

# UNITED NATIONS DEVELOPMENT PROGRAMME



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des peuples  
et des nations*

## **Terminal evaluation for the Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE)**

**UNDP PIMS ID 4460, GEF ID 4765**

**FINAL REPORT**

**October 2017**



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## **i. Introduction page**

**Project title: Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE)**

GEF ID: 4765 and UNDP ID: PIMS 4460

Evaluation period: 21 August to 22 September 2017

Evaluation report date: 9 October 2017

Region and country included in the project: Africa / Togo

Applicable GEF strategy objective and programme: Cross-Cutting Capacity Development (CCCD) framework 4: Strengthen capacities to implement and manage global convention guidelines.

Project implementation and other partners: GEF, UNDP, Government of Togo through the Department of Studies and Planning (DEP) and the Ministry for the Environment and Forest Resources (MERF) and the Ministry of Territorial Administration, Decentralisation, and Local Government (MATDCL).

Evaluation team members:

- M DIANKA Mamadou, International Consultant – Head of mission.

## **Acknowledgements**

The terminal evaluation of the Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE) took place under good physical and organisational conditions. The proper filing of key documents at both project and UNDP level, and the availability of the various managers and the quality of discussions all made a significant contribution.

We would also like to thank the main management individuals involved in the project who supervised the evaluation exercise from end to end. These include:

- Khardiata Lo NDIAYE, UNDP Resident Representative;
- Mactar FALL, UNDP Deputy Resident Representative;
- El Hadji Abdel Rahim Boundjouw SAMA, General Secretary of the Ministry of Environment and Forest Resources (MERF);
- Gbétey Kokouvi AKPAMOU, Head of Studies and Planning at Ministry for the Environment and Forest Resources (MERF) and Chair of the Technical Monitoring Committee (CTS) for the Strengthening National and Decentralised Management for Global Environmental Benefits Project;
- Paul Kudadze KODJO, National Coordinator for the Project – at the MERF.

We extend these acknowledgements and thanks to all persons involved and project beneficiaries, including steering committee members and management representatives from institutions involved in the project implementation process. The evaluation team would also

very much like to thank the prefects, the chairs of Prefectural Commissions on Sustainable Development (CPDD), heads of NGOs and all persons met for their time.



## ii. Summary

### ii.1. Project Summary Table

Project title	<b>Strengthening National and Decentralised Management for Global Environmental Benefits (PRCNDGE)</b>			
GEF project i/d:	4765	Financing	<i>at endorsement (in USD)</i>	<i>at completion (in USD)</i>
UNDP project i/d:	4460	GEF Financing:	770,000	727,759
Country:	Togo	Financing from executing agency/implementing agency (UNDP):	600,000	155,448
Region:	Africa	Government:	350,000	385,000
Focal Area Objectives (OP/SP):	CD-4	Total co-financing:	950,000	540,448
Executing agency:	Ministry for the Environment and Forest Resources (MERF) through its Department of Studies and Planning (DEP)	Total project cost:	1,720,000	1,268,207
Focal Area:	Multi Focal Area	Other:		
Other partners involved in the project:	Ministry of Territorial Administration, Decentralisation, and Local Government	ProDoc signature (project start date):		18/04/2014
		(Operational) Closing date	Proposed: 18/04/2017	Actual: 31/10/2017

Table 1: Project Summary

## **ii.2. Short project description**

The Strengthening National and Decentralised Management for Global Environmental Benefits project (PRCNDGE) aims to strengthen key government institutions to bring about beneficial outcomes for the global environment. Capacity development support is being directed to raise the underlying capacities of the Ministry of Environment and Forest Resources to catalyze decentralised governance and management of natural resources in ten (previously planned to be eight) pilot prefectures.

This project builds upon Togo's 20 years of commitment to decentralised governance, as well as the experience gained in more recent programmes and projects to develop and implement territorial management plans for Togo's prefectures.

At the national level, support activities are targeted to re-vitalise the institutions and mechanisms the project needs to strengthen at the national level (CNDD, CNCC, FNE and ANGE) by making them more effective means of achieving global environmental benefits, and doing so by a learning-by-doing approach that actively engages representatives of key stakeholders.

At regional level, the project also adopted a learning-by-doing approach to build local capacity for self-governance of natural resources. It was followed by active stakeholder participation in reviewing and preparing local development plans based on a territorial approach to deliver outcomes of benefit to the global and national environment.

A third component of the project entails a set of activities intended to boost the general public's awareness and understanding of the project, as a factor leading to the sustainability of the expected outcomes.

### ii.3. Evaluation rating table

<b>1 Monitoring and evaluation</b>	<i>Rating</i>	<b>Observations</b>	<b>2 Execution/Implementation agency</b>	<i>Rating</i>	<i>Observations</i>
Monitoring and evaluation design at project start-up	Satisfactory	Application of the “make things happen” principle using NGOs under the supervision of Prefectural Commissions on Sustainable Development (CPDD) and their various departments was a good approach in the monitoring and evaluation design at project start-up	Quality of implementation by UNDP	Satisfactory	An inclusive and participative approach was adopted by the UNDP, making it possible to anticipate or correct certain failings in project execution
Monitoring and evaluation plan implementation	Satisfactory	Site visits were organised regularly and monitoring reports were produced. This made it possible to report on progress achieved and offer relevant advice as activities continued.	Quality of execution: executing agency	Satisfactory	
Overall quality of monitoring and evaluation	Satisfactory	Monitoring and evaluation were designed into the project, and during implementation, the Project Management Unit (PMU), supported by the UNDP, monitored the project daily, including central and decentralised aspects.	Overall quality of implementation and execution	Satisfactory	
<b>3 Evaluation of results</b>			<b>4 Sustainability</b>		
Relevance	Relevant	Relevance is shown by the project’s alignment with national priorities, the UNDP’s country programme, the UNDAF, with the GEF’s objectives (priorities) as regards depletion of natural resources, and with local priorities.	Financial resources:	Unlikely	The government of Togo has been able to harness its co-financing in kind, actually surpassing its commitments; however the FNE (National Environmental Fund) is not yet operational and the resources of local populations are limited.
Effectiveness	Satisfactory	The level to which the project’s objectives and results are achieved (between 80% and above the target set), the level of resources used	Socio-political:	Likely	Satisfactory effectiveness despite gap. Project acceptance at centralised and decentralised

		approximately 75%, and the fit between strategies and outcomes shows that project effectiveness was satisfactory.			levels shows that the project is likely to endure.
Efficiency	Satisfactory	The normal pace of the project's spending of financial resources, and the healthy performance in executing contracts by NGOs and the "make things happen" approach taken by the project means that project efficiency can be viewed as satisfactory.	Institutional framework and governance:	Likely	Favourable institutional and governance environment, with sufficient resources to ensure the project is sustainable. This is confirmed by the presence of four key environment and climate change institutions, i.e. CNDD, FNE, CNCC and ANGE. They are not yet operational, although that does not depend on the project.
Overall project results	Satisfactory		Environmental:	Likely	Favourable because best practice develops in a conducive setting, environmentally-speaking
			Overall likelihood of sustainability:	Likely	

Table 2: Evaluation rating table

## **ii.4. Summary of conclusions, recommendations and lessons**

### **ii.4.1. Main conclusions**

Implementation of the Strengthening National and Decentralized Management for Global Environmental Benefits Project indisputably strengthened key government institutions, including the two Ministries that were most involved, namely the Ministry of Environment and Forest Resources (MERF) and the Ministry of Territorial Administration, Decentralisation, and Local Government (MATDCL) which, with the outcomes obtained, have tools at their disposal to enable them to supervise and build local people's capacity in decentralised environmental management in ten prefectures and other resilient activities. The project also installed local departments of the National Sustainable Development Commission, these being Prefectural Commissions on Sustainable Development (CPDD) which, through their members, provide good coordination for planning and implementing promotional activities in rural areas.

Lastly, the project developed a set of activities intended to boost the general public's awareness and understanding of environmental issues, this being a key factor leading to the sustainability of the outcomes and experience gained.

### **ii.4.2. Lessons, recommendations and findings**

#### **a) Main lessons learned**

The main four lessons (or findings) learned from the project evaluation are:

**Lesson 1:** The project is relevant, in line with the economic orientations of Togo's government and the provisions of the Rio convention together with other global initiatives the government has endorsed: NCSA, MEA, SDG, SE4ALL, COP etc.

**Lesson 2:** Making Prefectural Commissions on Sustainable Development (CPDD) operational was one of the project's strengths, enabling it to be redeployed in ten prefectures with possible development solutions based on a decentralised environmental management approach. The project thus made it possible to set down the foundations of planning and basic development of benefit to the decentralisation process currently started by the Togolese government.

**Lesson 3:** Despite a 75% shortfall in the UNDP's planned contribution, not only was wise use of resources noted, but also an appreciable level of technical execution, which demonstrated strong managerial and adaptive capacity in the project management unit, well synchronised with the UNDP's supervisory services.

**Lesson 4:** Despite outcomes that are satisfactory overall, the project was a pilot project covering only ten prefectures out of the 26 in Togo. A effort to scale up nationwide is desirable and will also enable more findings to be determined in view of the country's cultural

and economic diversity. The UNDP, currently drawing up its Country Programme Document, could usefully consider this when planning its work for the upcoming 2019-2023 cycle.

## **b) Main recommendations**

The five main recommendations from this evaluation are as follows:

### **❖ Regarding the executing agency, the MERF**

#### **Recommendation no.1:**

Given the positive outcomes and experiences gained from the Project, it is recommended that they are incorporated into national policy so as to disseminate them throughout the other prefectures in conjunction with the Ministry of Territorial Administration, Decentralisation, and Local Government.

**Recommendation no.2:** Allocate additional resources to increase and lengthen the funding of the Project Management Unit with a view to completing residual project activities.

**Recommendation no.3:** Speed up the process to appoint the permanent secretary of the National Commission for Sustainable Development (CNDD).

### **❖ Regarding the government and the UNDP:**

#### **Recommendation no.3:**

Speed up the selection process for the FNE CEO candidate to submit to the national party.

#### **Recommendation no.4:**

Formulate a full-scale Programme as soon as possible, in conjunction with the UNDP, to strengthen capacity in decentralised environment management and resilience, to scale up nationwide into every prefecture in Togo by consolidating all the Project's best practices and incorporating renewable energy technology, which is therefore low in carbon.

#### **Recommendation no.5:**

Secure confirmation of the abovementioned programme by the government and technical and financial partners, and support the government in allotting the resources necessary for its implementation. The Community Development Emergency Programme, a flagship initiative from the UNDP and current government, could be asked to fund such a programme.

### **iii. Acronyms and abbreviations**

ADGE:	Decentralised Environmental Management Actions
MEA:	Multilateral Environmental Agreement(s)
NCSA:	National Capacity Self-Assessment
ANGE:	National Agency of Environmental Management
AVGAP:	Directorate for village associations for participatory protected area management
CO:	Country Office
CBO:	Community-Based Organisations
FCCC:	United Nations Framework Convention on Climate Change
CCCD:	Cross-Cutting Capacity Development
CCDD:	Cantonal Commission for Sustainable Development
CBD:	Convention on Biological Diversity
VDC:	Village Development Committee
CLDD:	Local Commission on Sustainable Development
CNCC:	National Committee on Climate Change
CNDD:	National Commission for Sustainable Development
CPD:	Country Programme Document
CPDD:	Prefectural Commission on Sustainable Development
NPM:	National Project Manager
NPD:	National Project Director
PSC:	Project Steering Committee
PRSP:	Poverty Reduction Strategic Paper
GEF:	Global Environment Facility
FNDF:	National Forestry Development Fund
FNE:	National Environmental Fund
MATDCL:	Ministry of Territorial Administration, Decentralisation, and Local Government
PDM:	Project Development Mechanism
MERF:	Ministry of Environment and Forest Resources
MPDAT:	Ministry of Planning, Development and Territorial Administration
SDG:	Sustainable Development Goals
NGO:	Non-Governmental Organisation
PNAD:	National Programme for Decentralised Environmental Management
PNAE:	National Action Plan for the Environment
PNE:	National Environmental Policy
NEMP:	National Environmental Management Programme
UNDP:	United Nations Development Programme
PRCGE:	National Programme on Capacity Development for the Environment
SCAPE:	Strategy for Accelerated Growth and Employment Promotion
SE4ALL:	Sustainable Energy For ALL
SMART:	Specific, Measurable, Attainable, Relevant, and Time-bounded

## **1. Introduction**

### **1.1. Background to the study**

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all medium-sized and large projects supported by the UNDP and financed by the GEF must undergo an post-implementation terminal evaluation.

