommendations necessarily implies a phase of assets consolidation which should also be a tremplin for the scaling up of the assets by relying upon the present phase as pilot phase.

The executive agency and project implementation partners should seriously envision the mobilisation of adequate financial resources through the projects in execution process in the same sites as REMECC ones to avoid the dispersion of project acquired outcomes.

4.4. Best and worst practices concerning relevance, performance and success

■ Project best practices

- (1) **Climate changes mainstreaming in the process of local development through local development plans** : : REMECC project has implused and contributed to the appropriation by local actors, of a process of local dvelopment relying on the local dvelopment plans and the forest management plans aiming at facilitating and promoting the inclusion of environment and climate changes stakes in a transversal way in the local development sectors at deconcentrated/local level.. The 16 local climate sensitive plans which have been developped or up dated under the impulse of the project in this direction, constitute a critical basis of work which will serve as backgrounds for the intervention of grassroot development actors.
- (2) **Pilot of information, education and sensibilisation for the resilience of agricultural practices and connexe activities developped by the beneficiaries** : A set of IEC modules on agricultural production mastering (and connexe activities) considering climate hazards, has been developped by REMECC project for the beneficiaries. The concept of IEC material in pictured tools, in simple and adapted language to the villages in the form of « Farmer manual for climate change resilience » has produced a good awareness raising among the actors and target populations on the stakes of climate change and the

technical relevant resilient steps accessible to the rural agricultural communities.. The calibrage of IEC material taking into account the level of the farmers and the adequation of pilot face to face with the contexte, have reinforced climate informations use by the agro shepherds and have facilitated the establishment of more mastere farming calendars. A very concise momentum has been noticed with the non beneficiaries households which tested as well as possible to apply the teachings received from the project by crossed household out of the advisory support and monitoring required for the practice success.

- (3) **Transfer of technological packages coupled with the valorization of local adaptation sensitive knowledges:** The options selected by the project concern as well exogeneous technologies as drip irrigation and endogeneous technologies developped at the basis but optimized by the national research offices and institutes (improved seeds, soils and forest restoration and management technics and agroforestry, etc). These technologies have been seleted according to their relevance for adaptation. Their appropriation by the population has been easy by the fact of their arrimage to the existing local knowledges to form some packages inrelation with the space of production taken as reference (tapades, bush fields, protected areas).
- (4) **The itinenaries inspird from local disseminated practices through these proven technological packages, have served as communities investments framework planned by the project.** The team thereby formed by the project between local knowledges and practices and the disseminated technological packages for the planning of structured investments around the agricultural farms (tapades and bush fields) has been one of the keys of project succes; The farmers have been initiated to agricultural procedure of high technological reach as drip irrigation through a simple teaching of farmers field school. This combination has allowed agor sylvo pastoral integrated developement directed towards soil fertility improvement, production growth, the regulation of hybride contributions and the reduction of natural resources degradation.
- (5) The technical itineraries tested and applied (improved seeds, plants copied on agricultural calendar, forest arboriculture, water poins realization, etc) was revealed to be very afficent, sustainable and climatec change reseint to general satisfaction of the benficiaries. Productions have increased at least 50% in the fams wich have applied the technological packages.
- (6) **Production security:** : A set of material and technical investments have been made by he project within and around the tapades.: typical agricultural farms of the households in Guinea, carried out next to the houses and rural habitat and held in majority by women. The project was used as fertilizer to a resilience model centered on agrocltural production security within the tapades which is sensitive to gender and which gather agricultural activities and livestock farming in one hand and production areas (agro pastoral) with ecosystem preservation areas and biodiversity in another hand. these last one put in network form the concerned rural collectivities some « gender sensitive relillience poles » where productivity is higher than usual (more than according to surveys), harvests more secured than usual (At 100% according to surveys). conflicts are prevented at the interface of vocation areas (according to regional and prefectural authorities). They should be reproduced in all the rural collectivities of this natural region (High Guinea). Reflexion must go on for their anchorage, and their adaptation in purpose of a scaling up in the other Guinea natural regions and in the regions with similar climate and agro ecological conditions in CILSS space.

(7) Strengthening of territorial networking in data collection and accessibility to climate information platforms:

The project has initiated a set of actions aiming at providing the actors of competences with organization structures, equipments... which will give them to better master and appropriate themselves the climate information for development strategic sectors and in the areas of strategic stake for national development and regional cooperation. In particular, DNM has been given high standard equipment and the meteorological stations network has been equipped in 9 prefectures administrative centers and the rainfall gauges network equipped in 16 localities. Agro meteorological information availability necessary for decision making has been improved at an unprecedented level for the related localities.

■ Worst project practices

(1) The marginal nature of the network approach in the project

In view of targeted sectors of activities for resilience and the project starting ambition such as exposed in the project document, the structure approach of the farmers into network or in 'umbrella' organization has not been consistent. The network approach developed afterwards the technological packages spread to bring an added-value to the production has been marginal in the project intervention considering the field remarks.

A support should be done as a demonstration for support to the conservation and transformation links, to better stress the importance of the « network logic » for food security in climate change context.

(2) Options of investments planning in view of the expected deadlines

The beneficiary farmers have been identified in three groups and those depending on the last group of beneficiaries was late on the others for the appropriation of the distributed technical arrangements. In absence of catch-up or upgrading sessions for the farmers who lately joined the beneficiaries group, they have tried to apply the technical arrangements of which they had very little required competences. This shows that the investments and the support brought to the beneficiaries have not been well adjusted on the project implementation phase.

(3) Options influence and sustainability strategy during the implementation

The main agreements between project implementation stakeholders have been accepted under contractual form. The memorandums of understanding between local structured actors (ANPROCA), the national strategic partners (DNM, DNDL etc) and/or regional (CILSS, OMVS, OMVG, ABN) and the project execution agencies (UNDP) for the implementation, monitoring and sustainability of the assets are below the scope of the outcomes produced. The influence and sustainability strategy of the project options has not been consistently matured to guarantee a big appropriation of the outcomes. The mapping of the institutional actors (local, national and regional) working on the links of the project outcomes chain, has not been sufficiently enhanced during the implementation.

(4) The project closing strategy.

The project has come to its end while necessary time and resources have not been planned as it should, to capitalize the assets which was predictable at the project concept. The partners supposed to extend and make sustainable the project assets in the field seem little aware of the takes and less prepared to assume the position of relays regarding the practices established by the project.

Annexes FIN

A. Termes de référence de la mission

Termes de référence pour l'évaluation finale du projet Renforcement de la résilience des moyens d'existence des communautés agricoles face au changement climatique dans les préfectures guinéennes de Gaoual, Koundara et Mali-(REMECC GKM)

INTRODUCTION

Conformément aux politiques et procédures de suivi et d'évaluation du PNUD et du FEM, tous les projets de moyenne ou grande envergure soutenus par le PNUD et financés par le FEM doivent faire l'objet d'une évaluation finale à la fin de la mise en œuvre. Ces termes de référence (TDR/TOR) énoncent les attentes d'une évaluation finale (EF/TE) du projet Renforcement de la résilience des moyens d'existence des communautés agricoles face au Changement Climatique des Préfectures de Gaoual, Koundara et Mali (PIMS 4615).

Les éléments essentiels du projet à évaluer sont les suivants :

Tableau de résumé du projet

Titre du projet :	Renforcement de la résilience des moyens d'existence des communautés agricoles face au changement climatique dans les préfectures guinéennes de Gaoual, Koundara et Mali-(REMECC GKM)			
ID de projet du FEM :	4692		<u>à l'approbation (USD)</u>	<u>à l'achèvement (USD)</u>
ID de projet du PNUD :	00085594	Financement du FEM :	3.716.364	3.716.364
Pays :	Guinée	Financement de l'agence d'exécution/agence de réalisation :	300.000	300.000
Région :	Afrique	Gouvernement :	250.000	ND
Domaine focal :	Changement Climatique	Autre :		
Objectifs FA, (OP/SP) :	Protéger le secteur agricole et les communautés rurales vis-à-vis des effets négatifs du changement climatique.	Cofinancement total :	29.340.000	ND
Agence d'exécution :	PNUD	Coût total du projet :	33.056.364	
		Signature du DP (Date de début du projet) :	20 NOV 2013	

Autres partenaires participants au projet :	Ministère de l'Environnement, des Eaux et Forêts	Date de clôture (opérationnelle) :	Proposé : Décembre 2018	Réel : Décembre 2018
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Contexte

Le changement climatique aura un impact sur l'ensemble de la Guinée. La plupart des activités socioéconomiques seront affectées par les impacts prévus du changement climatique. Le changement climatique devrait, entre autres, générer des effets directs tels que : la perte de revenus, une diminution de la qualité de vie, le déplacement de populations et la diminution de la production agricole. Le développement à long terme du pays devrait être affecté de manière significative par (i) des changements dans le régime des précipitations, (ii) des sécheresses, (iii) des inondations, (iv) des tempêtes violentes, (v) des températures extrêmes et un isolement accru, (vi) l'érosion côtière.

Bien que leur importance pour l'économie et les moyens d'existence des communautés soit indéniable, l'agriculture et l'élevage demeurent des activités de subsistance dans les préfectures de Gaoual, Koundara et Mali, dépendant entièrement du potentiel en matière de ressources naturelles et caractérisées par des pratiques obsolètes et peu respectueuses de l'environnement. La production agricole et l'élevage sont actuellement confrontés à plusieurs contraintes limitant leur outputivité et les rendant très vulnérables aux chocs externes, et aux changements à long terme, tels que les changements induits par le climat.

Dans le prolongement du projet PANA pour la Guinée, l'hypothèse normative est que le changement climatique soit intégré dans les plans et budgets de développement local ; que les informations agro météorologiques soient disponibles pour les activités dépendant du climat telles que l'agriculture et l'élevage, et que les agriculteurs mettent en œuvre des systèmes agricoles adaptatifs. Les obstacles pour parvenir à cette situation souhaitée comprennent notamment : (i) le sous-investissement dans les systèmes permettant de générer, codifier, stocker et diffuser l'information, et notamment en ce qui concerne le temps, la météorologie et les changements climatiques, ce qui se traduit par une absence totale de conseils météorologiques destinés aux communautés locales, (ii) un cadre politique local qui n'est pas encore à même de gérer les risques liés au changement climatique, et qui ne favorise pas la formulation d'une réponse intégrée en matière d'adaptation au changement climatique ; (iii) Des capacités insuffisantes à mettre en œuvre des mesures nouvelles (y compris des mesures d'adaptation) et à utiliser les nouvelles technologies ; et (iv) les faibles capacités techniques et financières de la plupart des ménages ruraux, affectant la capacité d'adaptation des communautés.

La recherche de résultats spécifiques devrait permettre de contribuer à surmonter ces obstacles et à réduire le niveau de vulnérabilités au changement climatique, et en particulier : (a) le renforcement des autorités locales et les organes décentralisés dans l'intégration des questions liées au changement climatique dans les plans d'action régionaux à travers des plans de développement local, les plans d'investissement annuels et pluriannuels et les budgets communautaires annuels ; (b) la production d'informations agrométéorologiques et la diffusion auprès des acteurs les plus concernés des préfectures de GKM concernant l'agroforesterie résiliente au climat, et (c) l'amélioration de la résilience au climat des moyens d'existence des communautés par le biais de la promotion de l'agroforesterie.

L'évaluation finale sera menée conformément aux directives, règles et procédures établies par le PNUD et le FEM comme l'indique les directives d'évaluation du PNUD pour les projets financés par le FEM.

Les objectifs de l'évaluation consistent à apprécier la réalisation des objectifs du projet et à tirer des enseignements qui peuvent améliorer la durabilité des avantages de ce projet et favoriser l'amélioration globale des programmes du PNUD.

Approche et méthode d'évaluation

Une approche et une méthode globales⁷ pour la réalisation des évaluations finales de projets soutenus par le PNUD et financés par le FEM se sont développées au fil du temps. L'évaluateur doit articuler les efforts d'évaluation autour des critères de pertinence, d'efficacité, d'efficience, de durabilité et d'impact, comme défini et expliqué dans les directives du PNUD pour la réalisation des évaluations finales des projets soutenus par le PNUD et financés par le FEM.

Une série de questions couvrant chacun de ces critères ont été rédigées et sont présentées à l'Annexe C des présents TDR. L'évaluateur doit modifier, remplir et soumettre ce tableau dans le cadre d'un rapport initial d'évaluation et le joindre au rapport final en annexe.

L'évaluation doit fournir des informations factuelles qui sont crédibles, fiables et utiles. L'évaluateur doit adopter une approche participative et consultative garantissant une collaboration étroite avec les homologues du gouvernement, en particulier avec le point focal opérationnel du FEM, le bureau de pays du PNUD, l'équipe chargée du projet, le conseiller technique du PNUD-FEM basé dans la région et les principales parties prenantes. L'évaluateur doit effectuer une mission sur le terrain : Conakry et les sites d'application du projet.

Les entretiens auront lieu avec les représentants des services, des élus et des exploitants agroforestiers suivants :

- (i) Ministères en charge de l'Environnement (DNEF, BSD), de l'Agriculture (IRAG/CRA Bareng), de l'Administration du Territoire (DNDL), de la Météorologie (DNM) ;
- (ii) les services régionaux (DREF de Boké et de Labé), préfectoraux (DPEEF, DPA, DPE, SPD, Météo de Gaoual, Koundara et Mali) ;
- (iii) les élus locaux des Communes Rurales couvertes par le projet (Malanta, Koumbia, Wedou Mbourou, Kounsiel, Youkounkoun, Sambailo, Termessè, Touba Bagadadji, Lébékéré, Madina Wora, Hidayatou, Yimbéring, Madina Salambandé et Balaki) ;
- (iv) les représentants des 204 exploitants agroforestiers appuyés par le projet.

L'évaluateur passera en revue toutes les sources pertinentes d'information, telles que le descriptif de projet, les rapports de projet, les PIR, le rapport de la revue à mi-parcours (RMP) et autres rapports, les révisions budgétaires du projet, les rapports sur l'état d'avancement, les outils de suivi des domaines focaux du FEM, les dossiers du projet, les documents stratégiques et juridiques nationaux et tous les autres documents que l'évaluateur juge utiles pour cette évaluation fondée sur les faits. Une liste des documents que l'équipe

⁷ Pour de plus amples informations sur les méthodes, lire le chapitre 7 du [Guide de la planification, du suivi et de l'évaluation axés sur les résultats de développement](#), à la page 163

chargée du projet fournira à l'évaluateur aux fins d'examen est jointe aux présents termes de référence (Cf. Annexe B).

Critères d'évaluation et notations

Une évaluation de la performance du projet sera réalisée, sur la base des attentes énoncées dans le cadre logique (Cf. Annexe A) qui donne des indicateurs de performance et d'impact de la mise en œuvre du projet ainsi que les moyens de vérification correspondants. L'évaluation portera au moins sur les critères de pertinence, efficacité, efficience et durabilité. Des notations doivent être fournies par rapport aux critères de performance suivants conformément au tableau ci-dessous.

Le tableau rempli doit être joint au résumé d'évaluation. Les échelles de notation obligatoires sont fournies à l'Annexe D des présents TDR.

Notes d'évaluation :			
1 Suivi et évaluation	<i>Notation</i>	2 Agence d'exécution/agence de réalisation	<i>Notation</i>
Conception du plan du suivi et de l'évaluation au démarrage du projet		Qualité de la mise en œuvre par le PNUD	
Mise en œuvre du plan de suivi et d'évaluation		Qualité de l'exécution : agence d'exécution	
Qualité globale du suivi et de l'évaluation		Qualité globale de la mise en œuvre et de l'exécution	
3 Évaluation des résultats	<i>Notation</i>	4 Durabilité	<i>Notation</i>
Pertinence		Ressources financières :	
Efficacité		Sociopolitique :	
Efficience		Cadre institutionnel et gouvernance :	
Note globale de la réalisation du projet		Environnemental :	
		Probabilité globale de la durabilité :	

Financement/cofinancement du projet

L'évaluation portera sur les principaux aspects financiers du projet, notamment la part de cofinancement prévue et réalisée. Les données sur les coûts et le financement du projet seront nécessaires, y compris les dépenses annuelles. Les écarts entre les dépenses prévues et réelles devront être évalués et expliqués. Les résultats des audits financiers récents disponibles doivent être pris en compte. Les évaluateurs bénéficieront de l'intervention du bureau de pays (BP) et de l'équipe de projet dans leur quête de données financières pour compléter le tableau de cofinancement ci-dessous, qui sera inclus dans le rapport d'évaluation finale.

Cofinancement (type/source)	Propre financement du PNUD (en millions USD)		Gouvernement (en millions USD)		Organisme partenaire (en millions USD)		Total (en millions USD)	
	Prévu	Réel	Prévu	Réel	Prévu	Réel	Réel	Réel
Subventions								

Prêts/concessions								
Soutien en nature								
Autre								
Totaux								

Impact

Intégration

Les projets financés par le FEM et soutenus par le PNUD sont des éléments clés du Programme Pays du PNUD, ainsi que des programmes régionaux et mondiaux. L'évaluation portera sur la mesure dans laquelle le projet a été intégré avec succès dans les priorités du PNUD, y compris l'atténuation de la pauvreté, l'amélioration de la gouvernance, la prévention des catastrophes naturelles et le relèvement après celles-ci et la problématique hommes-femmes.

Les évaluateurs apprécieront dans quelle mesure le projet atteint des impacts ou progresse vers la réalisation de ceux-ci. Parmi les principales conclusions des évaluations doit figurer ce qui suit :

le projet a-t-il démontré : a) des progrès vérifiables dans l'état écologique ?, b) des réductions vérifiables de stress sur les systèmes écologiques ?, ou c) des progrès notables vers ces réductions d'impact ?⁸

Conclusions, recommandations et enseignements

Le rapport d'évaluation doit inclure un chapitre proposant un ensemble de conclusions, de recommandations et d'enseignements.

Modalités de mise en oeuvre

La responsabilité principale de la gestion de cette évaluation revient au Bureau Pays du PNUD Guinée. Le Bureau Pays du PNUD contactera les évaluateurs en vue de garantir le versement en temps opportun des indemnités journalières à l'équipe d'évaluation et de finaliser les modalités de voyage de celle-ci dans le pays. L'équipe de projet sera chargée d'assurer la liaison avec l'équipe d'évaluateurs afin d'organiser des entretiens avec les parties prenantes et des visites sur le terrain, la coordination avec le gouvernement, etc.

Calendrier d'évaluation

L'évaluation devra démarrer le 18 juillet 2018 et durera au total 25 jours ouvrables selon le plan suivant :

Activité	Durée	Date d'achèvement
Préparation	3 jours	18 au 20 Juillet 2018
Mission d'évaluation	15 jours	25 Juillet 10 Août 2018
Projet de rapport d'évaluation en français	5 jours	13 au 17 Août 2018
Rapport final en français et anglais	2 jours	20 au 31 Août 2018

⁸ Un outil utile pour mesurer les progrès par rapport aux impacts est la méthode ROTI (Review of Outcomes to Impacts) mise au point par le Bureau de l'évaluation du FEM : [ROTI Handbook 2009](#)

Produits livrables en vertu de l'évaluation

Les éléments suivants sont attendus de l'équipe d'évaluation :

Produits livrables	Table des matières	Durée	Responsabilités
Rapport initial	L'évaluateur apporte des précisions sur le calendrier et la méthode	Au plus tard deux semaines avant la mission d'évaluation.	L'évaluateur envoie au BP du PNUD
Présentation	Conclusions initiales	Fin de la mission d'évaluation	À l'UGP et au BP du PNUD
Projet de rapport final	Rapport complet, (selon le modèle joint) avec les annexes	Dans un délai de trois semaines suivant la mission d'évaluation	Envoyé au BP, examiné par le CTR, le service de coordination du programme et le PFO du FEM
Rapport final*	Rapport révisé	Dans un délai d'une semaine suivant la réception des commentaires du PNUD sur le projet	Envoyé au BP aux fins de téléchargement sur le site du ERC du PNUD.

*Lors de la présentation du rapport final d'évaluation, l'évaluateur est également tenu de fournir une « piste d'audit », expliquant en détail la façon dont les commentaires reçus ont (et n'ont pas) été traités dans ledit rapport.

Composition de l'équipe

L'équipe d'évaluation sera composée d'un évaluateur international chef de mission et d'un consultant national. Les consultants doivent disposer d'une expérience antérieure dans l'évaluation de projets similaires financés par le FEM. Une expérience des projets financés par d'autres bailleurs de fonds est un avantage.

Les évaluateurs sélectionnés ne doivent pas avoir participé à la préparation et à la mise en œuvre du projet, ni à son évaluation à mi-parcours. Ils ne doivent pas avoir de conflit d'intérêts avec les activités liées au projet.

Le ou la consultant(e) International(e) doit avoir les qualifications suivantes :

Etre titulaire d'un diplôme d'études supérieures (Bac + 5) dans l'un des domaines suivants : Environnement, changement climatique, développement rural, gestion des ressources naturelles, statistique, sciences sociales, économie ou tout autre domaine pertinent ;

- avoir au moins 05 ans minimum d'expérience professionnelle pertinente dans l'évaluation de projets similaires financés par le FEM;
- une connaissance des procédures du PNUD et du FEM ;
- une expérience antérieure avec les méthodologies de suivi et d'évaluation axées sur les résultats ;
- avoir des connaissances techniques en changement climatique et gestion durable des terres ;
- disposer de connaissance sur les problématiques de la gestion durable des ressources naturelles de la Guinée ou d'un pays de l'Afrique de l'Ouest ;
- avoir une excellente maîtrise du français et de l'anglais (lu, écrit et parlé).

Responsabilité :

Responsabilité du consultant international

- Planifier, conduire l'évaluation et présenter les rapports;
- Consulter toute la documentation requise;
- Collecter les données ;
- Utiliser les méthodes d'évaluation des meilleures pratiques dans la conduite de l'évaluation ;
- S'assurer que les rapports répondent aux normes de qualité requise ;
- Présenter l'avant-projet des résultats, le rapport provisoire et final de l'évaluation ;
- Proposer des recommandations pertinentes dans le cadre de la pérennisation des acquis du projet ;
- Faire le briefing pour le Bureau pays du PNUD et l'équipe de gestion de projet ;
- Traduire en anglais et soumettre le rapport final de l'évaluation.

GRILLE D'EVALUATION ET NOTATION DES OFFRES

L'évaluation des offres se déroule en deux temps. L'évaluation des propositions techniques est achevée avant l'ouverture et la comparaison des propositions financières.

L'évaluation des offres techniques se fera sur la base de la grille d'évaluation des consultants :

Grille d'évaluation Consultant international

Qualification requise		Note maximum	Consultants internationaux				
			A	B	C	D	E
1.	Diplôme d'études supérieures (Bac + 5) dans l'un des domaines suivants : développement rural, changement climatique, environnement, gestion des ressources naturelles, statistique, sciences sociales, économie ou tout autre domaine pertinent	20					
2.	Au moins 05 ans minimum d'expérience professionnelle pertinente dans l'évaluation de projets financés par le FEM	35					
3.	Connaissances et expériences en matière du changement climatique (adaptation et atténuation), des problématiques de la gestion durable des ressources naturelles de la Guinée ou d'un pays de l'Afrique de l'Ouest	15					
4.	Méthodologie et plan de travail	30					

Total	100					
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Seront jugées qualifiées, les propositions techniques qui obtiendront 70% de la note maximale de 100 points ; cette note technique sera pondérée à 70%.

Dans une deuxième étape du processus d'évaluation, les enveloppes financières seront ouvertes et les offres financières comparées.

Le marché ou le contrat sera attribué :

Au Consultant ayant présenté le meilleur score combiné - rapport qualité/prix, évaluation cumulative - (Technique pondérée à 70% + Financière à 30%). Applicable pour les services intellectuels plus complexes suivant les exigences des TDRs ;

Cette note financière combinée à 30% est calculée pour chaque proposition sur la base de la formule suivante : Note financière A = [(Offre financière la moins disante) / Offre financière de A] x 30

Code de déontologie de l'évaluateur

Les consultants en évaluation sont tenus de respecter les normes éthiques les plus élevées et doivent signer un code de conduite (voir Annexe E) à l'acceptation de la mission. Les évaluations du PNUD sont menées en conformité avec les principes énoncés dans les « [Directives éthiques de l'UNEG pour les évaluations](#) »

Modalités de paiement et spécifications

L'échéancier de paiement est le suivant :

%	Étape
25 %	Suite à la présentation et la validation de la méthodologie et du Plan de travail
35 %	Suite à la présentation et l'approbation du premier projet de rapport d'évaluation finale en français
40 %	Suite à l'approbation (par le BP et le CTR du PNUD) du rapport d'évaluation finale définitif en français et en anglais et au dépôt des copies dures et électroniques.