This was the background to the terminal evaluation of the “Strengthening National and Decentralised Management for Global Environmental Benefits project” (PRCNDGE) which ended in October 2017.

The evaluation was conducted in accordance with the directives, rules and procedures established by the UNDP and GEF as the UNDP evaluation directives indicate for GEF-funded projects.

### **1.2. Evaluation objective**

The general objective of this evaluation is to analyse the extent to which goals set and expected outcomes, as specified in the project document (ProDoc), were met and to learn lessons that might improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

More specifically, the aim is to assess the relevance, effectiveness, efficiency, sustainability and impact of the project as defined and explained in the “Guidance for conducting terminal evaluations of UNDP-supported, GEF-financed projects”.

### **1.3. Scope**

This terminal evaluation concerns the project’s actions. This terminal evaluation consequently covered the period running from 18 April 2014, when activities started, until 25 October 2017, when the report was filed.

It concerned, in addition to the aforementioned goals, the following aspects related to the strategic and operational (technical) framework of project implementation:

- the project implementation strategy focused on decentralisation together with the initial risks to its sustainability;
- the co-funding planned and realised and the project’s contribution to the strategy objectives of the GEF’s focus through monitoring tools;
- the progress achieved based on the key performance indicators as given in the ProDoc.

It covered the areas of project intervention, namely the ten pilot prefectures listed here, from north to south Tone and Oti (Savanes), Kozah and Binah (Kara), Tchaoudjo and Tchamba (Central), Haho and Kloto (Plateaux), Vo and Lacs (Maritime), and obviously the central



level where both the relevant state institutions and the UNDP office, mainly responsible for this terminal evaluation.

## **1.4. Methodology**

The evaluation methodology was based on documentation reviews and individual and group interviews with targeted individuals representing the main stakeholders in preparing, implementing and monitoring the Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE). A non-random, purposive sampling method was adopted, which consisted of selecting persons for interview based on the needs for data and information to answer the evaluation questions. In addition, collection of secondary data and choice of persons targeted for interviews was also guided by data and information triangulation requirements.

### **1.4.1. Documentation review**

The evaluator reviewed various background documents on national and sectoral policies. She received an impressive volume of reports from the project coordination team and UNDP concerning the project, mainly execution reports, monitoring reports, studies conducted and formal project documentation (project document, financing agreement, progress reports). The bibliography used in the review is found in Appendix 6.

### **1.4.2. Interviews**

Interviews started with a briefing meeting held in Lomé with the project administration team (UNDP Country Office, MERF - Ministry of Environment and Forest Resources - and the Project Management Unit).

Other interviews took place in Lomé with management from institutions involved in the project. These interviews covered the period 24 to 31 August 2017 with reference to the visit schedule in Appendix 2 of the project's zone of influence in Togo's five administrative regions, including the prefectures concerned, based on a representative sample of sites and including successes and failures so as to learn the appropriate lessons. The summary table in Appendix 1 shows the situation as regards sites visited.

### **1.4.3. Analysis framework used**

The analysis framework adopted is based on the usual evaluation criteria, which are themselves explicitly indicated in the evaluation team's terms of reference:

- **Relevance:** project design and analysis of the outcomes / logical framework;
- **Effectiveness:** progress towards achievement of objectives;
- **Efficiency:** project implementation and responsive management;
- **Sustainability:** financial, socio-economic and environmental risks to the programme's sustainability, institutional framework and governance.

Other criteria were also taken into account, namely:

- **Financing co-financing:** the project's main financial aspects, including the planned and actual share of co-financing;
- **Integration:** the extent to which the project was successfully integrated into the UNDP's priorities, including poverty reduction, improved governance, prevention of natural disasters and rebuilding after disasters, and gender equality issues;
- **Impact:** the extent to which the project achieves outcomes or progresses towards the achievement of outcomes;
- **Conclusions, recommendations and findings:** the conclusions are based on evidential data from the terminal evaluation, in light of the outcomes. Recommendations will be presented as brief proposals for key actions and decisions to be taken. Findings will be presented as the successes achieved or lessons learned which will form the basis of the successful scaling up of the project.

#### 1.4.4. Evaluation questions

The exercise consisted of finding, identifying and analysing the actions and activities carried out under the Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE). This entails finding answers to the following questions:

- To what extent were the activities planned executed?
- What experiences and shortcomings were observed?
- What difficulties and constraints were encountered?
- What human, material and financial resources were used?
- Who are the direct and indirect beneficiaries?
- Were aspects relating to gender, the environment, strengthening capacity and management by results taken into account during the implementation?
- Were national partners and development partners involved?

#### 1.5. Limitations and remedial measures

The evaluation was conducted in normal conditions and support from both the UNDP and the execution agency was flawless.

#### 1.6. Evaluation timetable

The methodology entailed five (5) main actions grouped into three (3) phases over a period of five (5) weeks, making twenty-five (25) days of work, including ten (10) days in the field (in Togo).

##### **Phase 1:** Evaluation start-up – 3 days of work

Action 1: Initial report: information gathering and approval of the methodology and detailed work plan – 3 days of work

##### **Phase II:** Evaluation mission – 10 days of work

Terminal evaluation report on Strengthening National and Decentralised Management for Global Environmental Benefits Project, Togo

Action 2: Evaluation: data collection and analysis, field trips – 9 days of work

Action 3: Presentation of initial conclusions – 1 day of work

**Phase III: Production of terminal evaluation report – 12 days of work**

Action 4: Production of terminal evaluation report – 10 days of work

Action 5: Production of final report – 2 days of work.

**1.7. Evaluation report structure**

The present terminal evaluation report will deal with the following main points:

- Executive summary
- Introduction
- Project development description and context
- Conclusions
  - Project design/formulation
  - Project implementation and progress achieved
  - Project results (relevance, effectiveness, efficiency, sustainability, impact)
- Constraints and difficulties
- Conclusions, recommendations and lessons

## **2. Project development description and context**

### **2.1. Project start-up and duration**

The financing agreement between the Togolese government and the United Nations Development Programme was signed on 18 April 2014. The project effectively began with the signing of the agreement and its end date was scheduled for 18 April 2017. This date was however then revised to 31 October 2017.

### **2.2. Project context**

Togo has endorsed the National Capacity Self-Assessment (NCSA) project for Global and National Environmental Management supported by the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP) which in 2008 culminated in a national strategy to strengthen capacities, combined with an action plan organised into 2 programmes, 6 areas and 37 projects.

The UNDP then financed, by way of a pilot for financial 2009, an environmental management capacity-strengthening project leading to the preparation of a National Programme on Capacity Development for the Environment (PRCGE) resulting from the NCSA strategy, National Environmental Management Programme (NEMP) and other sectoral planning documents, implementation of which started in January 2010 and was completed in December 2013. The National Programme on Capacity Development for the Environment (PRCGE) delivered some interesting results in terms of improving environmental governance by strengthening the capacity of individuals, institutions and systems, based on a “learning by doing” approach.

The present project was initiated to consolidate the knowledge gained during the PRCGE project and the National Programme for Decentralised Environmental Management, by emphasising the effective implementation of the three Rio Conventions on climate change, combating desertification and maintaining biodiversity.

### **2.3. Short-term objectives and project development**

The objective of this project is to build up the capacity of key government institutions so they are able to deliver results to the benefit of the national and global environment. It also aims to develop the underlying capacities of the Ministry of Environment to catalyze decentralised governance and management of natural resources in ten prefectures in Togo.

The project is structured into three components for three expected outcomes during the three years of project execution.

- Component 1: Improvements to the national environmental management framework
- Component 2: Strengthening of decentralised environmental management
- Component 3: Improved awareness and long-term commitment for decentralised environmental management.

## 2.4. Basic indicators put in place

Eleven (11) indicators emerge from the logical framework of the ProDoc. These indicators have been grouped together by objective/outcome in the table below.

Objective/Outcome	No.	Description of the indicator
<u>Project objective</u> (Equivalent to the output in Atlas) Strengthening national and decentralised management for global environmental benefits	01	Availability of the required technical skills and technology transfer between key stakeholders
	02	Existence and allocation of resources by competent organisations
<u>Outcome 1</u> The main national institutions will have the necessary absorption capacity to manage their environment and natural resources in such a way as to achieve their sustainable development priorities and procure the benefits of the global environment	03	The project involved a large number of stakeholder representatives in understanding, developing and testing best practice to meet global environment commitments through decentralised environmental governance
	04	The Environment Ministry, CNDD, ANGE, FNE and CNCC (as representatives of the secretariats' agreement) have created an environment conducive to decentralised implementation
<u>Outcome 2</u> The capacities of the eight prefectures are strengthened to provide better governance of their natural resources as regards sustainable development policy and planning	05	Local development plans incorporate ecological benefits
	06	The number of submissions for FNE (National Environmental Fund) financing for activities to benefit the local environment as a result of the local development plan
	07	The number of demonstration exercises established at a community level
	08	Decentralised technical supporting structures have allotted financial and human resources for their functioning
<u>Outcome 3</u> Commitment to increased and long-term awareness of decentralised governance of the global environment Increased awareness of, and long-term commitment to, decentralised governance of the global environment	09	A large number of parties, not necessarily stakeholders, have been made more aware of the value of decentralised governance of the global environment
	10	The percentage of stakeholders able to be informed about environmental questions in their area of operation
	11	A knowledge platform established between key stakeholders at different levels, to be used to exchange data on environmental questions

Table 3: Basic project indicators

## **2.5. Organisation of project implementation**

The UNDP was the GEF's implementing entity for this project. To this end, the UNDP's Country Office in Togo took charge of aspects relating to transparency, running the project appropriately and professional auditing.

The executing agency was the Ministry of Environment and Forest Resources (MERF) through its Department of Studies and Planning (DEP), which appointed the National Project Director (NPD) and which provided its personnel and its expertise to support the Project Management Unit (under the government's co-financing).

The project's capacity building activities directed at project beneficiaries were conducted in partnership with four national entities, namely the National Commission for Sustainable Development (CNDD), the National Environmental Fund (FNE), the National Agency of Environmental Management (ANGE), and the National Committee on Climate Change (CNCC).

The Project Steering Committee (PSC) was specifically created by the project to supervise management of project activities, chaired by the GEF operational focal point at the Ministry of Environment and Forest Resources.