Processus de candidature

Les candidats sont invités à postuler en ligne sur ic.offres.gn@undp.org au plus tard le **09 juillet 2018**.

Le(la) candidat(e) intéressé(e) doit soumettre un dossier, sous peine de rejet, comprenant deux propositions (technique et financière) :

La proposition technique doit contenir :

- Une lettre de motivation signée par le candidat (1 page);
- Une brève proposition technique dûment signée par le candidat (3-4 pages);
- Une note méthodologique et un plan de travail détaillé, avec des dates de début et de fin pour chaque action et délai indicatif pour toutes les tâches et les livrables (5-10 pages);
- Un CV du candidat avec l'indication claire de son nom (tel qu'inscrit sur son passeport), sa date de naissance, ses qualifications académiques, ses compétences et son expérience professionnelle, contenant au moins 3 personnes de référence avec leurs adresses e-mail (4-5 pages);

- Un formulaire P11 (http://sas.undp.org/Documents/P11_personal_history_form.doc) des Nations Unies dûment rempli

La proposition financière doit être présentée conformément au tableau ci-dessous :

No	Rubriques	Quantité	Prix unitaire	Coût total
1	Honoraires			
2	Indemnités journalières (si applicable)			
3	Frais de voyage A/R			
4	Toutes autres dépenses pertinentes (si applicable)			

Le PNUD applique un processus de sélection équitable et transparent qui tient compte des compétences et des aptitudes des candidats, ainsi que de leurs propositions financières. Les femmes qualifiées et les membres des minorités sociales sont invités à postuler.

N.B : Les candidat (e)s sont tenus de se renseigner sur les [Conditions Générales des Contrats Individuels \(annexe 1\)](#). (Cliquer sur « [Conditions Générales des Contrats Individuels](#) » pour télécharger le document)

ANNEXES

Annexe 1 - Conditions générales des Contrats Individuels :



Conditions générales
des contrats prestata

Annexe 3 – P11 (SC & IC)



P11 modified for SCs
and SSAs-Draft.doc

B. Itinéraire de la mission

09/08/2018	• Arrivée à Conakry
10/08/2018	• Briefing et Séance de travail avec PNUD, etc. ; • Rencontre avec Directeur National du Programme Environnement et Développement Durable • Documentation
11-12/08/2018	• Séance de travail entre les membres de l'équipe d'évaluation (Consultant National et International sur la méthodologie de l'évaluation
13-14/11/2018:	• Séance de travail avec Coordonnateur du projet • Contacts et entretiens préliminaires avec les acteurs et partenaires clefs à Conakry • Documentation
15/08/2018	• Planification concertée des visites de terrain
16/08/2018	• Voyage Conakry-Boké
16-26/08/2018	• Visites de courtoisie aux autorités et • Consultation des acteurs locaux et visite des exploitations et investigations auprès des bénéficiaires • Séance de travail avec UGP-REMECC-GKM à Labé
26/08/2018	• Séance de briefing avec l'UCP • Voyage Labé-Conakry
27-28/08/2018	• Séance de briefing à Conakry (Equipe de l'évaluation) • Synthèse des conclusions initiales •
29/08/2018	• Présentation des conclusions initiale (Evalueurs, Représentant PNUD, Chargé de programme Environnement et développement durable • Rencontres avec les autorités de Mali • Visite des sites des CR : Semmering, Madian Word, Lebbeke • Débriefing • Voyage Mali-Labé
25/09/2016:	•Projet de rapport d'évaluation
26/09/2018-29/10/2018	• Commentaires et suggestions PNUD et parties prenantes
29/10/2018-13/11/2018	• Correction et intégration des observations Envoie de la version amendée du rapport
	Correction, traduction, édition et dépôt du rapport final

C. Liste des personnes interrogées

N°	Prénoms et Noms	Fonction	Institution	Téléphone
1	Mohamed Lamine BAH	DN Météorologie	DNM/MT	
2	Yaya BANGOURA	DNA Météo	DNM/MT	628457020
3	Mamadou TOUNKARA	Directeur BE	DNM/MT	621506793
4	Ismael CAMARA	DN Dév.Local	DNDL/MATD	622579713
5	Aboubacar Sidiki SYLLA	Chef Sect. Planif	DNDL/MATD	628343403
6	Alpha Oumar DIALLO	Chef Sect.	DNDL/MATD	628967930
7	Seydou Bari SIDIBE	Secrét. Général	MEEF	628724492
8	Mamadou Bailo SIDIBE	Dteur BE	MEEF	625421691
9	Hawa DIALLO	Conseillère Juri.	MEEF	628125297
10	GL Siba S. LOHOLAMOU	Gouv. BOKE	MATD	
11	Mamadou Bailo DIALLO	s/Préfet	Wendu Bour/Gaoual	
12	Lamarana BAH	Agent d'appui	CR Wendu bour	624520854
13	Lama Sadio BAH	Prési District	Wendu Bour/Gaoual	621375303
14	Alsény M. SYLLA	Sec. Général CR	Wendu Bour/Gaoual	
15	Mamadou Saliou BAH	Relevés météo	Wendu Bour/Gaoual	
16	Sara Bailo CAMARA	Exploitant Agri.	Wendu Bour/Gaoual	621315101
17	Mamadou S. BANGOURA	Exploitant Agri.	Wendu Bour/Gaoual	628153027
18	Mdou Samba CAMARA	Exploitant Agri.	Wendu Bour/Gaoual	621293060
19	Boubacar S. DIALLO	Exploitant Agri.	Wendu Bour/Gaoual	622485711
20	Mdou Dian DIALLO	Exploitant Agri.	Wendu Bour/Gaoual	628214881
21	Lanfia KOUYATE	S/GI Collectivités	Gaoual	628334133
22	Alseny DIALLO	s/Préfet	Koumbia	622073485
23	Mamadou CAMARA	Exploitant Agri.	Kounsitel	622197062
24	Aissatou DIALLO	Exploitant Agri.	Guingan/Kiffaya	
25	Diamady DIALLO	Supervi. REMECC	Kounsitel	621234029
27	Mdou Dian keita	Exploitant agri.	Kounsitel	620838819
28	Mdou Aliou CAMARA	Exploitant Agri.	Kounsitel	620714465
29	Hassane SANOUSSI	Préfet:Koundara	MATD	622505176
30	Thierno S. DIALLO	Maire	CR Sambailo	622666523
31	Samba BOIRO	AAC REMECC	Sambailo	620909181
32	Fatou Sallé BOIRO	Exploitant Agri.	Sambailo	628966345
33	Hammadi DIAWO	Exploitant Agri.	Sambailo	624430968
34	Ma. Soumayè CAMARA	Exploitant Agri.	K./Sèbèterè	
35	Sadou KEITA	Gouv. LABE	MATD	622247887
36	Mdou Lamarana DIALLO	Coordonnateur NI	REMECC	622 415 874
37	Marouane DIALLO	Suivi-évaluation	REMECC	628570275
38	Alpha Mdou BALDE	Financier	REMECC	628212676
39	Foutoumata CHERIF	Secrétaire	REMECC	622347718
40	Mdou Oury DIALLO	STP Koundara	REMECC	628113522
41	Alimoulaye BAH	STP Mali	REMECC	625444822
42	Abdoulaye Djibril DIALLO	Agent Liaison CKRY	REMECC	620631340
43	EL h Harouna SQUARE	Préfet: MALI	MATD	622868647

44	Iphonse HABA	S.Gl. Collectivi.	MATD	622979437
45	Mamadou TOUNKARA	S.Gl. Adminis	MATD	
46	Abdoulaye BAH	Appui Conseil	ANPROCA/Yambering	622063610
47	M. Salifou DIALLO	Cantonement F.	Yambéring	622101098

D. Résumés des visites de terrain

10-11/08/2018 : Prise de contact entre le Chef de mission et l'équipe du projet puis entre le chef de mission et une partie du staff du PNUD Guinée: échanges autour de la mission, harmonisation des compréhensions de la portée de la mission, mutualisation des approches et anticipation sur les difficultés qui surviendrais.

12-13/08/2018 : Compilation documentaire: une vingtaine de documents relatifs à la mise en œuvre du projet et à l'exécution de certains programmes quadriennaux du PNUD Guinée ont été consultés. Ces documents concernent des rapports d'activités du projet, des rapports périodiques narratifs et financiers de mise en œuvre du projet, des rapports d'évaluations, les documents de programmes pertinents du PNUD ou du système des Nations Unies en Guinée qui ont un rapport avec le projet REMECC, les documents sectoriels et les documents de politiques et stratégies nationales pertinents etc.

13/08/2018 : Rencontre de cadrage entre l'équipe des évaluateurs et le personnel de coordination et de suivi du projet REMECC au siège du programme environnement et Développement durable PNUD. Cette rencontre a consisté à mutualiser la compréhension des TdR entre l'équipe d'évaluation et le PNUD de nouer les contacts avec les experts du projet et le personnel du PNUD chargé de la supervision et du suivi du projet. Des informations pertinentes sur le déroulement de la mission et les partenaires clefs à investiguer dans le cadre de l'évaluation ont été communiquées à l'équipe d'évaluation. Celle-ci à son tour a exposé la stratégie arrêtée pour la conduite de l'évaluation et des besoins de l'équipe d'évaluation.

14/08/2018 : échanges entre l'expert international et national commis à l'évaluation et finalisation du rapport initial de la mission : la rencontre entre les deux experts s'est tenu à l'hôtel sur la méthodologie de l'évaluation et les outils et instruments de collecte des données sur le terrain. Suite à ces échanges le rapport de démarrage qui avait déjà initié par le consultant national a été finalisé et envoyé à la coordination du projet REMECC.

15/08/2018 : Planification concertée des investigations entre l'équipe des évaluateurs et le personnel du projet et entame de la consultation des acteurs centraux. A cet effet le nombre de sites à investigués, le temps à consacrer aux différentes localités d'intervention du projet a été estimé et clarifiés pour sortir un chronogramme opérationnel. La consultation des ministères clefs membres du comité de pilotage a été entamée immédiatement à l'issu de la planification.

16 au 29/08/2018 : consultation des acteurs et collecte de donnée terrain (enquête ménages et entretien). Les évaluateurs ont été introduits auprès des bénéficiaires et des autorités administratives régionales et préfectorales de tutelles par l'unité de coordination et les secrétaires techniques

préfecturaux du projet. La collecte des données s'est effectuée sur base d'un questionnaire ménages s'adressant aux outputeurs et de guides d'entretien pour l'administration. La collecte des données sur le terrain a concerné

- 2 régions (Labé, Boké)
- 3 préfectures (Gaoual, Koundara, Mali)
- 6 collectivités rurales (Yambèring, Hidayatou, Kounsitèl, Koumbia, Guingan, Sambailo)
- 15 sites/Exploitations agricoles, 22 exploitants

Les 24 et 25 Aout ont été particulièrement mis à profit pour approfondir les échanges avec le personnel du projet et consulter les documents et au niveau du siège du projet à Labé

30/12/2016 : Restitution des conclusions initiales par l'équipe d'évaluation représentée par Drissa SOULAMA chef de mission et Thierno DIALLO, expert national. Restitution faite en présence du chargé de programme environnement et développement durable du PNUD et le représentant résident du PNUD. Des suggestions d'amélioration des résultats de l'évaluation ont été faite et une liste supplémentaire d'acteurs à interviewé a été soumise à l'équipe d'évaluation

E. Liste des documents examinés par les évaluateurs

Documents nationaux de référence

1. Vision Guinée 2015
2. Politique sectorielles de l'agriculture
3. PANA GuinéeGuinée
4. Document de Stratégie de Réduction de la Pauvreté
5. Plan Quinquennal de Développement socio-économique
6. Plan National de Développement Economique et Social PNDES 2016-2020

Documents de référence du SNU et du PNUD :

1. Plan Cadre des Nations Unies pour l'Aide au Développement 2013-2017
2. CPAP 2013-2017
3. Rapport d'évaluation à mi-parcours CPD 2013-2017
4. Rapport d'évaluation finale CPD 2013-2017
5. Rapport d'évaluation à mi-parcours de l'UNDAF 2013-2017
6. Rapport d'évaluation finale de l'UNDAF 2013-2017

Documents relatifs au projet :

1. Descriptif du projet
2. Rapport de lancement du projet
3. Rapports annuels de progrès
4. Compte rendus des réunions du comité de pilotage
5. Les plans d'aménagement et de gestion des plantations forestières

6. Les cartes géo référencées pour visualiser les sites d'intervention du projet;
7. Les guides et manuels de formation ;
8. L'étude d'identification des impacts socioéconomiques
9. La revue à mi-parcours

10. Situation de Référence
11. Rapport Annuels d'Activités (2014 à 2018)
12. Plans de travail et budgets du projet
13. Rapports de mise en œuvre du projet (PIR/APR)
14. Rapports revues sectorielles
15. Rapports des comités de pilotage
16. Rapports techniques et publications du projet
17. Série de rapports de mission
18. Série rapports d'ateliers
19. Articles divers
20. Rapport évaluation à mi-parcours du projet (novembre 2016)

F. Tableau des questions d'évaluation

Il s'agit d'une liste générique, devant être détaillé par l'ajout de questions par le bureau de pays et le Conseiller technique FEM du PNUD sur la base des spécificités du projet.