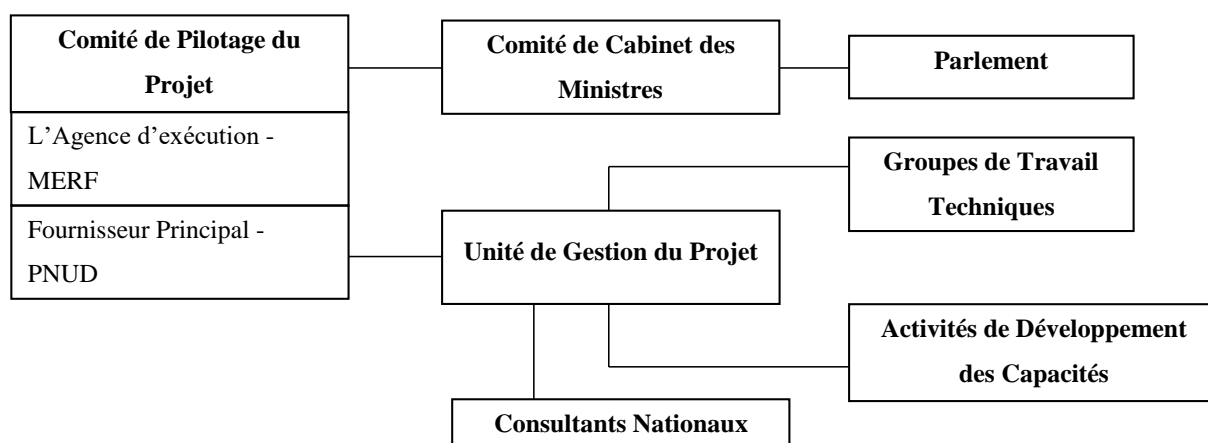
The National Project Director (NPD) was responsible for supervising project management. The NPD was supported by the PSC and a full-time national project coordinator in fulfilling the duties assigned. The national coordinator managed the Project Management Unit (PMU) with support from an administrative and financial assistant.

The PMU was established by the MERF for day-to-day project management activities.

An adaptive collaborative management (ACM) approach was adopted to establish the project. This enabled the UNDP and the MERF to involve all project participants from the outset, and throughout project implementation, making regular contributions to carrying out project activities. We also note the contribution from local consultants during this project.

Lastly, a technical working party composed of independent experts, technical representatives from government departments, and representatives from stakeholder groups also contributed to the discussion and deliberations over various texts, such as the support document on the Rio Convention, to the national sustainability strategy and resource allocation strategy.

The diagram below shows the organisation of project implementation, as originally designed during preparation of the ProDoc.



Organisational chart 1: Functional organisation of the project

## 2.6. Main stakeholders

An adaptive collaborative management (ACM) approach was adopted for project implementation.

Partners and stakeholders were chosen on the basis of their membership of public institutions in charge of environmental matters, decentralisation and development, such as ministerial departments, or on the basis of the direct benefits they might receive from the project. This applies to the ten pilot prefectures. Non-governmental stakeholders were also involved in project execution, namely the private sector, universities and research institutions, NGOs and civil society organisations.

Partners involved in project implementation included:

At the ministerial level:

- Ministry of Environment and Forest Resources (MERF);
- Ministry of Planning, Development and Territorial Administration (MPDAT);
- The GEF operational focal point;
- Ministry of Community Development, Artisanry and Youth Employment

At the regional and local level:

- Prefectural Commission on Sustainable Development (CPDD) for each of the ten pilot prefectures;
- Non-governmental structures:
- Universities;
- Private sector;
- Structures implementing the project's Decentralised Environmental Management Actions (ADGE), including:

- IADV

- GRAIL-NT
- Dimension Humaine (DH)
- DNS
- AHD-MOPIB-AVOTOD Consortium
- APDPE
- CVD-Avévé (Village Development Committee)
- SOUNGOU-MAN
- CAP-EJR
- RADI (Research-Action for Integrated Development)
- LA COLOMBE
- ASCNA-HO
- SADIL

## **2.7. Project intervention sites**

The first component is oriented towards capacity building at four institutions and structures operating in environment and sustainability governance, namely the National Commission for Sustainable Development (CNDD), the National Environmental Fund (FNE), the National Committee on Climate Change (CNCC), and the National Agency of Environmental Management (ANGE). The four institutions are all based in Lomé.

The second component targets decentralised environmental governance and sustainable management of natural resources in the ten pilot prefectures listed, being Tone and Oti (Savanes), Kozah and Binah (Kara), Tchaoudjo and Tchamba (Central), Haho and Kloto (Plateaux), Vo and Lacs (Maritime).





Map1: the ten pilot prefectures for the PRCNDGE

The third component firstly targets a wider public and other parties playing an important role in environmental protection and sustainable management of natural resources. This target audience is found in Lomé and the ten pilot prefectures named above.

## 2.8. Expected outcomes

The main expected outcomes connected to the three project components listed in point 2.2 are as follows:

- Outcome 1: Key national institutions have the necessary capacity to manage their environment and natural resources in line with their priorities from a sustainability perspective with a view to delivering results of benefit to the global environment.
- Outcome 2: The capacities of the ten prefectures are strengthened to better manage their natural resources within their sustainable development policy and planning frameworks.
- Outcome 3: Increased awareness achieved to ensure long-term commitment to decentralised governance of the global environment by those responsible.

### **3. Conclusions**

#### **3.1 Project design/formulation**

##### **3.1.1. LFA analysis of outcomes (project logic/strategy; indicators)**

The Logical Framework Approach (LFA) to analysis shows a systematic process based primarily on results-based management. The project document includes a results framework that defines objectives and expected outcomes, and identifies indicators for each one. Targets and benchmark values are set for each indicator. Information making it possible to verify attainment of targets (verification sources) is also stated. In addition, the risks and assumptions are identified for each indicator.

Analysis of the outcomes shows consistency between the objectives and the three expected outcomes including: (i) Key national institutions have the necessary absorption capacity to manage their environment and natural resources in line with their priorities from a sustainability perspective with a view to delivering results of benefit to the global environment, (ii) the capacities of the ten prefectures are strengthened to better manage their natural resources within their sustainable development policy and planning frameworks, and (iii) increased awareness of, and long-term commitment to, decentralised governance of the global environment is achieved. These three outcomes have contributed practically to the achievement of the project's development objective.

In addition, it should be noted that several targets were defined for most indicators. Further, for some indicators, targets to be attained were proposed and scheduled per month until the end of the project, making monitoring throughout the project easy. However, it should also be noted that for some indicators, targets were not clearly defined. This is the case, for example, for the second indicator related to the project objective of "Existence and allocation of resources by competent organisations" the target was defined as "Permanent and long-term availability of finance to ensure stability of central and local governmental structures and decision-making mechanisms, such as the CNDD and CNCC". The indicator is difficult to measure with such a target.

An analysis of the indicators has been summarised in Table 5.

## Project indicators evaluation table

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	SMART	Observations
<b>Project objective (Equivalent to the output in Atlas) Strengthening national and decentralised management for global environmental benefits</b>	* Availability of the required technical skills and technology transfer between key stakeholders;	* Key stakeholders' capacity is low and scattered throughout many organisations;	* 50% of stakeholders will benefit from capacity building activity at a system, organisational and individual level for better use of technical skills and technology transfer for national, decentralised management with the aim of producing benefits for the global environment (for example, training and workshops);	SMART	
			* An updated national sustainability strategy will be adopted as a key coordination strategy;		
			* better access to best practice and better knowledge available including innovative research reported at sub-regional level.		
			* key stakeholders report improved coordination, collaboration and delegation of responsibility between key bodies and other important organisations.		This target is difficult to measure; fortunately, the first three targets make it possible to measure it
	* Existence and allocation of resources by competent organisations	* Budgets for environment initiatives in Togo are still low owing to ignorance of the environmental impact of human activities;	* Permanent and long-term availability of finance to ensure stability of central and local governmental structures and decision-making mechanisms, such as the National Commission for Sustainable Development (CNDD) and the National Committee on Climate Change (CNCC)	Non-SMART	Target difficult to measure
			* The project will contribute to a significant increase in the preparation and financing of CBOs' environmental projects (40%) in the areas of project activity (8 prefectures).		
			* Togo will be in a position to produce outcomes of benefit to the global environment at a low transaction cost, and to meet local preservation requirements more quickly and more appropriately.		Target difficult to measure

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	SMART	Observations
<b>Outcome 1</b> <b>The main national institutions will have the necessary absorption capacity to manage their environment and natural resources in such a way as to achieve their sustainable development priorities and procure the benefits of the global environment</b>	* The project involved a large number of stakeholder representatives in understanding, developing and testing best practice to meet global environment commitments through decentralised environmental governance.	* Participation of national stakeholders in decentralised management of ecological resources shows shortcomings.	* At the end of the project (2016), 40% of stakeholders were to indicate they had been actively involved in the exchange of information on decentralised management of environmental resources.	SMART	
	* The Environment Ministry, CNDD, ANGE, FNE and CNCC (as representatives of the secretariats’ agreement) have created an environment conducive to decentralised implementation.	* The National Commission for Sustainable Development (CNDD) is the sole high-level platform for interchange on environmental questions, but its mandate is not recognised by all stakeholders.	* At the end of the project (2016), 75% of stakeholders were to recognise the National Commission for Sustainable Development (CNDD) as a main platform for stakeholders to exchange information and monitoring sustainable development in coastal areas.	SMART	
		* Allocation of resources for the global environment at the local level is inadequate, the National Environmental Fund (FNE) could be used to manage how resources are allotted, but it is not operational;	* At the end of the project (2016), 75% of all new projects with an environmental component were to use the FNE as a co-financing mechanism.		
		* The procedures for integrating convention commitments into decentralised sectoral development strategies are not clear.	* At the end of the project (2016), a set of clear operational directives will strengthen the system capacity necessary to ensure the long-term legitimacy, resilience and sustainability of decentralised governance of the global environment.		Subjective target, however the other two targets make it possible to measure this indicator.
<b>Outputs</b>					
Output 1: National Commission for Sustainable Development (CNDD) operational plan					
Output 2: Directives for decentralised management of the global environment					
Output 3: Resource allocation strategy					
Output 4: Business plan for decentralised decision-making					

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	SMART	Observations
<b>Outcome 2</b> The capacities of the eight prefectures are strengthened to provide better governance of their natural resources as regards sustainable development policy and planning.	* Local development plans incorporate ecological benefits.	* Community leaders are not aware of the seriousness of ecological problems in their areas.	* At the end of the project (2016), a methodology for strengthening local bodies will be approved by parliament to ensure the effectiveness of natural resource management in accordance with convention commitments, and the effective capillary escalation of the information needed for convention reporting.	SMART	
	* The number of submissions for FNE (National Environmental Fund) financing for activities to benefit the local environment as a result of the local development plan.	* Local planning instruments are not used logically; just 8 ecological plans were produced and none of them had any significant change in the implementation of the decentralised convention.	* At the end of the project (2016), 35% of the local population stated they had participated in preparing the local development plan.	SMART	
	* The number of demonstration exercises established at a community level.	* Local planning instruments are not used logically; just 8 ecological plans were produced and none of them had any significant change in the implementation of the decentralised convention.	* At the end of the project (2016), at least 4 successful, internationally recognised, demonstration exercises were to be established in each of the eight target prefectures.	SMART	
	* Decentralised technical supporting structures have allotted financial and human resources for their functioning.	* Convention commitments have not been reflected at a local level, and no body exists to deliver success for activities.	* At the end of the project (2016), environmental governance frameworks were to be strengthened for eight prefectures.	Non-SMART	The target stated makes it impossible to measure the indicator.
<b>Outputs</b>					
Output 5: Integration of the environment and sustainability					
Output 6: Capacity building for decentralised governance of the global environment					

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	SMART	Observations
<b>Outcome 3</b> <b>Commitment to increased and long-term awareness of decentralised governance of the global environment</b>  <b>Increased awareness of, and long-term commitment to, decentralised governance of the global environment</b>	* A large number of parties, not necessarily stakeholders, have been made more aware of the value of decentralised governance of the global environment	* Communities are not aware of the seriousness of environmental problems in their areas.	* At the end of the project (2016), raised public awareness and ecological education on the strategic value of decentralised governance of the global environment thanks to new and improved strategies for regional approaches in favour of sustainable development.	Non-SMART	The target does not quantify the number of parties to undergo awareness raising.
	* The percentage of stakeholders able to be informed about environmental questions in their area of operation	* decision-makers at the national level are unaware of environmental problems at the local level	* At the end of the project (2016), 75% of local leaders were to be aware of environmental issues in their communities, and would give appropriate priority to healthy natural resources management	SMART	
	* A knowledge platform established between key stakeholders at different levels, to be used to exchange data on environmental questions		* At the end of the project (2016), the Facebook page would have received at least 5,000 “likes”.	SMART	
<b>Outputs</b>					
Output 7: Major public awareness campaign					
Output 8: Circulation of the lessons learned.					

Table 4: Project indicators evaluation table

### **3.1.2. Assumptions and risks**

At the time the project started, the most significant risks were stated in the ProDoc, and included political instability in Togo, internal resistance to change, and the ability of the Project Management Unit to take its marks and promote project acceptance with a new approach by the various parties involved against a backdrop of resilience to climate change. While the risk related to political instability was low according to the ProDoc, learning how democratic systems work in a number of African countries, such as Togo, is a strong influence on the level of “doing business”.

Analysis of the project’s outcomes shows that assumptions were defined for achievement of the project’s objectives.

Risks related to the assumptions were identified in relation to achieving the development objective and the three project outcomes. The risks identified:

- the impacts of climate change are more significant and/or different from those anticipated;
- the agriculture and food security sectors are adversely affected by crises unconnected to climate change;
- lack of political will and inadequate coordination and financing mechanisms in Togo will hamper the sustainability and reproduction of proven, resilient, agricultural initiatives;
- cultural resistance to adopting new techniques in sustainable land management, rehabilitation of watersheds, and decentralised management of the environment;
- low commitment and underlying inadequacy of target prefectures’ capacities are preventing full integration of some aspects of adaptation to climate change;
- Low commitment and underlying inadequacy of the capacities of technical structures supporting rural development;
- Low user awareness, including in young people, of taking responsibility for their living conditions.

These risks identified are relevant, and likely to have negative effects on project performance.

### **3.1.3. Lessons learned from other relevant projects (for example, in the same focal area) built into the project design.**

This project builds upon Togo’s 20 years of commitment to decentralised governance, as well as the experience gained in more recent programmes and projects to develop and implement territorial management plans for Togo’s prefectures.

Generally, the project was designed in the wake of the national capacity self-assessment (NCSA) exercise for global environment management completed in 2008. That exercise was conducted in accordance with Togo’s commitments when the country endorsed the Rio Conventions. Through the NCSA, four priority actions were identified, namely:

- build up ecological awareness, to consolidate awareness of environmental issues and incorporate environmental concerns in the day-to-day activities of the people;
- strengthen the political and legal framework to foster improved implementation of MEAs in Togo;
- strengthen institutional frameworks to make the institutions implementing these agreements more operational and effective;
- improve people's capacity for better (i) design, formalisation and implementation of policies, strategies and programmes, (ii) monitoring and evaluation of the state of the environment plus remedial actions for environmental problems, and (iii) harnessing of information and knowledge.

The present project specifically responds to two actions. The first is to build up national awareness about all environmental questions, to bring about more effective participation in sustainable, environmentally-friendly, development. The second priority is to strengthen both central and decentralised political, legal and regulatory frameworks and their related institutional structures, including monitoring and evaluation. The current project will include these two priority actions with a decentralised approach, which is expected to strengthen the capacities of key institutions to raise awareness of, and integrate considerations related to, the global environment in national, prefectural and local environmental management and governance.

Following the NCSA, the present project comes after several programmes and projects that the Togolese government, with financial support from the UNDP, has implemented over the last decade. The flagship programme was the National Programme on Capacity Development for the Environment (PRCGE). This Programme was structured as an intermediary framework to bring together the priority actions aimed at strengthening national capacities, to enable the country to effectively implement Multilateral Environmental Agreements, up to approval of the Cross-Cutting Capacity Development (CCCCD) project at the inter-sectoral level. Togo also undertook a certain number of related capacity-building programmes and projects, such as the National Environment Management Programme (NEMP), the National Programme of Investment for the Environment and Natural Resources (PNIERN), and the Decentralised Environmental Management Actions (PNADE). These were intended to strengthen Togo's national institutional framework for management of its natural resources and the environment, and to take the first steps towards decentralised planning and management of natural resources at regional and local levels, which this present project will also reinforce.

### **3.1.4. Planned stakeholder involvement**

The plan was designed on the basis of consultation with all stakeholders. During project execution, much effort was made to secure the involvement of various stakeholders, led by the Ministry for the Environment and Forest Resources, through its Department of Studies and Planning (DEP). This latter Department worked in conjunction and combination with the main ministries and agencies involved, i.e. the Ministry of Territorial Administration,



Decentralisation, and Local Government (MATDCL), the Ministry of Planning, Development and Territorial Administration (MPDAT), and the National Agency of Environmental Management (ANGE).

At the decentralised level, it should be noted that the project managed to secure the involvement of the Prefectural Commission on Sustainable Development (CPDD) in each of the ten pilot prefectures. Note too that a dozen NGOs and village development committee were also involved in implementing the Decentralised Environmental Management Actions (ADGE). These were:

- AHD (Humanitarian action and development)
- La Colombe
- Développons Notre Spirale (DNS)
- Research-Action for Integrated Development (RADI)
- Farmers' Association for the Development and Protection of the Environment (APDPE)
- Dimension Humaine (DH)
- Support Structure for the Development of Local Initiatives in Togo (SADIL-TOGO)
- Complexe Agro-pastoral Echo des Jeunes Ruraux (CAP-EJR)
- Initiative Action et Développement Village-Togo(IADV-TOGO);
- North Togo local initiatives support and research group (GAIL/NT)
- Association de Sauvegarde du Couple Nature-Homme pour le développement autocentré (ASCNA-HO)
- Sounouman
- Avévé Village Development Committee (CVD-Avévé)

These organisations and institutions were in fact involved in a participative, decentralised approach:

- to identify the Decentralised Environmental Management Actions (ADGE);
- to divide tasks and responsibilities in implementing the Actions;
- to comply with contractual obligations between the project and NGOs and village development committees in implementation of the Actions;
- to strengthen beneficiary capacities and raise their awareness, in particular as regards women and young people.

### **3.1.5. Replication approach**

The project design presented great potential for nationwide replication. In fact, reproducing the project's positive outcomes should be facilitated by three features of the project's strategy capacity building. First of all, the project's adsorption capacity to reproduce innovative and transformative approaches. Secondly, best practices should be identified and demonstrated in the project's ten prefectures. Lastly, the resources needed to reproduce best practices should be more available, while strengthening the capacity to harness the necessary financial resources.

The replication approach was included in the implementation of activities. Close attention was paid to the feasibility of activities, including through the lessons learned and conclusions drawn. In particular, it is to be noted that at a decentralised level, following the establishment of the National Commission for Sustainable Development incorporating the National Committee on Climate Change (CNCC), the Prefectural Commissions on Sustainable Development (CPDD) were set up and are now operational not only in the ten prefectures covered by the project, but also in 26 other prefectures in Togo, thanks to leverage of the project expertise gained since July 2016. These 26 other prefectural commissions were set up under the REED+ Togo project.

### **3.1.6. The UNDP's comparative advantage**

The UNDP's comparative advantage under this project lies in several areas:

- The UNDP's Office in Togo has the expertise required to harness and manage project financing. This advantage arises from its unit with environmental responsibility, which works regularly with national and local partners on programmes and projects including sustainable management of natural resources, environmental protection, soil degradation and climate change (adaptations and mitigation). The UNDP is one of the government's main partners in executing multilateral environmental agreements. It helps in preparing policy and guidelines on the management of the environment and natural resources. It is very familiar with managing funds allotted by the GEF to implement various projects in the country. It works both in terms of policy and at a more basic level through various projects;
- The existence of financial procedures ensuring transparency in funds management, these being the UNDP's financial management procedures. These procedures provide transparency in contract award procedures;
- Good knowledge of the issues of sustainable development and vulnerability to climate change. As the implementing agency for GEF projects, the UNDP is at the forefront of the issues surrounding adaptation to climate change. It consequently possesses knowledge capital on the issues addressed by the project;
- Long and solid experience in capacity building. As an institution, the UNDP has lengthy and sound experience in strengthening the capacities of national and local organisations;
- The UNDP's support nationally and regionally through a "make things happen" approach, giving beneficiary communities responsibility, and valuing local skills made the implementation of activities in the field much easier.

### **3.1.7. Links between the project and other work in the capacity-building sector in environmental management**

Significant synergies were observed between the Strengthening National and Decentralised Management for Global Environmental Benefits Project and other work in the sector. A number of projects entailed significant collaboration, in exchanging data, sharing lessons learned, and capitalising on knowledge acquired.

Such projects included:

- The Global Environment Facility Micro-Funding Programme (GEF/MFP);
- Installation of a Geographical Information System for Sustainable Management of Forested Areas in Togo, GIS Project;
- Integrated Disaster and Soil Management Project (PGICT);
- Coastal Erosion and Adaptation in Western African Coastal Areas, WACA Project;
- Support for Drafting and Implementing the Togo National Reforestation Programme;
- Readiness and rehabilitation of forests in Togo, REDD+.

Note that the abovementioned projects held the MERF projects/programmes synergy workshop in Notsé from 22 to 25 March 2016. During this workshop, each project was presented (objectives, outcomes and activities), the results achieved were given, and importantly, synergies with other projects were described along with other areas of synergies to be implemented.

The two projects (Integrated Disaster and Soil Management Project, and the Strengthening National and Decentralised Management for Global Environmental Benefits Project) were synergised to help media communications on environment-related issues. Accordingly, in June 2016, some thirty journalists from the public and private sector audiovisual and written media took a course on dealing with environmental news. During the course, which lasted five days, these media professionals were trained on running the Environment Desk in a decentralised context. The training was held in Aného town hall (45 km from Lomé).

With the REDD+ forest rehabilitation project, 25 other Prefectural Commissions on Sustainable Development (CPDD) or local consultation platforms were set up in 25 prefectures to supplement the ten other Commissions put in place by the Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE).

Note too that this latter project was invited several times to attend a number workshops and meetings for other projects, as was the case during the support assignment to the Integrated Disaster and Soil Management Project (PGICT) conducted by the World Bank from July to August 2016.