Critères des questions d'évaluation	Indicateurs		Sources	Méthodologie
Pertinence : Comment le projet se rapporte-t-il aux principaux objectifs du fonds des pays les moins avanca du FEM (GEF/LDCF) et aux priorités en matière d'adaptation au changement climatique, d'environnement et de développement au niveau local, régional et national ?				
Pertinence il s'agit d'analyser la pertinence des activités mise en œuvre par rapport à la stratégie utilisée, aux objectifs du projet, d'une part. D'autre part, il s'agit d'analyser la pertinence du projet à la contribution aux effets escomptés des cadres de planification du SNU dont le PNUD et du FEM et ses complémentarités et synergies avec d'autres projets du PNUD et les interventions d'autres partenaires qui contribuent aux mêmes objectifs nationaux.	• Comment l'approche genre a-t-elle été prise en compte dans le développement du projet et comment est-elle intégrée dans la mise en œuvre des activités ?	• Niveau de prise en compte de l'approche genre lors de la formulation du projet • Niveau d'intégration de l'approche genre dans les stratégies de mise en œuvre des activités, au sein du comité de pilotage et des organes de gestion •	• Document de projet • Cadre logique • Rapports d'activités • Rapports thématiques • Plans de travail annuels • Membres comité de pilotage • Rapport de démarrage • APR • Partie Nationale • Unités de coordination • PNUD • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux • Associations féminines	• Entretiens • Groupes de discussion • Revue documentaire •
	• Les activités développées ont-elles contribué à l'amélioration des capacités d'adaptation des bénéficiaires aux effets néfastes du changement climatique	• Nombre de personnes dont les capacités d'adaptation sont renforcées	• Rapports d'activités • Rapports thématiques • Partie Nationale • Unités de coordination • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux	• Entretiens • Groupes de discussion • Revue documentaire •

	• Les activités développées ont-elles permis une séquestration ou/et une réduction des émissions de CO₂ ?	• Superficie reboisée, restaurée ou sauvée • Nombre de parcelles agroforestières	• Rapports d'activités • Rapports thématiques • Partie Nationale • Unités de coordination • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux	• Entretiens • Groupes de discussion • Revue documentaire •
	• Des solutions alternatives ont-elles permis l'amélioration des revenus des populations ?	• Nombres de bénéficiaires, • Taux d'accroissement des revenus • Autres indicateurs de l'amélioration des conditions de vie	• Rapports d'activités • Rapports financiers • Rapports thématiques • Partie Nationale • Unités de coordination • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux	• Entretiens • Groupes de discussion • Revue documentaire •
	• Les activités développées ont-elles contribué à l'amélioration de la sécurité alimentaire des populations ?	• Taux d'accroissement des Rendements	• Rapports d'activités • Rapports thématiques • Partie Nationale • Unités de coordination • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux	• Entretiens • Groupes de discussion • Revue documentaire •
Efficacité : Dans quelle mesure les résultats escomptés et les objectifs du projet ont-ils été atteints ?				

Il s'agit d'analyser l'efficacité des activités en termes qualitatifs et quantitatifs. Autrement dit, c'est analyser l'apport du projet en termes de renforcement de capacités des ressources humaines, de mobilisation des ressources humaines et matériels (intrants) ainsi qu'en termes de facteurs qui ont influencé positivement ou négativement le bon déroulement des activités du projet dans l'atteinte des résultats	• Les résultats relatifs au renforcement de la résilience climatique des communautés des zones cibles du projet ont-ils été atteints ?	• Niveau d'atteinte des résultats	• Rapports d'activités • Rapports thématiques • Indicateurs de suivi • PIRs • Partie Nationale • Unités de coordination • PNUD • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux	• Entretiens • Groupes de discussion • Revue documentaire •
	• Quel est le taux d'appropriation du projet, de ses activités et résultats par les bénéficiaires ?	• Niveau d'appropriation par les bénéficiaires des activités du projet • Niveau de satisfaction des partenaires et bénéficiaires vis-à-vis de l'implication dans le processus décisionnel et de gestion	• Membres comité de pilotage • Partie Nationale • Unités de coordination • PNUD • Communautés bénéficiaires • Organisations et associations locales • ONG et bureaux d'études locaux • Communes rurales	• Entrevues • Groupes de discussion •
Efficiencia : Le projet a-t-il été mis en œuvre de façon efficiente, conformément aux normes et standards nationaux et internationaux ?				
Il s'agit d'analyser le niveau/degré d'utilisation des ressources humaines, Matérielles, financières et le temps utilisé Le consultant comprend qu'il doit fournir toute information utile	• Les coûts des activités de résilience au CC (réalisation des parcelles agroforestières, valorisation, élevage,...) sont-ils raisonnables comparés aux bénéfices	• Rapport cout-bénéfices	• Rapports financiers • Rapports d'activités • Rapports thématiques • Plans de travail annuels • Indicateurs de suivi • APR • Communautés bénéficiaires • Organisations et associations locales	• Entretiens • Groupes de discussion • Revue documentaire

trouvée lors de l'étude et qui pourrait nourrir ce point.	Les procédures de sélection des opérateurs ont-elles été respectées ?	Appréciation sur les procédures de sélection des opérateurs	ONG et bureaux d'études locaux	Entretiens
	Quelle est l'appréciation sur les cadres de collaboration mis en place entre les différentes organisations actives au sein du projet et l'appréciation sur la qualité du travail réalisé par les bureaux d'études et les ONG locales ?	Appréciation sur le travail réalisé par les bureaux d'études et les ONG locales	- Partie Nationale - Unités de coordination - PNUD - Communautés bénéficiaires - Organisations et associations locales - ONG et bureaux d'études locaux - Communes rurales	Entretiens
	Les dispositifs de suivi, d'accompagnement et d'évaluation en interne sont-ils réalisés tel que prévu dans le document de projet?	- Appréciation sur les procédures et les outils de SE et de rapportage - Pertinence avec les exigences du PNUD et du FEM en matière de SE	- Document de projet - Rapport atelier de démarrage - Plans de travail annuels - Rapports d'activités - PIRs - Membres comité de pilotage - Unités de coordination - PNUD	- Entretiens - Revue documentaire
Durabilité : Dans quelle mesure existe-t-il des risques financiers, institutionnels, socio-économiques ou environnementaux au maintien des résultats du projet à long terme ?				
Il s'agit d'analyser la durabilité de l'intervention. Le consultant comprend que Cette analyse doit porter sur le plan de la durabilité Technique, financière et sociale	Les Comités Locaux se sont-ils appropriés des résultats du projet	Niveau d'appropriation des résultats par les comités locaux	- Partie Nationale - Unités de coordination - PNUD	Entrevues
	Les collectivités locales, les institutions décentralisées,	Niveau d'appropriation des résultats par les collectivités locales	- Communautés bénéficiaires - Organisations et associations locales - ONG et bureaux d'études locaux	Entrevues

	régionales et nationales se sont-il appropriées les résultats Quel est le taux actuel de réussite des parcelles agroforestières ?	Taux de réussite des parcelles agroforestières	- Communes rurales - Rapports d'activités - Rapports thématiques - Communautés bénéficiaires - Organisations et associations locales - ONG et bureaux d'études locaux	- Revue documentaire - Entrevues - Groupes de discussion
Impact : Existe-t-il des indications à l'effet que le projet a contribué au (ou a permis le) progrès en matière de réduction de la tension sur l'environnement, ou à l'amélioration de l'état écologique ?				
Impact : Il s'agit d'analyser l'impact du projet sur le changement de comportement social vis-à-vis de la protection de l'environnement et de la conservation de la biodiversité et l'amélioration de la vie socioéconomique des populations riveraines. C'est aussi d'analyser les effets durables, positifs ou négatifs, directs ou indirects, prévus ou imprévus du projet	Quel est le niveau de réalisation de l'ensemble des produits attendus et des indicateurs de résultats ?	- Niveau de réalisation de l'ensemble des produits attendus - Niveau de contribution des produits réalisés par rapport aux résultats attendus, sur la base des indicateurs de résultats - Evolution de la valeur des indicateurs	- Cadre logique - Rapports d'activités - Rapports thématiques - Plans de travail annuels - Indicateurs de suivi - APR - Partie Nationale - Unités de coordination - PNUD - Communautés bénéficiaires - Organisations et associations locales - ONG et bureaux d'études locaux	- Revue documentaire - Entrevues - Groupes de discussion
	- Les conditions préalables à l'obtention des impacts ont-elles été mises en place ?	- Appréciation sur la probabilité d'atteinte des impacts - Facteurs pouvant influencer sur l'atteinte des impacts		
	Le projet a-t-il eu des effets attendus ou non attendus sur les revenus et la vie des bénéficiaires et a-t-il contribué à la réduction du stress environnemental et/ou l'amélioration du statut écologique	- Effets et changements attendus ou non sur les revenus et la vie des bénéficiaires - Niveau de sensibilisation du public sur les questions de		

	- conservation de la biodiversité et le soutien du public pour les activités de conservation - Degré de contribution des activités du projet à l'atteinte des OMD et du changement climatique avec une attention particulière concernant, le genre et de la réduction de la pauvreté		
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Échelles de notations

Notations pour les résultats, l'efficacité, l'efficience, le suivi et l'évaluation et les enquêtes	Notations de durabilité :	Notations de la pertinence
6 Très satisfaisant (HS) : pas de lacunes	4 Probables (L) : risques négligeables pour la durabilité	2 Pertinent (P)
5 Satisfaisant (S) : lacunes mineures	3 Moyennement probable (MP) : risques modérés	1 Pas pertinent (PP)
4 Modérément satisfaisant (MS)	2 Moyennement peu probable (MU) : des risques importants	Notations de l'impact :
3 Modérément Insatisfaisant (MU) : des lacunes importantes	1 Improbable (U) : risques graves	3 Satisfaisant (S)
2 Insatisfaisant (U) : problèmes majeurs		2 Minime (M)
1 Très insatisfaisant (HU) : de graves problèmes		1 Négligeable (N)
Notations supplémentaires le cas échéant :		
Sans objet (S.O.)		
Évaluation impossible (E.I.)		

G. Questionnaire utilisé et résumé des résultats

■ Outil 1. Efficacité de progression vers les résultats escomptés

Outil 1. Cliché d'Evaluation –Efficacité de progression vers les résultats escomptés

Nom / description du Group interviewé _____ Date _____

Interviewé _____ contact _____ Commune _____ préfecture-----Région

Lorsque les personnes interviewées ne connaissent pas la réponse ou que la réponse n'est pas applicable, marquez 0.
Les réponses doivent être fournies dans les cases correspondantes aux colonnes Labé et Boké.