### **3.1.8. Management procedures**

Management mechanisms were mainly based on:

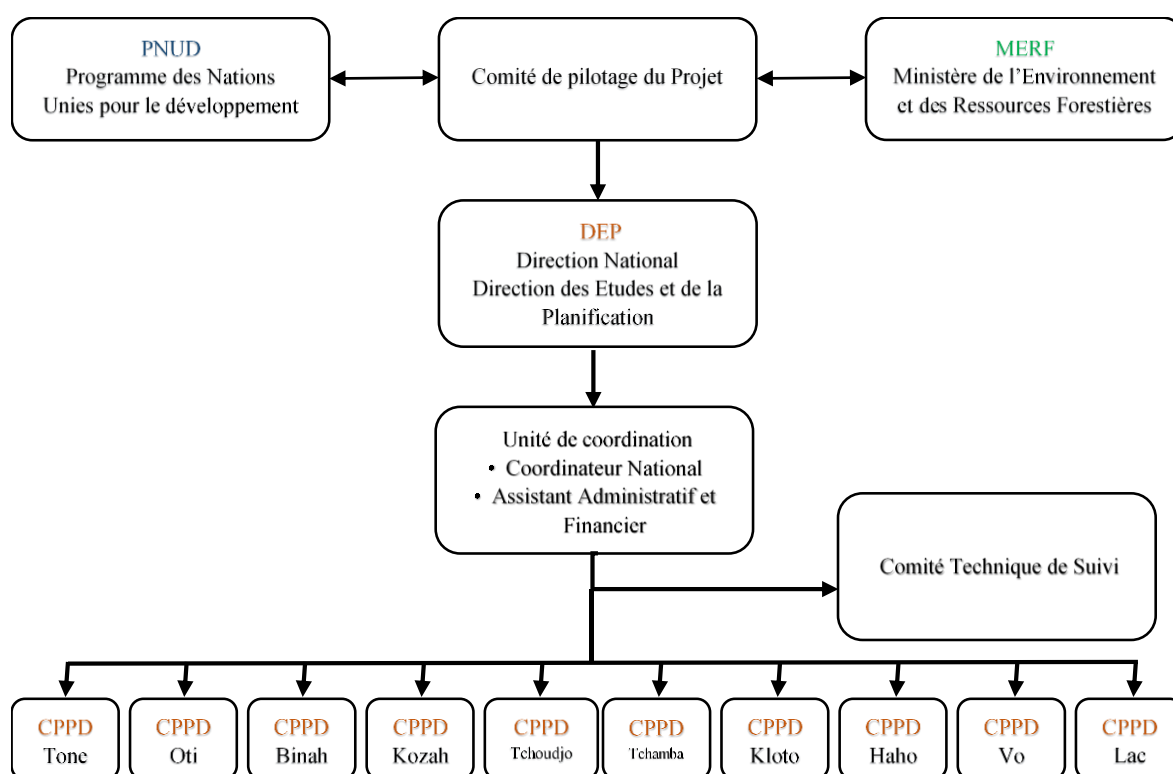
- A steering committee in charge of providing orientation, general supervision and inter-sectoral coordination for the project;
- An executing structure in the shape of the Ministry of Environment and Forest Resources (MERF) through its Department of Studies and Planning (DEP), the role of which was to coordinate project implementation by ensuring outcomes and outputs were delivered on time, and to provide administrative and technical support to the project;

- A National Project Director, who was a senior civil servant, responsible for supervising project management; The National Project Director (NPD) was responsible for supervising project management.
- A Project Management Unit for the day-to-day management of project activities and specific project subcontracting components for governmental organisations, research institutions and qualified NGOs.
- A Prefectural Commission on Sustainable Development (CPDD) in each of the ten pilot prefectures, overseeing the decentralised implementation of the project.

These management arrangements made it possible to:

- Involve all entities and stakeholders in project execution and monitoring;
- take charge of activities for which these stakeholders have technical or institutional skills;
- bring the main stakeholders together through steering committee sessions for discussions about project progress and difficulties.

They were effectively implemented, which explains the high degree of satisfaction with results obtained as appeared further in the project effectiveness analysis.



Organisational chart 2: Project management organisational chart

## **3.2. Project implementation**

### **3.2.1. Adaptive management (changes made to project design and project outcomes during implementation)**

A project like Strengthening National and Decentralised Management for Global Environmental Benefits, in view of the funds allocated (under \$2m) and small size of the coordination unit, is considered a “small” project although implementation activities and expected benefits are sizeable at both the micro and macro level. In terms of expected outcomes and outputs, the project’s design should strengthen capacity at system, organisational and individual level, where every resident of the project’s zone of influence is targeted to reinforce Togo’s efforts to incorporate global environment priorities in planning and regulatory frameworks in eight prefectures. Consequently, eventually Togo is likely to be in a position to achieve global environmental benefits at a lower transaction cost while responding more quickly and more adequately to local preservation needs. Although at this level the bar is very high, the project should at least make it possible to improve access to the decentralised level, in accordance with the available knowledge and best practice, including innovative research, together with enhanced coordination, collaboration and delegation of responsibilities between principal entities and other important organisations.

Although benchmarks or markers exist through programmes such as the National Action Plan for the Environment and National Environmental Management Programme, the project’s good results would not have been achieved if a capacity for methodological preparation and approach had not been developed by the Project Management Unit and supervision entities in the form of the Technical Monitoring Committee (CTS) and Project Steering Committee (CPP). In fact, by adopting the Prefectural Commission on Sustainable Development (CPDD) concept and the principle of “making things happen” by NGOs and AVDs in a sort of subcontracted project management agreement, and by giving beneficiaries basic responsibilities at field level, the project was able to use adaptive management capacity with a participatory approach. Buy-in from higher local authorities and beneficiaries to the project objectives also contributed to the adaptive management process. The top-down approach recommended in the ProDoc was accordingly replaced by a participative approach combined with adaptive management, which enabled the expected outcomes to be achieved within the deadlines while optimising the project’s critical path.

### **3.2.2. Partnership agreements (with relevant stakeholders involved in the country/region)**

We note in recent years with the environment in general, in addition to the Strengthening National and Decentralised Management for Global Environmental Benefits Project, the emergence of projects such as the Integrated Disaster and Soil Management Project (PGICT), the Reduction of Emissions from Deforestation and Degradation of Forests, REDD+, forest management and inventory actions taken in conjunction with Germany through GIZ, and the Community Development Emergency Programme. Moreover, it is noted that the government, through the Ministry for Forests (MERF) is devoting resources to improving, protecting and

especially preserving environmental coverage and sustainable development in the country, and synergies between these different projects and programmes are starting to be seen. This was reflected in the MERF projects/programmes synergy workshop held in Notsé from 22 to 25 March 2016. During this workshop, each project was presented (objectives, outcomes and activities), the results achieved were given, and importantly, synergies with other projects were described along with other areas of synergies to be implemented. Firm partnerships remain unformed as yet.

Togo's ratification of the Paris Agreement in December 2015 and signature of the Charter of Maritime Security on 15 October 2016 are to be welcomed, but are of narrow scope in terms of partnerships for carrying out environmental management projects at national and sub-regional levels.

### **3.2.3. Comments from monitoring and evaluation activities used in adaptive management**

The inclusive and participative approach adopted by project coordinators improved the project's management. Coordination was based on all the monitoring information supplied by the various stakeholders, such as Project Implementation Reviews, steering committee reports and annual reports.

It emerged that following the Technical Monitoring Committee report for the first year, two local visits (April and November 2016) were organised over the following years for less remote monitoring of activities. Prior to these Committee recommendations, monitoring was remote without any field visits. These visits made it possible to see that the change in institutional environmental management, consisting of gradually increasing the responsibilities given to local communities, was happening but at a low rate.

Consequently, the January 2017 Steering Committee recommended Prefectural Commissions on Sustainable Development (CPDD) become more involved in producing Decentralised Environmental Management Actions (ADGE), supervising NGOs insensitive towards efficient use of Action resources.

### **3.2.4. Project financing**

The total cost of project at start-up was **US\$1,720,000**, jointly funded by:

- GEF for US\$700,000
- UNDP for US\$600,000
- Togolese government for US\$350,000

At the end of the project, actual resource allocation was as follows:

- GEF: US\$770,000
- UNDP: US\$156,000
- Togolese government: US\$385,000

Overall funding use at the end of September 2017 was 74%. The UNDP's comparative advantage permitted reasonable diligence in provision of funds and monitoring of how funds were managed. This was reflected, for example, by use of a tendering process to recruit consultants, the UNDP's financial tracking of spending by the management unit, including assisting the unit after the administrative and financial assistant left. One indicator of efficient use of resources set a 14% cap on resources allocated to administration. Unfortunately, the data provided to the consultant does not enable this to be verified.

There were no major problems on the Togolese government side in securing the co-funding. The government actually disbursed more than it had committed to contribute. In contrast, it should be noted the UNDP disbursed on 26% of the planned funds. Questioned on this state of affairs, those responsible suggested that the sums paid out were consistent with the needs expressed by the Project Management Unit. Some of the funds not used equates to the cost of the administrative and financial assistant. As said assistant had left, the Office helped coordinate financial aspects at no additional cost. However, the remaining 74% of its contribution is still available to the Ministry of Environment and Forest Resources for implementation of residual actions. Generally the low level of use of the UNDP's co-financing contribution had no significant impact on the achievement of project outcomes.

The table below offers an assessment of spending

ProDoc budget (US\$)					Spending (US\$)				
Year	GEF	UNDP (Trac)	Togo govt	Total	Year	GEF	UNDP (Trac)	Togo govt	Total
2014	350,230	600,000	350,000		2014	56,923	66,818	60,000	183,741
2015	285,010				2015	208,027	76,966	155,000	439,993
2016	134,760				2016	326,450	11,663	135,000	473,113
2017	-				2017	136,359	-	35,000	171,359
<b>Total</b>	<b>770,000</b>	600,000	<b>350,000</b>	1,720,000	<b>Total</b>	727,759	155,448	<b>385,000</b>	1,268,207
					<b>% Budget</b>	95%	26%	<b>110%</b>	<b>74%</b>

Table 5: Project financing and co-financing



### 3.2.5. Monitoring and evaluation: at project start-up and implementation

The Project Document describes the monitoring and evaluation mechanism designed for project implementation in detail. It states the project will be monitored and evaluated in accordance with the procedures established by the UNDP and the GEF.

This mechanism includes the outputs and indicators informing these outputs. Indicators together with benchmark values and targets are set. The Project Document also states the various reports that are to be produced as part of monitoring and evaluation. The project designers say the monitoring-evaluation system will be implemented under the responsibility of the project team and the UNDP's Togo Office.

Although the project produced no study as such, all the basic indicators include benchmark values, even to the extent of giving target values month by month, making it possible to assess changes from the starting situation.

Overall, the targets, methodology and responsibilities for monitoring and evaluation activities were clearly defined from the project design stage. In fact, implementation of monitoring and evaluation is based on the following activities:

- **Field visits:** Visits occurred throughout the project implementation phase. They included:
  - internal supervision of the project team. This made it possible to establish optimum conditions for a successful start to project activities;
  - supervision of project work by management from the Department of Studies and Planning (DEP) of Togo's Ministry of Environment and Forest Resources (MERF). This enabled the DEP to confirm the capacity-building activities for project beneficiaries were running smoothly.
  - joint supervision of project work by the UNDP Togo and UNDP Addis-Ababa teams in the ten pilot prefectures. This enabled assessment of the level of acceptance of project concepts by beneficiary communities and confirmation of the progress made towards achievement of project objectives.

However, it should be noted that members of the Technical Monitoring Committee (CTS) were not motivated by field assignments because of the unacceptable conditions in which they took place. The subsistence allowance paid by the Strengthening National and Decentralised Management for Global Environmental Benefits Project (18,000 FCFA per night) was one of the lowest still used by the ministry before being adjusted.

- **Budget monitoring:** this was in the main done by the project coordination unit in conjunction with the UNDP programme manager. It meant that spending and progress figures were regularly available. However, it should be noted that the Project

Management Unit did not find monitoring easy in the absence of the administrative and financial assistant. This assistant left the project during Q4 of 2016.

- **Activity reports and Project Implementation Reviews:** in terms of reports, the evaluation team was able to read annual activity reports (2014, 2015 and 2016) and three Project Implementation Reviews (2015, 2016 and 2017).
- **Steering Committee meetings:** The Steering Committee met three times during the period from when it was formed in 2014 to January 2017. Three reports were prepared, mainly dealing with three points: (i) presentation and examination of the annual activity report for the previous year, (ii) presentation and examination of the work plan for the year just beginning, and (iii) presentation and findings from Decentralised Environmental Management Actions (ADGE). Besides these reports, recommendations were produced regarding the four main organisations: (i) project management unit, (ii) Prefectural Commissions on Sustainable Development (CPDD), (iii) the government of Togo, and (iv) UNDP /GEF financial partners.
- **Producing this terminal evaluation.**

It can be concluded that the monitoring and evaluation plan was well-designed. However, from a financing point of view, it is worth noting that the field visits budget was increased to more closely reflect true requirements, as explained above.