Références METT	Logique projet/ (Référence AMAT)	Modalités	Score	Labé	Boké	Commentaires et illustrations
	Produit 1.3. Nombre de plans de gestion agroforestière et outils de réglementation des terres développés et intégrant la gestion du risque lié au changement climatique					
1. Statut de la zone d'intervention	Est-ce que les zones d'intervention	Les zones ciblées pour l'intervention n'ont pas de statut particulier	0			
contexte	ciblées ont un statut local/national/régional reconnu pour la conservation,	Les zones ciblées sont des zones à vocation pour la production et l'économie locales	1			
	l'adaptation ou la coopération	Les zones ciblées sont des points d'entrée pour la coopération transfrontalière	2			
		Les zones ciblées pour l'intervention sont des sites clefs pour la résilience au changement climatique	3			
2. Statut des sites	Est-ce que les sites aménagés pour la pratique AGF ont un statut reconnu auprès des autorités	Les sites aménagés ne sont pas reconnus par l'autorité gestionnaire ou les résidents locaux/les usagers de la terre	0			
Contexte		Les sites aménagés sont reconnues par l'autorité gestionnaire mais ne sont pas connue des résidents locaux/les exploitants de la terre (une cartographie a été établie sans implication des communautés)	1			

		Les sites aménagés sont connus des autorités gestionnaires et par les résidents locaux mais ne sont pas convenablement matérialisés (cartographie participative sans démarcation)	2			
		Les sites aménagés sont connus des autorités gestionnaires et par les résidents locaux et sont convenablement matérialisée (ouverture de pare feu, haies vives, grilles etc.)	3			
Produit 1.1.les Plans de Développement Local, Plans Annuels d'Investissement et BCA des CR de GKM sont mis à jour.						
6a Plan de développement ou de gestion	Le projet à t i l permis d'aboutir à une mise à jour plan de gestion et qui est mis en œuvre?	Il n'y a pas de PDL, PAI, BCA des CR de GKM mis à jour	0			
Planification		Un PDL a été mis à jour mais cela n'inclue par les PAI ni les BCA	1			
		Un PDL a été mis à jour et cela inclue les PAI	2			
		Un PDL a été mis à jour et cela inclue les PAI et les BCA	3			
6 b Points additionnels	Quel a été le niveau d'implication des acteurs dans l'élaboration/la mise en œuvre du Plan ?	Le processus de planification n'a pas permis l'implication des parties prenantes	0			
		Le processus de planification a donné l'occasion aux parties prenantes clés d'influencer le PDL	1			
Planification/Produits		Il y a un schéma établi et une procédure pour la revue périodique et actualisation du plan	2			
		Les résultats de la recherche, du suivi évaluation sont quotidiennement incorporés dans la mise à jour	3			
Produit 2.1. les parties prenantes ciblées des préfectures de GKM ont un accès à des informations agro météorologiques pertinentes						
7. Inventaire des ressources	Avez-vous assez d'informations agro météorologiques pour votre améliorer votre pratique?	Il y a très peu ou pas d'informations agro météorologique disponibles pour planifier et mener les activités agro sylvo pastorales	0			
Intrant		L'information agro météorologique existe mais elle n'est pas pertinente pour appuyer la prise de décisions, planification et la pratique	1			

		L'information agro météorologique existante est pertinente pour appuyer la prise de décisions, planification et la pratique mais le travail de mise jour continu nécessaire n'est pas maintenu	2			
		L'information agro météorologique existante est pertinente pour appuyer la prise de décisions, planification et la pratique et elle est maintenue	3			
8. Stratégie IEC	Y-a-t-il une stratégie avec des outils IEC pour la diffusion et l'usage de l'information agro météorologique auprès de bénéficiaire?	Il n'existe pas de stratégie ni d'outils IEC	0			
Planification/produit		Il existe une stratégie mais les outils ne sont pas élaborés conformément à la stratégie	1			
		Il existe une stratégie et les outils IEC sont élaborés conformément à la stratégie mais plusieurs outils ne sont pas vulgarisés et diffusés	2			
		Une stratégie et des outils IEC et la plupart des outils élaborés sont vulgarisées et diffusés auprès des parties prenantes	3			
9. Recherche	Le projet a-t-il contribué à instaurer un programme de gestion- ou un travail de recherche	Il n'y a pas de travail de recherche instauré/appuyé par le projet	0			
Intrants		Il y a quelque enquête ad hoc et un travail de recherche instauré/appuyé par le projet	1			
		Le projet a appuyé/instauré un travail de recherche ou de suivi considérable dans le domaine agro météorologique mais il n'est pas dirigé vers les besoins de résilience.	2			
		Il y a un programme compréhensif et intégré de suivi et de recherche mise en place/accompagné par le projet, qui sont convenables aux besoins de résilience	3			
3.2. Augmentation de la production forestière : des villages appuyés par le projet ont créé des plantations forestières et fruitières						
10. Gestion des ressources		Les conditions requises pour une gestion active des écosystèmes, espaces forestiers et zones agro climatiques critiques n'ont pas été	0			

processus	Le projet a-t-il contribué à ce que des écosystèmes, espaces forestiers ou zones agro climatiques critiques soit adéquatement gérée (ex. pour les feux de brousse, les espèces envahissantes)?	Les conditions requises pour une gestion active des écosystèmes, espaces forestiers et zones agro climatiques critiques, sont améliorés grâce au projet mais ne sont pas prises en compte.	1			
		Les conditions requises pour une gestion active des écosystèmes, espaces forestiers ou zones agro climatiques critiques sont améliorés par le projet mais seulement partiellement prises en compte	2			
		Les conditions requises pour une gestion active des écosystèmes, espaces forestiers ou zones agro climatiques critiques ont été amélioré par le projet et sont substantiellement ou totalement prises en compte	3			
Produit 3.1a. Augmentation de la outputivité agricole (rendement en t/ ha) dans la zone ciblée :agriculteurs des 15 CR ciblées dans le GKM formés sur des pratiques agroforestières résilientes aux changements climatiques						
11. Nombre du personnel	Y-a-t-il un personnel supplémentaire d'encadrement pour accompagner les outputeurs?	Il n'y a pas de personnel supplémentaire employé grâce au projet	0			
Intrants		Le projet a permis d'avoir du personnel supplémentaire mais le nombre est inadéquat pour les activités critiques de supervision	1			
		Le projet a permis d'avoir du personnel supplémentaire mais le nombre du personnel est sous le niveau optimal pour la supervision critique des activités	2			
		L'effectif du personnel est adéquat pour les besoins d'encadrement des outputeurs sur le site.	3			
12. Formation du personnel	Le projet a-t-il contribué à la formation du personnel paysans et personnel technique des services de vulgarisation (avec une équité genre) ?	Le personnel n'a pas été formé par le projet	0			
		La formation du personnel et ses connaissances assurés par le projet restent bas par rapport aux besoins d'encadrement	1			
Intrants/Processus		La formation du personnel et les connaissances est adéquates mais pourraient être améliorées pour atteindre complètement les objectifs d'équité du genre d'encadrement des paysans	2			
		La formation du personnel et les connaissances sont conformes aux besoins d'encadrement des paysans et à l'équité du genre	3			

		1.2. Actions spécifiques et budget de l'adaptation au changement climatique (l'agroforesterie)					
13. Budget actuel	Intrants	Est-ce que le projet a contribué à la mise en place d'un budget suffisant?	Le projet n'a pas pu appuyer/renforcer le budget pour l'adaptation au changement climatique	0			
			Le projet a pu appuyer/renforcer le budget disponible mais il est inadéquat aux besoins élémentaires d'adaptation et présente une contrainte sérieuse à la capacité de résilience.	1			
			Le projet a pu appuyer/renforcer la mise en place d'un budget disponible acceptable mais pourrait être amélioré pour atteindre pleinement les besoins de résilience	2			
			Le projet a pu appuyer/renforcer le budget disponible qui est suffisant pour faire face aux besoins essentiels de résilience	3			
14. Autonomie de budget	Produits/Résultat	Est-ce que le projet a contribué à la mise en place d'un budget autonome pour la résilience, l'adaptation?	Il n'y a pas de budget autonome pour l'adaptation au changement climatique	0			
			Il y a un budget dérisoire et la résilience au changement climatique est tributaire des financements extérieurs	1			
			Il y a raisonnablement un budget autonome pour la résilience mais beaucoup d'innovations et de pratique d'adaptation dépendent d'un financement extérieur	2			
			Il y a un budget autonome pour la résilience au changement climatique et sa gestion nécessite d'être échelonnée sur un cycle d'années	3			
		3.1.b Augmentation de la outputivité agricole (rendement en t/ ha) dans la zone ciblée : 80% (soit 1.200) des agriculteurs formés mettant en œuvre les pratiques/technologies d'adaptation introduites par le projet avec 5% d'augmentation de la outputivité.					
15. Aménagements et équipements alternatifs	Produits/ Résultats	Y-a-t-il des aménagements adéquats et des équipements alternatifs mis en	Le projet a peu ou pas accompagné la mise en place des aménagements et de des équipements de production alternative	0			
			Le projet a appuyé la réalisation des aménagements et la mise en place certains équipements favorables à des modes de production alternative mais ils sont inadéquats	1			

	place ou réhabilités par le projet?	Le projet a appuyé la réalisation des aménagements et la mise en place certains équipements favorables à des modes de production alternative mais des lacunes majeures subsistent et entravent la gestion	2			
		Le projet a appuyé la réalisation des aménagements et la mise en place certains équipements opérationnels favorables à des actions de production alternative résilientes au changement climatique	3			
16. Suivi et entretien	Est-ce que les aménagements et équipement réalisés sont suivis et entretenus adéquatement?	Il y a peu ou pas de suivi- entretien des aménagements et	0			
Processus		Le projet a instauré un certain suivi et des aménagements et installation du projet	1			
		Le projet a instauré un suivi mais il y a certaines lacunes importantes dans le suivi des aménagements et installations du projet	2			
		Les aménagements et installations du projet sont bien suivis et entretenus	3			
Produit 3.3 Augmentation des revenus des bénéficiaires du projet : des agriculteurs soutenus par le projet enregistrent 5% (au moins) d'accroissement de leurs production et revenus						
17. Les activités génératrices de revenue	Quels sont les activités qui ont été développés/appuyés par le projet pour permettre aux agriculteurs de générer des revenus à partir basés sur des pratiques résilientes ?	Le projet n'a développé/appuyé aucune activité pour accompagner les agriculteurs à générer des revenus basés sur des pratiques résilientes	0			
Processus		Le projet a développé/appuyé des activités pour accompagner les outputeurs à générer des revenus basé sur les pratiques résilientes, mais ces activités restent largement tributaires des subventions accordées	1			
		Le projet a développé/appuyé des activités pour accompagner les outputeurs à générer des revenus basé sur les pratiques résilientes, ces activités seront maintenues grâce à l'appui des autorités/mécanismes de subventions locales en places	2			
		Le projet a développé/appuyé des activités pour accompagner les outputeurs à générer des revenus basé sur les pratiques	3			

		d'adaptation, ces activités seront pérennisées à travers une organisation autonomes des agriculteurs				
SCORE TOTAL DU POSSIBLE						
POURCENTAGE DU POSSIBLE						

■ Outil 2. Cliché d'Evaluation /approche de MEO Globale

Outil 2. Cliché d'Evaluation /approche de MEO Globale

Nom / description du Group interviewé _____ Date _____

Commune _____ Préfecture _____ Région _____

Lorsque les personnes interviewées ne connaissent pas la réponse ou que la réponse n'est pas applicable, marquez 0. Les réponses doivent être fournies dans les cases ombrées sur la droite.

No.	Note	0	1	2	Note finale
	Questions d'évaluation liées au Contexte /pertinence				
1	Les activités du projet sont-elles conformes aux priorités, plans ou programmes nationaux ou locaux	Il n'y a aucune connaissance des activités réalisées dans le cadre de ce projet	Il y a des activités réalisées, mais les personnes interrogées ne savent pas comment elles ont été planifiées	Les personnes interrogées peuvent expliquer les activités réalisées et décrire la conformité avec plans ou programmes nationaux ou locaux	
2	Le projet fait il suite à une requête spécifique de la part des	Il n'ya pas de liens véritable entre le projet et les besoins	Certaines des activités des projets répondent à certaines attentes pressantes des	La quasi-totalité des actions du projet répondent à des attentes pressantes	

Rapport d'Evaluation

No.	Note	0	1	2	Note finale
		communautés, des collectivités ou du gouvernement	des communautés, des collectivités ou de l'Etat	communautés, des collectivités et de l'Etat	des communautés des collectivités et de l'Etat
Questions d'évaluation liées au processus					
3		Avez-vous été associés directement ou indirectement à la formulation des actions du projet en tant que parties prenantes	Non, nous n'avons pas été associé ou nous ne savons pas sur quelles base les actions ont été identifiées et formulées	Nous avons participé en mettant à disposition l'information de base à notre niveau	Nous avons fournis l'information de base pour la formulation du projet et nous nous sommes prononcés sur la pertinence des actions envisagées
4		Les activités sont-elles effectuées tel que planifiées	Il n'y a aucune connaissance des activités réalisées dans le cadre du projet	Il y a des activités réalisées, mais les personnes interrogées ne sont pas comment elles ont été planifiées	Les personnes interrogées peuvent expliquer les activités réalisées et décrire certaines des actions qui ont été planifiées
5		Comment les activités mise en œuvre devaient-elles être conçues pour mieux fonctionner?	Les activités mises en œuvre ne traduisent pas les préoccupations des bénéficiaires	Certaines activités mériteraient d'être revues avant de passer à la mise en œuvre pour mieux correspondre aux besoins des bénéficiaires	Les activités du projet ont été bien conçues et correspondent aux préoccupations des bénéficiaires
6		Quels enseignements peut-on tirer de la façon	Déroulement non conforme à la planification initiale	Déroulement peu conforme à la planification initiale	Déroulement conforme à la planification initiale

No.	Note	0	1	2	Note finale
	dont s'est déroulé le projet	(Activités mise en œuvre non planifiées)			
7	À quel point les parties prenantes sont-elles satisfaites de leur intervention dans ce projet	Il n'y a pas d'implication des parties prenantes dans la mise en œuvre ou des activités du projet	Les parties prenantes sont de temps en temps impliquées mais ne participent pas tellement dans la mise en œuvre	Les représentants des parties prenantes prennent part à la mise en œuvre	
8	Le projet touche-t-il la population ciblée?	Les communautés initialement ciblées n'ont pas été atteintes : ou bien la plupart des communautés atteintes n'ont pas été initialement ciblées	Seules une partie des populations ciblées a été atteinte	Toutes les populations et bénéficiaires ciblés ont été atteints dans la mise en œuvre des activités	
	Questions d'évaluation liées aux extrants				
9	Le projet a-t-il touché le nombre de bénéficiaires visés	Moins de 50% des bénéficiaires visés ont été atteints	50-75% des bénéficiaires visés ont été atteint	Plus de 75 % des bénéficiaires visés ont été atteint	
10	Le projet a-t-il procuré les services prévus ?	Les services prévus par le projet n'ont pas été fournis	Quelques services prévus par le projet ont été fournis	Un bon nombre de services prévus par le projet ont été fournis	
11	Les activités sont-elles menées aux produits attendus?	Les activités mises en œuvre n'ont pas permis d'accéder aux produits/résultats attendus	Les activités mises en œuvre ont permis d'accéder à quelques produits/résultats attendus	Les activités mises en œuvre ont permis d'accéder la plupart des produits/résultats attendus	

No.	Note	0	1	2	Note finale
12	Y a-t-il des produits/résultats inattendus ?	Tous les résultats/produits du projet ont été initialement prévus	Il ya quelques résultats/produits inattendus	Il y a un bon nombre de produits/résultats inattendus	
	Questions d'évaluation liées aux résultats/impacts				
13	Les bénéficiaires ont-ils eu des changements dans leur qualité de vie (compétences, connaissances, pratiques gains)	Il n'y a pas de changements notables dans dans leurs qualité de vie (compétences, connaissances pratiques, gains)	Il y a eu quelques changements dans, dans leurs qualité de vie (compétences, connaissances, pratiques, gains)	Il y a des changements notables dans dans leurs qualité de vie (compétences, connaissances, pratiques, gains)	
14	À quels niveaux de changements est on parvenu ?	un changement sur au plus un des domaines d'intervention visés	Un changement dans quelques domaines d'intervention visés par le projet	Un changement dans tous les domaines d'intervention visés par le projet centrale/déconcentrée, les donateurs	
15	Est-ce que le projet a permis de développer de meilleur réseautage et de meilleurs partenariats?	Nous n'avons pas pu établir des partenariats collaboration	Nous avons établis des partenariats avec un type de partenaire (collectivités, CBO, OSC, privé, étatique etc.)	Nous travaillons avec au moins quatre type de partenaire nationaux et des partenariats transfrontaliers	
16	Les interventions du projet ont-ils répondu aux préoccupations pour lesquelles le projet a été initié?	Les préoccupations de départ auxquelles les interventions ont permis de répondre sont très infimes par rapport à celles restées sans issues	Les interventions ont permis de répondre à certaines préoccupations de départ mais les besoins existent toujours	Les interventions ont permis de répondre à la quasi-totalité des préoccupations de départ	

No.	Note	0	1	2	Note finale
17	Y aurait-il des besoins apparentés né au cours de la mise en œuvre du projet qui n'étaient pas planifiés	Les besoins apparentés qui ont émergé sont plus importants que les besoins initiaux	Quelques besoins apparentés ont émergés à l'issue des interventions	Les besoins apparentés ayant émergés à l'issue des interventions sont négligeables	
	Questions d'évaluation liées à d'autres possibilités et aux enseignements tirés				
18	Qu'est-ce qui aurait pu être fait différemment afin que le projet puisse être réalisé de manière plus efficace?	Toutes les étapes (de l'initiation à la mise en œuvre) et composantes (coordination et gestion, investissements et réalisations) du projet auraient pu être faites autrement	Certaines étapes et composantes du projet auraient pu être exécutées autrement	Les étapes et options retenues par le projet sont efficaces	
19	Quels changements importants devraient être apportés au projet pour mieux réaliser ses objectifs	Les changements importants doivent concerner toutes les étapes (de l'initiation à la mise en œuvre) et composantes (coordination et gestion, investissements et réalisations) du projet	Les changements importants doivent concerner certaines étapes (de l'initiation à la mise en œuvre) et composantes (coordination et gestion, investissements et réalisations) du projet	Les étapes et composantes du projet devraient être maintenues	
20	Quels résultats faut-il envisager si une organisation veut répéter ce projet ou en entreprendre un semblable?	Aucun des résultats ou domaine de résultats du projet n'est reproductible	Quelques résultats/domaines de résultats sont susceptibles d'être reproduits ou mis à l'échelle	La plupart des résultats/domaines de résultats sont susceptibles d'être reproduits ou mis à l'échelle	

Question	Commentaires Supplémentaires et illustrations
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■ Outil 3 : Questionnaire ménage

SECTION 00 : RENSEIGNEMENTS GÉNÉRAUX

S0Q00	NUMERO QUESTIONNAIRE:	
S0Q01	ENQUETEUR:	
S0Q02	SUPERVISEUR:	
S0Q03	DATE DE L'ENQUETE:	
S0Q04	CODE ENQUETEUR:	

S00Q09 Région

S00Q10 Prefecture

S00Q11 Communes.....Contact du ménage.....Non du chef de ménage

SECTION 1 : IDENTIFICATION DU REPONDANT ET DONNEES SOCIO-DEMOGRAPHIQUES DU MENAGE

Num.	Libelle de la question	Modalités	Aller à
S1Q102	Sexe	Masculin →1 Féminin→2	
S1Q103	Age	/__/_/	
S1Q104	Titre de la personne enquêtée	Chef de ménage→1 Epouse→2 Enfant→3 Autre (préciser)→9	
S1Q105	Quelle est votre situation matrimoniale ?	Célibataire.....→1 Marié Monogame...→2 Marié polygame.....→3 Divorcé.....4 Veuf / veuve→5 Autre (à préciser)...→9	
S1Q106	Niveau d'éducation	Aucun niveau →1	

		Alphabétisation →2 Primaire →3 Secondaire →4 Supérieur →5	
S1Q107	Statut du ménage	Sédentaire →1 Rapatrié2 déplacé interne3	
S1Q108	Origine (provenance) du ménage	Autochtone→1 Autre localité du pays →2 Autre localité d'un autre pays →3	
S1Q109	Nombre de personnes vivant dans le ménage	Femmes moins de 16 ans /____/ Hommes moins de 16 ans /____/ Hommes actif + de 16 ans...../____/ Femmes actives + de 16 ans.../____/ Total :/____/	
S1Q110	Quelles sont les activités du ménage ?	Agriculture.....→1 Elevage.....→2 Pêche.....→3 Chasse.....→4 Foresterie.....→5 Bûcheron.....→6 Tourisme→7 Autre (à préciser)...→8	Plusieurs réponses possibles
S1Q111	Classer par ordre d'importance en termes de revenues, les principales activités du ménage.		



SECTION 2 : IMPACT DU PROJET A L'ECHELLE DES EXPLOITATIONS

Num.	Libelle de la question	Modalités	Aller à
S2Q201	Les superficies de votre exploitation agricole ont-elles diminué ou augmenté suite aux interventions du projet ?	Oui →1 Non →2	Si 1 →Q201 Si 2 →Q203
S2Q202	Donner une estimation de l'évolution de la superficie de vos champs grâce aux interventions du projet ? <i>Faite précédé du signe (-) si diminution</i>	Petit1 Moyen2 Grand3	
S2Q203	La main d'œuvre intervenant dans votre exploitation a-t-elle évolué suite aux interventions du projet	Oui →1 Non →2	Si 1 →Q204 Si 2 →Q205
S2Q204	De combien ont augmenté / diminué les effectifs des personnes participant aux travaux champêtres <i>Faite précédé du signe (-) si diminution</i>	Main d'œuvre familiale • Hommes : /___/___/ • Femmes : /___/___/ • Garçons : /___/___/ • Filles : /___/___/ Main d'œuvre rémunérée • Hommes : /___/___/ • Femmes : /___/___/ • Garçons : /___/___/ • Filles : /___/___/	
S2Q205	Avez-vous été doté d'équipement par le projet pour l'amélioration de votre production	Oui →1 Non →2	Si 1 →Q206 Si 2 →Q205
S2Q206	De Combien d'équipements agricole et d'animaux de avez-vous bénéficié pour le travail dans votre exploitation grâce au projet?	Petits équipements (houes, brouettes, pelle, pique /___/___/ compostière /___/___/ Puits amélioré /forage /___/___/ Ruches /___/___/ Plants fruitiers /___/___/ Grillage pour clôture /___/___/ Plants forestiers pour haies /___/___/ Autres (préciser) /___/___/	
S2Q207	Est-ce que le projet a procédé à des aménagements agrosylvo pastoraux pour faciliter la pratique agro forestière ou pastorales	Oui : →1 Non : →2	
S2Q208	Votre bétail a-t-il accès aux aires protégées (forêt classée) ?	Oui en tout temps Oui en cas de crise alimentaire Non	
S2Q209	Quelles sont les nouvelles sources de revenus annuels de votre exploitation suggérées ou appuyé par le projet ?	Agriculture → 1 Elevage → 2 Pêche → 4 maraichage → 5 foresterie → 6 Tourisme → 7 Produits Forestiers Non Ligneux → 8 Apiculture → 9 Activités artisanale → 10 Autres (à préciser) → 11	

S2Q210	Donnez une estimation des gains/perte de revenus annuels des activités du ménage suite aux interventions du projet <i>Faite précédé du signe (-) si perte</i>	Agriculture /___/___/___/___/___/ FGN Elevage /___/___/___/___/___/ FGN Pêche /___/___/___/___/___/ FGN Chasse /___/___/___/___/___/ FGN Foresterie /___/___/___/___/___/ FGN Tourisme /___/___/___/___/___/ FGN Produits Forestiers Non Ligneux/___/___/___/___/___/ FGN FGN Apiculture Activités artisanale Autres (à préciser) /___/___/___/___/___/ FGN	
S2Q211	Le projet a-t-il initié des formations techniques spécifiques à l'endroit des ménages/outputeurs dans votre localité ?	Oui : →1 Non : →2	Si 1 →Q212 Si 2 →Q218
S2Q212	Sur quels thèmes avez-vous été formé. Et vous étiez combien ?	Thème 1----- Nombre /___/___/___/ Thème 2----- Nombre /___/___/___/ Thème3----- /___/___/___/ Autres (préciser) nombre /___/___/___/	
S2Q213	Quelles sont les pratiques d'adaptions aux CC que vous pratiquez suite aux suggestions/appui du projet	En production végétale Courbe de niveau → 1 mulching→ 2 Compostières→ 3 Puits améliorés→4 Brise vents →5 Herbes fixatrices/herbes fourragères→6 Utilisation des variétés améliorées →7 association culturales →8 Système sous couvert végétale (SCV) →9 Autre →10 En production animale Embouche →1 Vaccination→2 Cultures fourragères →3 Traitement de la Paille à urée/mééasse →3 Ensilage →4 En production sylvicole RNA/mise en defens⁹→1 Haies vive antiérosive →2 Haie vive défensive →3 Parc agroforestier →4	Plusieurs réponses possibles