The analysis in Appendix 4 relative to budget shows that only two budget items, i.e. (1) travel costs for the international evaluation consultant and (2) travel for meetings with prefectures, could be deemed budget items allotted expressly for monitoring and evaluation purposes. These two items account for less than 2% of the total budget, which would appear insufficient. This also explains the reluctance of Technical Monitoring Committee (CTS) members to participate in visits to prefectures at the start of the project. Fortunately, the budget for field visits has been increased.

### **3.2.6. Coordination of implementation and execution with the UNDP and implementation partner and operational questions**

The UNDP was involved with project implementation in several areas:

- Quality assurance of work completed by supporting the painstaking selection of service providers and field visits;
- Involvement in securing partner participation and building high-quality partnerships;
- Directing efficient use of financial resources;
- Technical support in guiding the orientation of project implementation.

The evaluation team concluded that the UNDP's support by technical services and beneficiaries was satisfactory. However, it must be pointed out that

Risks inherent to the UNDP were identified in terms of coordination in project implementation in:

- failure to provide financial resources on time, or failure to pay suppliers promptly;
- conflicts with the project coordination unit in presenting deliverables and expected outcomes within the deadline.

However, such risks were not reported, although some funding remained unspent at the end of the project. Therefore, overall, the UNDP's support by the [missing] was satisfactory.

The project coordination unit, despite the lack of a financial assistant, provided day-to-day management on technical matters as well as on administrative and financial questions. It also coordinated the project in conjunction with all stakeholders with support and advice from the Ministry of Forestry's Planning Department which headed the Technical Monitoring Committee, the lynchpin between the project coordination unit and the steering committee.

The Ministry of Forestry's Department of Studies and Planning also took on the project outcomes and experience with a view to rolling out best practice nationwide as part of its role as the Ministry's project designer.

### **3.3 Project outcomes**

#### **3.3.1. Overall outcomes (achievement of objectives)**

Analysis of the project's overall outcomes gave a general assessment of the achievement of the project's overall objective.

It is reiterated that the overall objective of this project is to build up the central and decentralised capacity of key government institutions so they are able to deliver results to the benefit of the national and global environment. The achievement of this objective was viewed to be satisfactory overall.

The project's overall objective was assessed on the basis of two indicators as identified in the Project Document.

- The first indicator is worded as follows: "Availability of the required technical skills and technology transfer between key stakeholders." A number of targets were identified to measure achievement of the overall objective. The evaluation team for this project deemed the objective achieved satisfactorily. In fact, we are pleased to report more than 50% of the stakeholders benefited from capacity-building activities in terms of their systems, organisations or individuals. At the institutional level, this is confirmed by the presence of four key environment and climate change institutions, i.e. the National Agency of Environmental Management (ANGE), the National Commission for Sustainable Development (CNDD) and its local divisions, the National Committee on Climate Change (CNCC), and the National Environmental Fund (FNE). They are not yet operational, although that does not depend on the project. In terms of individuals and systems, mention can be made of building capacity of members of the ten

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Prefectural Commissions on Sustainable Development (CPDD) put in place, and combined media personnel, and the implementation of micro-project demonstrations by CPDDs with technical support from NGOs and Village Development Committees in 97 districts. Capacity building and technology transfers were environmental management drivers with the aim of producing benefits for the global environment. The beneficiary training workshops calendar is almost full and good knowledge transfer was noted in the field in various areas, such as palm oil manufacture, agro-forestry, organic compost production, dykes and embankments, etc. However it should be stressed that the target was to leverage best practice and the lessons learned at the sub-regional level, but it is noted there were no study trips for example or regional synergy, and networking of projects similar of the Strengthening National and Decentralised Management for Global Environmental Benefits is necessary. Lastly, there were plans to update the national sustainability strategy, but the Project Steering Committee believed it was not relevant for the project to both make the National Commission for Sustainable Development (CNDD) operational and update the national sustainability strategy at the same time.

- The second indicators is the “Existence and allocation of resources by competent organisations”. Although target values as formulated are not easy to measure, the achievement of this indicator was deemed fairly satisfactory. In fact, in the first instance, it was wished to ensure permanent and long-term availability of finance to ensure stability of central and local governmental structures and decision-making mechanisms, such as the National Commission for Sustainable Development (CNDD) and the National Committee on Climate Change (CNCC) Establishing the National Environmental Fund (FNE) is an early sign of this wish, although it is not yet operational. For this indicator, it is pleasing to note the significant increase in the preparation and financing of CBOs’ environmental projects, such as community plantations and pedal-operated well-pumps in the areas of project activity (10 prefectures). However, recovery of degraded soil and construction of embankments and stone cordons often require more financial resources, whereas communities’ finances are low, hence the need to find other sources of bridging financing. Lastly, the final target is to put Togo in a position to produce outcomes of benefit to the global environment at a low transaction cost, and to meet local preservation requirements more quickly and more appropriately. As a result of the capacity building at institutional and personnel levels, decentralised technology transfer and appropriation of project experience gained show that Togo is on the right path with decent momentum.

### **3.3.2. Relevance**

The Strengthening National and Decentralised Management for Global Environmental Benefits Project is designed to be a cross-disciplinary project covering agriculture, the environment in the broadest sense (forestry and improved living conditions) based on the major government decentralisation project begun a few years ago. These crucial sectors in the national economy being heavily dependent on weather conditions, it is established that

climate change will have significant impacts on communities' resilience. The project is designed to respond to these concerns by strengthening vulnerable communities' capacity for adaptation.

The project is therefore relevant as regards both design and implementation, addressing as it does the issue of climate change while being in step with Togo's economic and environmental direction. Besides this justification for the project, its relevance can be assessed through the consistency of the logic behind the activities and behind the organisation used to implement the project.

#### **a) Consistency of the logic behind the activities**

Analysis of the outcomes shows consistency between the various logical aspects to the project's activities. Taking the example of the outcomes of the project's logical framework, the consistency of the logic behind the activities can be appreciated. In fact, if the basic capacities of local authorities and communities are strengthened as regards management of the environment and sustainable development, governance of natural resources, increased awareness and long-term commitment to decentralised governance, and if activities were carried out as defined, then we might expect improved resources and quality of life for the various communities (resilience) in response to climate change in the target districts.

Improved resilience in target vulnerable communities reflected in communication materials will also deliver effective nationwide dissemination, therefore a change of practice in response to the unpredictable effects of climate change on communities' resilience.

#### **a) Consistency of the logic behind the organisation**

The various observations and opinions collected during interviews with stakeholders at district level show at this level that the strategy of project activities and coordination are based on a set of partners giving priority to creating activity implementation conditions effectively and efficiently.

Analysis of the outcomes shows that the organisation set up for project coordination and execution consisted of a range of parties (technical departments, government departments, NGOs, local authorities, etc.). The organisational structure set up for project coordination and execution was appropriate to the project's local context. Each party has well-defined roles and responsibilities. No overlapping responsibilities were observed and synergies were usefully developed around Prefectural Commissions on Sustainable Development (CPDD). Each party plays their part with the aim of effectively and efficiently achieving the project objectives.

#### **c) Consistency with national and international policies and strategies**

Nationally, the adaptation measures developed to implement project activities are consistent with the National Action Plan for the Environment (PNAE), the national implementation strategy for the UNFCCC and the Strategy for Accelerated Growth and Promotion of

Employment in Togo (SCAPE) 2013–2017. The project’s contributions in terms of capacity building included (as the evaluation team observed):

- Rational restoration of damaged ecosystems and watersheds;
- Rebuilding and securing food requirements on certain sites by introducing natural fertilisers to improve agricultural and agro-forestry yields;
- Enhancing forestry resources through small village woods to rehabilitate damaged spaces;
- limiting the emergence of sandbanks and silting up of water retaining reservoirs through engineering;
- Promoting the right techniques (zai, anti-erosion embankments, etc.) to preserve soil and curb infiltration;
- Establishing the foundations for industrialisation with a driving force combined with basic equipment such as grinding mills and oil presses.

At the local level, the project is consistent with the priorities/needs of target communities living in an environment that features serious degradation of natural resources and ways of life caused by the effects of climate change. Activities implemented by the project in the four districts are suitable responses to strengthen the resilience of different communities. The participative approach adopted by the project strengthened its relevance at a local level. In fact, when formulating the project and during the annual reviews/plans at village level, beneficiary populations were involved in determining project activities. This helped to establish genuine foundations for effective incorporation of the needs expressed by communities and to combine project activities with these needs.

As regards the UNDP, the project contributed to implementation of the SDG and UNDAF 2014-2018, in particular effect 1 on improving food security, communities’ resilience to climate change and access to employment for young people and women. Target SDGs included: Objective 1. Eradication of poverty; Objective 5. Gender equality; Objective 6. Access to clean water and sanitation; Objective 13. Combat climate change; Objective 14. Conserve and sustainably use the oceans and seas for sustainable development.

In addition, the project is aligned with the GEF’s objectives (priorities) as regards adaptation to climate change since the activities carried out on the different project work sites contributed to:

- improved agro-ecosystem flows;
- supporting local communities’ subsistence resources to cope with climate change;
- reduced pressure on natural resources (best practice in rehabilitation of degraded soil and land management) caused by use of land in competition with the broader landscape;
- Increased capacity for adaptation in various communities located in project work areas.

Lastly, the project is consistent with the provision of the three post-Rio conventions, i.e. the Convention to Combat Desertification, the Convention on Biological Diversity and the Framework Convention on Climate Change (UNFCCC).

*The project's alignment with national priorities (the National Action Plan for the Environment (PNAE), the national UNFCCC implementation strategy, and the Strategy for Accelerated Growth and Promotion of Employment in Togo (SCAPE) 2013–2017, the UNDP's country programme, the UNDAF, with the GEF's objectives (priorities) as regards depletion of natural resources, and with local priorities (target communities' needs) highlights its relevance.*

Inset 1: Project relevance

### 3.3.2. Effectiveness

Evaluation of the project's effectiveness to provide an answer to the question "To what extent were the project's expected outcomes and objectives achieved?" can be done in three stages:

- The level of attainment of project outcomes and objectives;
- The level of resource allocation;
- The fit between strategy and outcomes.

#### a) Level of attainment of project outcomes and objectives

It is reiterated the project's overall objective comprised eleven indicators: (i) availability of the required technical skills and technology transfer between key stakeholders, (ii) existence and allocation of resources by competent organisations, (iii) the project involved a large number of stakeholder representatives in understanding, developing and testing best practice to meet global environment commitments through decentralised environmental governance, (iv) The Environment Ministry, CNDD, ANGE, FNE and CNCC (as representatives of the secretariats' agreement) have created an environment conducive to decentralised implementation, (v) Local development plans incorporate ecological benefits, (vi) The number of submissions for FNE (National Environmental Fund) financing for activities to benefit the local environment as a result of the local development plan, (vii) the number of demonstration exercises established at a community level, (viii) decentralised technical supporting structures have allotted financial and human resources for their functioning, (ix) a large number of parties, not necessarily stakeholders, have been made more aware of the value of decentralised governance of the global environment, (x) The percentage of stakeholders able to be informed about environmental questions in their area of operation, and (xi) A knowledge platform established between key stakeholders at different levels, to be used to exchange data on environmental questions.

The three expected outcomes were as follows:

**Outcome 1:** The main national institutions will have the necessary absorption capacity to manage their environment and natural resources in such a way as to achieve their sustainable development priorities and procure the benefits of the global environment.

**Outcome 2:** The capacities of the eight (8) prefectures are strengthened to provide better governance of their natural resources as regards sustainable development policy and planning.

**Outcome 3:** Commitment to increased and long-term awareness of decentralised governance of the global environment.

Although the Project Management Unit experienced difficulties in starting activities (delays in beginning project activities, logistics issues, inadequate office, lack of travel resources, etc.), decentralised environmental governance work became established in the project's zone of influence, thanks to the decent synergy seen between key parties, namely the Ministry of Forestry (MERF), Ministry of Planning, Development and Territorial Administration (MPDAT), the NGOs and civil society organisations, steering committee supervision and the UNDP.