⁹RNA : Régénération Naturelle Assistée

		Autres (préciser) 9	
S2Q214	Le projet vous a-t-il accompagné dans le sens des contraintes que vous rencontrez dans votre activité	Oui : →1 Non : →2	Si 1 →Q215 Si 2 →fin
S2Q215	Quelles sont les contraintes pour la production agricole dans votre localité que le projet vous accompagne à lever ?	Pauvreté des sols → 1 insuffisance des terres → 2 Sècheresse →3 Maladies de plantes →4 Insectes ravageurs →5 Conflits agriculteurs – éleveurs →6 Systèmes d'exploitation (agriculture familiale) → 7 Niveau technique des outputeurs→ 8 Circuit de financement des outputeurs→10 Circuits de commercialisation →11 Autres (préciser) → 9	Plusieurs réponses possibles

	Domaines de résultats du projet
R1	Produit 1.1. les Plans de Développement Local, Plans Annuels d'Investissement et BCA des CR de GKM sont mis à jour
R2	Produit 1.2. Actions spécifiques et budget de l'adaptation au changement climatique (l'agroforesterie)
R3	Produit 1.3. Nombre de plans de gestion agroforestière et outils de réglementation des terres développés et intégrant la gestion du risque lié au changement climatique
R4	Produit 2.1. les parties prenantes ciblées des préfectures de GKM ont un accès à des informations agro météorologiques pertinentes
R5	Produit 3.1a. Augmentation de la outputivité agricole (rendement en t/ ha) dans la zone ciblée : agriculteurs des 15 CR ciblées dans le GKM formés sur des pratiques agroforestières résilientes aux changements climatiques
R6	Produit 3.1. b Augmentation de la outputivité agricole (rendement en t/ ha) dans la zone ciblée
R7	Produit 3.2. Augmentation de la production forestière : des villages appuyés par le projet ont créé des plantations forestières et fruitières
R8	Produit 3.3 Augmentation des revenus des bénéficiaires du projet : des agriculteurs soutenus par le projet enregistrent 5% (au moins) d'accroissement de leurs production et revenus



K. Formulaire d'acceptation du code de conduite du consultant en évaluation

Les évaluateurs:

1. Doivent présenter des informations complètes et équitables dans leur évaluation des forces et des faiblesses afin que les décisions ou les mesures prises soient bien fondées ;
2. Doivent divulguer l'ensemble des conclusions d'évaluation, ainsi que les informations sur leurs limites et les mettre à disposition de tous ceux concernés par l'évaluation et qui sont légalement habilités à recevoir les résultats ;
3. Doivent protéger l'anonymat et la confidentialité à laquelle ont droit les personnes qui leur communiquent des informations ; Les évaluateurs doivent accorder un délai suffisant, réduire au maximum les pertes de temps et respecter le droit des personnes à la vie privée. Les évaluateurs doivent respecter le droit des personnes à fournir des renseignements en toute confidentialité et s'assurer que les informations dites sensibles ne permettent pas de remonter jusqu'à leur source. Les évaluateurs n'ont pas à évaluer les individus et doivent maintenir un équilibre entre l'évaluation des fonctions de gestion et ce principe général.
4. Découvrent parfois des éléments de preuve faisant état d'actes répréhensibles pendant qu'ils mènent des évaluations. Ces cas doivent être signalés de manière confidentielle aux autorités compétentes chargées d'enquêter sur la question. Ils doivent consulter d'autres entités compétentes en matière de supervision lorsqu'il y a le moindre doute à savoir s'il y a lieu de signaler des questions, et comment le faire.
5. Doivent être attentifs aux croyances, aux us et coutumes et faire preuve d'intégrité et d'honnêteté dans leurs relations avec toutes les parties prenantes. Conformément à la Déclaration universelle des droits de l'homme, les évaluateurs doivent être attentifs aux problèmes de discrimination ainsi que de disparité entre les sexes, et s'en préoccuper. Les évaluateurs doivent éviter tout ce qui pourrait offenser la dignité ou le respect de soi-même des personnes avec lesquelles ils entrent en contact durant une évaluation. Sachant qu'une évaluation peut avoir des répercussions négatives sur les intérêts de certaines parties prenantes, les évaluateurs doivent réaliser l'évaluation et en faire connaître l'objet et les résultats d'une façon qui respecte absolument la dignité et le sentiment de respect de soi-même des parties prenantes.
6. Sont responsables de leur performance et de ce qui en découle. Les évaluateurs doivent savoir présenter par écrit ou oralement, de manière claire, précise et honnête, l'évaluation, les limites de celle-ci, les constatations et les recommandations.
7. Doivent respecter des procédures comptables reconnues et faire preuve de prudence dans l'utilisation des ressources de l'évaluation.

Formulaire d'acceptation du consultant en évaluation¹⁰

Engagement à respecter le Code de conduite des évaluateurs du système des Nations Unies

¹⁰www.unevaluation.org/unegcodeofconduct

Nom du consultant : Drissa SOULAMA

Nom de l'organisation de consultation (le cas échéant) : Consultant International

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à Ouagadougou le 05/08/2018



Signature : _____

L. Grandes lignes du rapport d'évaluation¹¹

i. Page d'introduction :

- Titre du projet financé par le FEM et soutenu par le PNUD
- N° d'identification des projets du PNUD et du FEM
- Calendrier de l'évaluation et date du rapport d'évaluation
- Région et pays inclus dans le projet
- Programme opérationnel/stratégique du FEM
- Partenaire de mise en œuvre et autres partenaires de projet
- Membres de l'équipe d'évaluation
- Remerciements

ii. Résumé

- Tableau de résumé du projet
- Description du projet (brève)
- Tableau de notations d'évaluation
- Résumé des conclusions, des recommandations et des enseignements

iii. Acronymes et abréviations

(Voir : Manuel de rédaction du PNUD¹²)

1 Introduction

- Objectif de l'évaluation
- Champ d'application et méthodologie
- Structure du rapport d'évaluation

2 Description et contexte de développement du projet

- Démarrage et durée du projet
- Problèmes que le projet visait à régler
- Objectifs immédiats et de développement du projet
- Indicateurs de base mis en place
- Principales parties prenantes
- Résultats escomptés

3 Conclusions

(Outre une appréciation descriptive, tous les critères marqués d'un (*) doivent être notés¹³)

3. Conception/Formulation du projet

1

- Analyse ACL/du cadre des résultats (Logique/stratégie du projet ; indicateurs)
- Hypothèses et risques
- Enseignements tirés des autres projets pertinents (par exemple, dans le même domaine focal) incorporés dans la conception du projet
- Participation prévue des parties prenantes
- Approche de réplique

¹¹Le rapport ne doit pas dépasser 40 pages au total (en excluant les annexes).

¹² Manuel de style du PNUD, Bureau des communications, Bureau des partenariats, mis à jour en novembre 2008

¹³ Utilisation d'une échelle de notations de six points : 6 Très satisfaisant, 5 : Satisfaisant, 4 : Partiellement satisfaisant, 3 : Partiellement insatisfaisant, 2 : Insatisfaisant et 1 : Très insatisfaisant. Voir la section 3.5 à la page 37 pour plus d'explications sur les notations.

- Avantage comparatif du PNUD
- Les liens entre le projet et d'autres interventions au sein du secteur
- Modalités de gestion

3. Mise en œuvre du projet

- 2
 - Gestion adaptative (modifications apportées à la conception du projet et résultats du projet lors de la mise en œuvre)
 - Accords de partenariat (avec les parties prenantes pertinentes impliquées dans le pays/la région)
 - Commentaires provenant des activités de suivi et d'évaluation utilisés dans le cadre de la gestion adaptative
 - Financement du projet :
 - Suivi et évaluation : conception à l'entrée et mise en œuvre (*)
 - Coordination au niveau de la mise en œuvre et de l'exécution avec PNUD et le partenaire de mise en œuvre (*) et questions opérationnelles

3. Résultats des projets

- 3
 - Résultats globaux (réalisation des objectifs) (*)
 - Pertinence(*)
 - Efficacité et efficience (*)
 - Appropriation par le pays
 - Intégration
 - Durabilité (*)
 - Impact

4 Conclusions, recommandations et enseignements

- Mesures correctives pour la conception, la mise en œuvre, le suivi et l'évaluation du projet
- Mesures visant à assurer le suivi ou à renforcer les avantages initiaux du projet
- Propositions relatives aux orientations futures favorisant les principaux objectifs
- Les meilleures et les pires pratiques lors du traitement des questions concernant la pertinence, la performance et la réussite

5 Annexes

- TR
- Itinéraire
- Liste des personnes interrogées
- Résumé des visites sur le terrain
- Liste des documents examinés
- Tableau des questions d'évaluation
- Questionnaire utilisé et résumé des résultats
- Formulaire d'acceptation du consultant en évaluation

E. équipe des consultants

N°	NOMS ET PRENOMS	CONTACTS TELEPHONE	Fonction
01	Drissa SOULAMA	+22670133621/+224629335759	Consultant international/ Chef de mission
02	Thierno Oumar DIALLO	+224 620 27 15 12	Consultant national
03			

04

F. Localités ciblées pour les enquêtes ménage

Région	Prefectures	Communes	Village/sites	Nor mé en
Labé	Mali	Yambèring	Pellal, Djindjinma, Téguélinzé, Baradj, Hansaghèrè, Pounneya	
		Hidayatou	Wedouwol, Madina Kounda, Kounda, Tokéwaré et Yentè	
	S/T			
Boké	Gaoual	Kounsitél	Bantala, sébétére, Kounsitel centre, Woton, Bommehoun	
		Koumbia	Tyankoun Diaré (3) et Faramadj (3)	
	S/T			
	Koundara	Guingan	Kifaya centre(3) km12 (1)	
		Sambailo	Sambailo centre (6)	
	S/T			
Total	03	06	33	33 et

Définition des termes et concepts

Termes	Définitions
Action de développement	Instrument d'aide utilisé par un partenaire (bailleur de fonds ou non) en vue de promouvoir le Développement. Par exemple, projets, programmes, avis ou conseils en matière de politiques.
Activité	Actions entreprises ou travaux menés en vue de produire des réalisations spécifiques. L'activité mobilise des ressources telles que des fonds, une assistance technique et d'autres types de moyens
Analyse des risques	Analyse ou appréciation de facteurs (appelés hypothèses dans le cadre logique) qui contribuent, ou pourraient contribuer, à l'atteinte des objectifs d'une intervention donnée. Examen détaillé des conséquences non voulues et négatives qu'une action de développement pourrait avoir sur la vie humaine, la santé, la propriété ou l'environnement. Processus visant à identifier systématiquement les conséquences indésirables et les risques, avec quantification de leur probabilité d'apparition et leur impact prévisible
Bénéficiaires	Individus, groupes ou organisations qui bénéficient de l'action de développement, directement ou non, intentionnellement ou non. Termes connexes : publics concernés, ciblés ou atteints.
But	Objectif énoncé relatif au projet ou au programme de développement
Cadre logique	Outil visant à améliorer la conception des actions, le plus souvent au niveau des projets. Cela suppose d'identifier les éléments stratégiques (ressources, extrants, réalisations, impacts) et leurs relations causales, les indicateurs, ainsi que les facteurs extérieurs (risques) qui peuvent avoir une influence sur le succès ou l'échec de l'action. Il facilite ainsi la conception, l'exécution et l'évaluation d'une intervention de développement. <i>Terme connexe: gestion axée sur les résultats</i>
Chaîne des résultats	Suite de relations de cause à effet qui mènent d'une action de développement à l'atteinte des objectifs. La chaîne des résultats commence par la mise à disposition des ressources, se poursuit par les activités et leurs extrants. Elle conduit aux