#### **b) Level of resource allocation**

The breakdown of costs by partner is as follows:

- GEF: US\$1,720,000
- UNDP (cash): US\$600,000
- Togolese government: US\$255,000 (in kind)

It is noted that at the end of the project, GEF was discharged from its contribution. The same applies to the Togolese government, which: (i) provided premises to house the Project Management Unit, (ii) took charge of logistics for field monitoring, and (iii) leveraged synergies between the various government structures involved in project implementation. The UNDP contribution, meanwhile, saw a US\$450,000 shortfall. In fact, only US\$156,000 were spent out of US\$600,000. When the evaluation team enquired, the UNDP stated the remainder was still available for residual project activities.

#### **c) Fit between strategy and outcomes**

The Strengthening National and Decentralised Management for Global Environmental Benefits Project was aimed at various levels: technical services, local authorities and beneficiaries. The strategy put together for project implementation was formed from a sort of convergence between these different levels, owing to the fact that the question of adaptation of populations vulnerable to climate change and the issue of decentralised governance are both multi-faceted concerns.

The strategy put in place when formulating and executing was therefore based on a partnership between all participants at both national and district levels. This boosted information exchange between the parties, capitalisation of data about adaptations by populations vulnerable to climate change, and synergies in the actions of the main parties.

The tools and approaches developed on the basis of consultation and consensus made it possible to build the participation and responsibility of participants at all levels. Owing to the fact that the strategy is based on these principles (partnership, participation/responsibility,



consultation and consensus), this boosted the leveraging of value from existing resources and skills at community level, thereby strengthening the resilience of vulnerable communities. The strategy thus adopted in no way hampers the level of physical and financial execution of outcomes. On the contrary, it was a decisive factor that made a large contribution to achieving objectives. This in turn highlights the consistency between the strategy adopted by the project and the outcomes obtained.

*The level to which the project's objectives and results are achieved (between 80% and above the target set), the level of resources allotted (availability of the gap at the UNDP), and the fit between strategies and outcomes shows that project effectiveness was satisfactory.*

Inset 2: Project effectiveness

Project outcomes evaluation table. Overall, achievement of outcomes was **satisfactory**.

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	Level achieved at the end of the project	Observations
<b>Project objective (Equivalent to the output in Atlas) Strengthening national and decentralised management for global environmental benefits</b>	* Availability of the required technical skills and technology transfer between key stakeholders;	* Key stakeholders' capacity is low and scattered throughout many organisations;	* 50% of stakeholders will benefit from capacity building activity at a system, organisational and individual level for better use of technical skills and technology transfer for national, decentralised management with the aim of producing benefits for the global environment (for example, training and workshops);	Highly satisfactory	Almost 100% executed
			* An updated national sustainability strategy will be adopted as a key coordination strategy;	Not executed	The Project Steering Committee believed it was not relevant for the project to both make the National Commission for Sustainable Development (CNDD) operational and update the national sustainability strategy at the same time. (Steering Committee meeting minutes 2016)
			* better access to best practice and better knowledge available including innovative research reported at sub- regional level.	Satisfactory	No, there was not, for example, any study trips or synergies at a regional level, networking of projects of this kind is necessary
			* key stakeholders report improved coordination, collaboration and delegation of responsibility between key bodies and other important organisations.	Moderately satisfactory	
	* Existence and allocation of resources by competent organisations	* Budgets for environment initiatives in Togo are still low owing to ignorance of the environmental impact of human activities;	* Permanent and long-term availability of finance to ensure stability of central and local governmental structures and decision-making mechanisms, such as the National Commission for Sustainable Development (CNDD) and the National Committee on Climate Change (CNCC)	Satisfactory	Yes but will depend on the capacity of expanding the Prefectural Commissions on Sustainable Development concept and its departments, government lobbying needed
			* The project will contribute to a significant increase in the preparation and financing of CBOs' environmental projects (40%) in the areas of project activity (10 prefectures).	Highly satisfactory	However, need to find other sources of bridging financing
			* Togo will be in a position to produce outcomes of benefit to the global environment at a low transaction cost, and to meet local preservation requirements more quickly and more appropriately.	Satisfactory	On the right path, impetus noted

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	Level achieved at the end of the project	Observations
<b>Outcome 1</b> <b>The main national institutions will have the necessary absorption capacity to manage their environment and natural resources in such a way as to achieve their sustainable development priorities and procure the benefits of the global environment</b>	* The project involved a large number of stakeholder representatives in understanding, developing and testing best practice to meet global environment commitments through decentralised environmental governance.	* Participation of national stakeholders in decentralised management of ecological resources shows shortcomings.	* At the end of the project (2016), 40% of stakeholders were to indicate they had been actively involved in the exchange of information on decentralised management of environmental resources.	Highly satisfactory	Remarkable engagement by parties involved and stakeholders
	* The Environment Ministry, CNDD, ANGE, FNE and CNCC (as representatives of the secretariats’ agreement) have created an environment conducive to decentralised implementation.	* The National Commission for Sustainable Development (CNDD) is the sole high-level platform for interchange on environmental questions, but its mandate is not recognised by all stakeholders.	* At the end of the project (2016), 75% of stakeholders were to recognise the National Commission for Sustainable Development (CNDD) as a main platform for stakeholders to exchange information and monitoring sustainable development in coastal areas.	Moderately satisfactory	The National Commission for Sustainable Development (CNDD) is not yet operational - Permanent secretary not yet appointed, although not truly dependent on the project, the government being the main driver behind making the CNDD operational
		* Allocation of resources for the global environment at the local level is inadequate, the National Environmental Fund (FNE) could be used to manage how resources are allotted, but it is not operational;	* At the end of the project (2016), 75% of all new projects with an environmental component were to use the FNE as a co-financing mechanism.	Moderately satisfactory	The National Environment Fund is not yet operational. Note the government asked the UNDP in January 2017 to conduct a selection process for the CEO position on its behalf, to supply a shortlist of three in order of merit. The shortlisted candidates took a written test on 8 May 2017 at the UNDP, and since then, not a word has been said about the process.
		* The procedures for integrating convention commitments into decentralised sectoral development strategies are not clear.	* At the end of the project (2016), a set of clear operational directives will strengthen the system capacity necessary to ensure the long-term legitimacy, resilience and sustainability of decentralised governance of the global environment.	Satisfactory	The Togo government is on this route through the MERF’s role.
	<b>Outputs</b>				
Output 1: National Commission for Sustainable Development (CNDD) operational plan					
Output 2: Directives for decentralised management of the global environment					
Output 3: Resource allocation strategy					
Output 4: Business plan for decentralised decision-making					

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	Level achieved at the end of the project	Observations
<b>Outcome 2</b> <b>The capacities of the eight prefectures are strengthened to provide better governance of their natural resources as regards sustainable development policy and planning.</b>	* Local development plans incorporate ecological benefits.	* Community leaders are not aware of the seriousness of ecological problems in their areas.	* At the end of the project (2016), a methodology for strengthening local bodies will be approved by parliament to ensure the effectiveness of natural resource management in accordance with convention commitments, and the effective capillary escalation of the information needed for convention reporting.	Highly satisfactory	Positive attitude from participants: Prefectures and departments, other government units, NGOs and population
	* The number of submissions for FNE (National Environmental Fund) financing for activities to benefit the local environment as a result of the local development plan.	* Local planning instruments are not used logically; just 8 ecological plans were produced and none of them had any significant change in the implementation of the decentralised convention.	* At the end of the project (2016), 35% of the local population stated they had participated in preparing the local development plan.	Highly satisfactory	Some ten local development plans with local population involvement strengthening of the capacities of 372 members of ten Prefectural Commissions on Sustainable Development (CPDD) in optimum use of territorial integration plans for sustainable development, in harnessing resources and in information about national strategic directions for the sixth operational phase of the Global Environment Facility Micro-Funding Programme (GEF/MFP)
	* The number of demonstration exercises established at a community level.	* Local planning instruments are not used logically; just 8 ecological plans were produced and none of them had any significant change in the implementation of the decentralised convention.	* At the end of the project (2016), at least 4 successful, internationally recognised, demonstration exercises were to be established in each of the eight target prefectures.	Moderately satisfactory	Some demonstration exercises were held in each of the ten prefectures, but international recognition is still awaited.
	* Decentralised technical supporting structures have allotted financial and human resources for their functioning.	* Convention commitments have not been reflected at a local level, and no body exists to deliver success for activities.	* At the end of the project (2016), environmental governance frameworks were to be strengthened for eight prefectures.	Highly satisfactory	
<b>Outputs</b>					
Output 5: Integration of the environment and sustainability					
Output 6: Capacity building for decentralised governance of the global environment					

Objective/Outcome	Indicator	Basis	Targets Towards project end 2016	Level achieved at the end of the project	Observations
<b>Outcome 3</b> <b>Commitment to increased and long-term awareness of decentralised governance of the global environment</b>  <b>Increased awareness of, and long-term commitment to, decentralised governance of the global environment</b>	* A large number of parties, not necessarily stakeholders, have been made more aware of the value of decentralised governance of the global environment	* Communities are not aware of the seriousness of environmental problems in their areas.	* At the end of the project (2016), raised public awareness and ecological education on the strategic value of decentralised governance of the global environment thanks to new and improved strategies for regional approaches in favour of sustainable development.	Highly satisfactory	
	* The percentage of stakeholders able to be informed about environmental questions in their area of operation	* decision-makers at the national level are unaware of environmental problems at the local level	* At the end of the project (2016), 75% of local leaders were to be aware of environmental issues in their communities, and would give appropriate priority to healthy natural resources management	Highly satisfactory	
	* A knowledge platform established between key stakeholders at different levels, to be used to exchange data on environmental questions		* At the end of the project (2016), the Facebook page would have received at least 5,000 “likes”.	Satisfactory	The Facebook page was not used as desired, in contrast the project website has had more than 25,000 [visitors?] by this time.
<b>Outputs</b>					
Output 7: Major public awareness campaign					
Output 8: Circulation of the lessons learned.					

### 3.3.3. Efficiency

It is recalled that efficiency is the measure of optimum conversion of project resources into outcomes. It is the measure of how the initiative produces planned outputs relative to use of resources.

The comparison of resources used with outcomes obtained showed that the forecast resources made it possible to achieve the project outcomes from 2014 to 2017. By analysing expenditure by type over, for example, four years, a comparison of ratios by unit investment cost over management costs (in US\$) is possible, throughout the project's duration as the table below shows:

<b>Description</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Operating costs: salaries, vehicles, fuel, assignments, etc.	45,596	46,664	21,912	7,597
Physical investment cost: platforms, multipurpose centres, smallholdings, village woodland, small dams, capacity building, etc.	78,145	238,329	316,200	109,576
Total disbursement	123,741	284,993	338,112	117,173
<b>Ratio: operating cost / Investment</b>	<b>58%</b>	<b>20%</b>	<b>7%</b>	<b>7%</b>
<b>Grand total of disbursement</b>				<b>864,020</b>

Table 6: Project execution by expense type 2014-2017

An analysis of the table shows overall that ratios are average, as for 1 franc of management spend, investment levels fluctuate between 0.07 and 0.20 except for the first year when it reached 0.58. This is attributable to the delay in project start-up. On this basis, we can deem efficiency to be reasonably good. However, an analysis by unit of result is not possible because data on management and investment costs by project outcomes is not available.

In addition, the project was executed following the 'NEX' national execution procedure implemented using the NEX manual. This approach requires contract award procedures to entail competitive tendering for acquisitions of goods and services. This ensures both transparency and efficiency.