Termes	Définitions
	réalisations et aux impacts, et aboutit à une rétroaction. Dans quelques agences d'aide le public concerné fait partie de la chaîne des résultats. <i>Termes connexes: hypothèse, cadre de résultats</i>
Conclusions	Exposé des facteurs de succès et d'échec de l'action évaluée, avec un intérêt particulier accordé aux résultats et aux impacts, escomptés ou non, et plus généralement aux autres points forts et points faibles. Une conclusion fait appel à des données et des analyses élaborées à partir d'un enchaînement transparent d'arguments.
Constatations	Données avérées déduites d'une ou de plusieurs évaluations permettant d'établir des faits.
Données	Faits ou chiffres desquels vous pouvez tirer des conclusions
Effet	Changement escompté ou non, attribuable directement ou indirectement à une action. <i>Termes connexes : résultats (effet primaire, effet secondaire, effet inattendu, effet direct, effet externe, effet indirect, effet brut, effet net, effet de premier rang), réalisations</i>
Efficacité (succès, réussite)	Mesure selon laquelle les objectifs de l'action de développement ont été atteints, ou sont en train de l'être, compte tenu de leur importance relative. <i>Remarque : terme également utilisé comme système de mesure globale (ou comme jugement) du mérite et de la valeur d'une activité ; mesure selon laquelle une intervention a atteint, ou est en train d'atteindre, ses principaux objectifs pertinents, de façon efficiente et durable, et avec un impact positif en terme de développement institutionnel.</i> <i>Terme connexe : effectivité.</i>
Efficience	Mesure selon laquelle les ressources (fonds, expertise, temps, etc.) sont converties en résultats de façon économe.
Enseignements tirés	Généralisations, établies à partir de circonstances spécifiques relatives à des évaluations de projets, de programmes ou de politiques permettant de tirer des enseignements plus larges. Souvent les leçons soulignent les points forts et les points faibles dans la préparation, la conception et la mise en œuvre, qui ont un effet sur la performance, les résultats et l'impact.
Evaluation	Appréciation systématique et objective d'un projet, d'un programme ou d'une politique, en cours ou terminé, de sa conception, de sa mise en œuvre et de ses résultats. Le but est de déterminer la pertinence et l'accomplissement des objectifs, l'efficience en matière de développement, l'efficacité, l'impact et la durabilité. Une évaluation devrait fournir des informations crédibles et utiles permettant d'intégrer les leçons de l'expérience dans le processus de décision des bénéficiaires et des bailleurs de fonds.
Evaluation conjointe (partenariale)	Evaluation à laquelle participent différents organismes bailleurs et/ou leurs partenaires.
Evaluation ex ante	Evaluation qui est conduite avant la mise en œuvre d'une action de développement. <i>Termes connexes : appréciation préalable, étude de faisabilité, étude de base</i>
Evaluation ex post	Evaluation d'une action de développement une fois celle-ci terminée. <i>Remarque : ce type d'évaluation peut être réalisé tout de suite après l'achèvement de l'intervention ou longtemps après. Le but est d'identifier les facteurs de succès ou d'échec, d'apprécier la durabilité des résultats et des impacts, et de tirer des conclusions qui pourront être généralisées à d'autres actions.</i>
Evaluation externe	Evaluation d'une action de développement conduite par des services et/ou des personnes extérieures au bailleur de fonds et à l'organisation responsable de la mise en œuvre.
Evaluation indépendante	Evaluation d'une action de développement conduite par des services ou des personnes non liés aux responsables de la conception et de la mise en œuvre de l'action de développement. <i>Remarque : la crédibilité d'une évaluation dépend en partie de l'indépendance avec laquelle elle a été conduite. L'indépendance implique une liberté par rapport aux influences politiques et aux pressions des organisations. Elle est caractérisée par l'accès libre et complet à l'information et par une autonomie totale pour mener des investigations et en rendre compte</i>
Evaluation interne	Evaluation conduite par un service et/ou des personnes qui dépendent des responsables de l'action de développement chez le bailleur de fonds, chez ses partenaires ou au sein des organisations chargées de la mise en œuvre. <i>Terme connexe : auto-évaluation</i>

Termes	Définitions
Evaluation à mi-parcours	Evaluation conduite à la moitié de la mise en œuvre de l'action. Terme connexe : évaluation formative.
Evaluation participative	Méthode d'évaluation selon laquelle les représentants des agences d'aide et des autres parties prenantes (y compris les bénéficiaires) collaborent pour concevoir et conduire une évaluation et en tirer les conclusions
Evaluation de projet	Evaluation d'une action de développement individuelle conçue pour atteindre des objectifs spécifiques avec des ressources et un plan de travail déterminés, souvent dans le cadre d'un programme plus large.
Evaluation thématique	Evaluation d'un certain nombre d'actions de développement, toutes orientées vers une priorité spécifique de développement, qui s'applique de façon transversale aux pays, aux régions et aux secteurs.
Examen	Appréciation de la performance d'une action, périodiquement ou de façon ad hoc. Remarque: le terme "évaluation" est souvent appliqué pour une appréciation plus globale et/ou plus profonde que l'examen. L'examen tend à souligner les aspects opérationnels. Les termes "examen" et "évaluation" sont parfois utilisés comme synonymes
Extrant (produit)	Biens, équipements ou services qui résultent de l'action de développement. Le terme peut s'appliquer à des changements induits par l'action qui peuvent conduire à des effets directs. Les extrants sont assez immédiats et faciles à observer ou à mesurer
Fiabilité	Cohérence et consistance des informations sur la base desquelles se fondent l'évaluation et les jugements qui en découlent. La fiabilité fait référence à la qualité des techniques, procédures et analyses utilisées pour collecter et interpréter les données. Remarque : l'information est fiable si des observations répétées utilisant les mêmes outils dans des conditions identiques produisent des données similaires
Finalité	Objectif global vers lequel l'action de développement doit contribuer
Gestion axée sur les résultats	Stratégie de management orientée vers la performance, la réalisation d'extrants et l'accomplissement d'effets directs
Groupe cible (population cible)	Personnes ou organisations au bénéfice desquelles l'action de développement est entreprise.
Hypothèses	Suppositions déduites de facteurs ou de risques pouvant avoir des répercussions sur le progrès ou le succès de l'action de développement. Remarque : le terme hypothèse peut aussi s'appliquer aux facteurs qui conditionnent la validité de l'évaluation elle-même, par exemple les caractéristiques de la population dont est tiré l'échantillon d'une enquête. Dans une « approche théorique » de l'évaluation, les hypothèses émises sont systématiquement vérifiées par rapport à l'enchaînement des résultats escomptés.
Impacts	Effets à long terme, positifs et négatifs, primaires et secondaires, induits par une action de développement, directement ou non, intentionnellement ou non. Impact en termes de développement institutionnel Effets d'une action affectant, plus ou moins, la capacité d'un pays ou d'une région d'utiliser ses ressources propres (humaines, financières et naturelles), de façon plus efficiente, équitable et durable. Par exemple : (a) des mécanismes institutionnels mieux définis, plus stables, transparents et effectivement appliqués de façon prévisible, ou (b) pour les organisations concernées par ces changements institutionnels, un meilleur ajustement entre leur mandat, leurs missions et leurs capacités. Ces impacts peuvent inclure les effets, escomptés ou inattendus, d'une action.
Indicateur	Facteur ou variable, de nature quantitatif ou qualitatif, qui constitue un moyen simple et fiable de mesurer et d'informer des changements liés à l'intervention ou d'aider à apprécier la performance d'un acteur du développement. Signal qui révèle les progrès réalisés (ou non) vers l'atteinte des objectifs; Moyen de mesurer ce qui se produit effectivement par rapport à ce qui a été planifié en termes de quantité, de qualité et d'actualité des données.
Information	Données qui ont été enregistrées, classifiées, organisées, reliées ou interprétées dans un cadre (comme celui d'un projet) afin d'en faire ressortir une signification.
Indicateur de performance	Indicateur permettant de vérifier les changements intervenus en cours d'action ou les résultats obtenus par rapport à ce qui était planifié. <i>Termes connexes : suivi des performances, mesure des performances</i>

Termes	Définitions
Mesure des performances :	Système permettant d'apprécier les performances des actions de développement par rapport aux objectifs affichés. Termes connexes : suivi des performances, indicateurs.
Modèle des résultats (Cadre de résultats)	Représentation logique expliquant comment l'objectif de développement peut être atteint en prenant compte des relations causales et des hypothèses implicites. <i>Termes connexes : chaîne des résultats, cadre logique.</i>
Objectif de développement	Impact attendu, en termes physiques, financiers, institutionnels, sociaux, environnementaux ou autres, par une ou plusieurs actions de développement, au bénéfice d'une société, d'une communauté, d'un groupe de personnes
Objectif du programme ou du projet	Résultats que le programme ou le projet est supposé contribuer à générer en termes physiques, financiers, institutionnels, sociaux, environnementaux ou autres
Outils d'analyse	Techniques utilisées pour traiter et interpréter l'information durant une évaluation
Outil d'évaluation	Instrument ou mécanisme qui fournit des données sur la quantité ou la qualité du projet évalué. On peut également l'appeler une mesure.
Outils de collecte de données	Méthodologies utilisées pour identifier des sources d'information et les rassembler au cours de l'évaluation. <i>Remarque : par exemple, enquêtes formelles ou informelles, observation directe et participative, interviews de communautés, groupes de contrôle, avis d'experts, études de cas et recherche de documentation.</i>
Partenaires	Personnes et/ou organisations qui collaborent pour atteindre des objectifs convenus en commun. <i>Remarque : le concept de partenariat évoque des objectifs conjoints, des responsabilités partagées en ce qui concerne les réalisations, des engagements réciproques et une obligation de rendre compte de manière claire. Les partenaires peuvent être des organisations gouvernementales, de la société civile, des ONG, des universités, des associations professionnelles, des organisations multilatérales, des entreprises privées...</i>
Parties prenantes (Protagonistes)	Agences, organisations, groupes ou individus qui ont un intérêt direct ou indirect dans l'action de développement ou dans son évaluation
Performance	Mesure selon laquelle l'action de développement, ou un partenaire, opère selon des critères, des normes, des orientations spécifiques, ou obtient des résultats conformes aux objectifs affichés ou planifiés.
Pertinence	Mesure selon laquelle les objectifs de l'action de développement correspondent aux attentes des bénéficiaires, aux besoins du pays, aux priorités globales, aux politiques des partenaires et des bailleurs de fonds. <i>Remarque : rétrospectivement, la question de la pertinence consiste souvent à s'interroger sur le fait de savoir si les objectifs de l'action ou sa conception sont encore appropriés compte tenu de l'évolution du contexte.</i>
Projet	Série d'activités planifiées, reliées entre elles, visant à atteindre des buts précis dans des délais précis.
Publics concernés (Publics atteints)	Bénéficiaires et autres parties prenantes concernés par une action de développement. <i>Terme connexe : bénéficiaires.</i>
Questions d'évaluation	Questions clés auxquelles vous devez répondre pour mener à bien une partie du projet ou atteindre un objectif. C'est en posant et en répondant aux bonnes questions qu'une évaluation de projet sera utile.
Réalisation (Effet direct)	Ce que l'action doit accomplir ou a accompli à court ou à moyen terme. <i>Termes connexes : résultat, extrant, produit, impact, effet.</i>
Ressources (Moyens, intrants)	Moyens financiers, humains et matériels utilisés pour l'action de développement.
Recommandations	Propositions qui ont pour but de promouvoir l'efficacité, la qualité ou l'efficience d'une action de développement, de réorienter les objectifs, et/ou de réallouer les ressources.

Termes	Définitions
	<i>Les recommandations doivent être reliées aux conclusions</i>
Référence	Norme permettant d'apprécier la performance ou les résultats obtenus. <i>Remarque : la référence se rapporte à des résultats obtenus dans le passé récent par d'autres organisations comparables, ou à ce qu'on pensait pouvoir atteindre raisonnablement dans un contexte donné.</i>
Résultats	Extrants (produits), réalisations ou impacts (escomptés ou non, positifs et/ou négatifs) d'une action de développement, pouvant être attribués aux activités du projet (p. ex. changements dans les connaissances et les attitudes des participants, changements dans les conditions et les services de l'organisme) Termes connexes : réalisation, effet direct, impact.
Suivi	Processus continu de collecte systématique d'informations, selon des indicateurs choisis, pour fournir aux gestionnaires et aux parties prenantes d'une action de développement en cours, des éléments sur les progrès réalisés, les objectifs atteints et l'utilisation des fonds alloués. Il permet de s'assurer que les activités qui doivent se faire le sont effectivement et que les procédures sont mises en place comme prévu
Suivi des performances	Processus continu de collecte et d'analyse de l'information, visant à apprécier la mise en œuvre d'un projet, d'un programme ou d'une politique au regard des résultats escomptés
Termes de référence (Cahier des charges)	Document écrit présentant le but et le champ de l'évaluation, les méthodes à utiliser, les références permettant d'apprécier la performance ou de conduire les analyses, les activités etc.