Lastly, the project purpose being to improve capacity for adaptation and resilience in response to climate change under decentralised environmental governance, it is clear that it succeeded in improving adaptation capacity by incorporating climate change considerations in guideline documents designed for decision-makers in prefectures and production contexts. The project made it possible to disseminate sustainable land development methods, reflected by increased yields in the main crops (maize for example) thereby positively transforming long-standing production techniques in different beneficiary communities in the prefectures concerned.

*The normal pace of the project's spending of financial resources, and the healthy performance in executing contracts by NGOs and the "make things happen" approach taken by the project means the project efficiency can be viewed as satisfactory.*

Inset 3: Project efficiency

#### **3.3.4. Acceptance by the country**

Generally, depending on the main conclusions drawn, development projects do not leave much room for beneficiary populations in the different stages of design, identification of concerns, planning of actions to take, or their involvement in carrying out projects. Apart from the design stage which did not involve beneficiary populations, all other stages in the process to set up and implement the project included a participative approach involving all the main stakeholders in terms of the government, the communities affected, NGOs and civil society alike.

The project introduced this innovation by giving beneficiary populations prime responsibility for identifying and prioritising requirements, choice of sites and the parties directly involved in implementing activities. Giving effective responsibility to beneficiary populations in this way was very advantageous for the project and ensures that beneficiaries accept the experience delivered by the project.

One point of acceptance by the country can be attributed to the fact that the lessons learned from the project in terms of decentralised environmental governance at the prefecture level can be scaled up nationwide. These are predispositions that emerge from discussions with populations, prefects or representatives of Prefectural Commissions on Sustainable Development together with representatives with NGOs.

#### **3.3.5. Integration**

The project, one of the first of its kind, was a catalyst at the level of decentralised development planning, in the areas of agriculture and sustainable land and watershed management as regards adaptation to climate change. With its approach, the project can play a trailblazing role in preparing many decentralised programmes at the Ministries with responsibility for decentralisation, agriculture and even education. Moreover, the authorities in the prefectures covered by the project met by the evaluation team are practically in these provisions with a view to future rural development work.

As for local populations, women and young people will have a significant role to play in the implementation of revenue-generating integrated rural development initiatives. This is the case for some of the project's zones of influence, where the bases for pre-industrial development exist with palm oil production, the by-products of which (soap, clear oil and others) provide women with an income. The project's provision of this driving force should contribute more to women's independence, when the value chain development possibilities become known, for cassava and maize for example. The same applies for smallholdings where women excel, as has been seen in the Savanes (named after the savannah) area.

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Specifically, it is noted for example that supporting the implementation of thirteen Decentralised Environmental Management Actions (ADGE) generated at least 39 temporary jobs. Two women and eleven men manage different ADGE implementation structures, whereas 13 men and 13 women share secretary-accountant and grassroots leadership positions. To this are added ad-hoc jobs in forestry, plant nurseries, well drilling, beekeeping, sharecropping, etc.

The project's conformity with the UNDP's objectives is clear. To this end, this Strengthening National and Decentralised Management for Global Environmental Benefits Project (PRCNDGE) is completely in line with the expected outcomes in the following UNDP strategy documents:

- The United Nations Development Assistance Plan (UNDAP) results: Populations in economically precarious areas, particularly women and young people, receive more decent job opportunities, improved food security, and participate in sustainable environment management to reduce risks and prevent disasters.
- UNDP Strategic Plan For the Environment and Sustainable Development results: *National capacity building for sustainable management of the environment while ensuring adequate protection for the poor.* Harnessing of financial resources for environmental protection.
- UNDP Strategic Plan secondary results: Integration of the environment and energy.
- Expected outcomes from the Country Plan: *Management of the environment and natural resources, and natural disasters and environmental risks are improved with a view to minimising the impacts of climate change.*
- Expected outputs from the Country Plan Action Plan: *The installation of the necessary management capacity to deal with natural disasters and crises,* such as preparing an action plan for adaptation to climate change impacts, mapping areas prone to flooding, and the preparation of natural disaster risk reduction strategy.

### **3.3.6. Sustainability**

From a financial viewpoint, and given the resources allotted by the Togolese government, the financial sustainability of the project could be improved. In fact, while the Togolese government was able to allot co-financing in-kind over and above its original commitment level, the National Environment Fund is not yet operational and certain decentralised activities, such as building embankments and regeneration of degraded soil, require resources beyond villages' financial means.

From a socio-economic viewpoint, the successful decentralisation of project activities leads to the conclusion that socio-economic sustainability is likely. In fact, the project approach, based on "making things happen", gave more responsibility to beneficiary communities for activities under supervision from Prefectural Commissions on Sustainable Development and NGOs. Setting up local handover structures (decentralised government departments such as prefecture environment departments and village development committees, women's and young people's groups) and giving them responsibility and building their capacities engages the beneficiary communities in a momentum of activity replication and good management of



prior project experience. The grievances expressed by local populations about acquiring certain organic fertiliser extraction works and training in land management are factors working in favour of sustainability and predisposition of local people to want to take responsibility. The acceptance of certain activities by beneficiaries (reforestation of watersheds, wooded areas around schools, water access points, building of embankments, semi-industrial processing of local produce, etc.) owing to their adaptability, simplicity and immediate impact on their resources and lifestyles are factors explaining why these activities are continued and indeed replicated by beneficiaries after direct support for the project has ended. However, rehabilitation of degraded soil and construction of embankments and stone cordons often require more financial resources, whereas communities' finances are low. Improved living standards in certain sites, such as Kpalimé, also requires a great deal of time to instil a household waste management culture in the people. In sustaining the project long term, technical services in rural areas must continue to support the various districts and ensure best practices are replicated. The capacity building from which these services benefited, their great involvement in monitoring project achievement, and the support to producers, have enabled them to more fully understand the issues and challenges, and importantly to improve identification and planning of the best practices to promote. Theoretically, technical staff in decentralised state services under the supervision of prefectures and their local representatives, owing to the skills acquired and support to be provided under their supervisory roles, should be in a position to continue to replicate project activities.

In addition, there is a favourable institutional and governance environment, with sufficient resources to ensure the project is sustainable. This is confirmed by the presence of four key environment and climate change institutions, i.e. CNDD, FNE, CNCC and ANGE. They are not yet operational, although that does not depend on the project.

Ultimately, as regards the environmental aspects, best practices learned by the population make it possible to anticipate a more environmentally-friendly future with resilience to climate change. These practices entail reforestation of watersheds, planting wooded areas around schools, building embankments and reclaiming degraded soil, although the last two require financial resources beyond villages' financial means.

*This analysis shows that from the social, environmental, institutional and governance viewpoints, sustainability is assured; in contrast the financial aspect requires improvement given the paucity of financial resources available to decentralised local authorities, and the fact that the government is yet to determine how supporting subsidies will be granted to them to ensure their independence.*

#### Inset 4: Project sustainability

### 3.3.7. Impact

Impact, it is reiterated, is the measure of positive and/or negative planned or unplanned changes brought about by the project. This project's impacts show no obvious tendencies

working against adaptation. The impacts of such a project typically appear several years after implementation.

Nonetheless, the project outputs used by beneficiaries are now engendering, in several cases, positive effects that are reflected by improved resources and standards of living of various communities in target districts. In these prefectures, chosen on the basis of their vulnerability, the project provided responses comprising new technologies and new practices enabling different communities to adapt to climate change. In most prefectures that cover the project's zone of influence, beneficiaries have quickly adopted a number of best practices attesting to their soundness. However, difficulties persist, for example in Kpalimé in household waste management under the implementation of Decentralised Environmental Management Actions (ADGE) to protect and preserve biodiversity in the Agbassiandi and Hè rivers and their tributaries and their consequences in Kloto prefecture. Difficulties in finding pasture areas were also noted, for herds destroying seedlings in some sites, as were defects in the design of mini dams.

Lastly, the good synergy between decentralised Ministry of Forestry departments, NGOs and the Ministry responsible for primary education (wooded areas around schools) is not only a sustainability factor, but will also have a definite impact on people in future who will have to cope with environmental problems.

*In can be concluded that the project's work produced positive outcomes overall. This project therefore has a significant impact from a viewpoint of verifiable progress in ecological conditions, verifiable reductions in ecological system stress, and notable progress towards impact reductions.*

#### Inset 5: Project impacts

## **4. Conclusions, recommendations and lessons**

### **4.1. Remedial measures on the design, implementation, monitoring and evaluation of the project**

This project was designed to enable the government of Togo to build up the capacity of key government institutions so they are able to deliver results to the benefit of the national and global environment. The project, as a capacity-building tool, has helped to strengthen national and decentralised management for global environmental benefits. As it was a pilot project, the personnel and logistics limitations did not encourage regular, decentralised, monitoring. It must be acknowledged that despite this difficult environment, there were monitoring assignments providing an assessment of the field work and adjustments if need be.

### **4.2. Measures intended to monitor or strengthen the project's initial benefits**

As the project comes to an end, it is suggested additional resources are allocated to increase and lengthen the funding of the Project Management Unit with a view to completing residual project activities. This will entail harnessing the outstanding portion, about 75% of the UNDP's contribution which is still available to the project for these residual actions.

### **4.3. Proposals for future directions in favour of the main objectives**

By developing more synergies with current projects and initiatives within the four organisations (National Commission for Sustainable Development (CNDD), National Environmental Fund (FNE), National Committee on Climate Change (CNCC) and National Agency of Environmental Management (ANGE)) with their decentralised departments, we could achieve better networking of structures and consolidation of experience gained in the Strengthening National and Decentralized Management for Global Environmental Benefits Project. This is why, for the sake of sustainability and lengthening this Project in Togo, it is suggested that efforts to increase responsibility locally are continued and increased operations for these four institutions, intended to deliver outcomes of benefit to the national and global environment. This will include formulating a full-scale Programme as soon as possible, in conjunction with the UNDP, to strengthen capacity in decentralised environment management and resilience, to scale up nationwide into every prefecture in Togo by incorporating renewable energy technology, which is therefore low in carbon.

### **4.4. The best and worst practices while dealing with questions concerning relevance, performance and success**

The project implementation resulted in the following lessons learned:

- As regards best practice, the following are noted:
  - the project's relevance to the government's economic orientation (Strategy for Accelerated Growth and Promotion of Employment - SCAPE, National Action Plan for the Environment - PNAE, UNDAF) and international initiatives (e.g. SDG, three post-Rio conventions);

- the participative approach with Prefectural Commissions on Sustainable Development (CPDD) and good synergies with NGOs;
- performance in technical and financial execution with reduced headcount but synergies with project partners based on a participative approach and “making things happen”;
- success through appropriate training, information and briefing of the different parties
- As regards worst practice, the following are noted:
  - slow acceptance of the project by the main parties involved, who needed a long time to understand the issues and buy into the project (fear of change);
  - the low level of contribution from the government, which was limited to a contribution in kind;
  - lack of public-spiritedness in young people and sometimes women in some project sites, which hampered improvements to living conditions.
  - Some defects in the design of smaller engineering structures such as the mini dams and embankments.

#### **4.5. Main recommendations**

The main recommendations are given in the form of a roadmap in the Appendix at point 5.2.-  
Table of actions for implementation of recommendati



## 5. Appendices

### 5.1. TORs

#### Termes de référence (TDR) pour l'évaluation finale du PRCNDGE

#### PROJET PNUD-FEM : Termes de référence (TDR) pour l'évaluation finale (EF) du PRCNDGE

### Nº PNUD-FEM PIMS 4460 \_ Strengthening National and Decentralized Management for Global Environmental

#### 1. INTRODUCTION

Conformément aux politiques et procédures de suivi et d'évaluation du PNUD et du FEM, tous les projets (de grande envergure ou de taille moyenne), financés par le FEM et réalisés avec l'appui du PNUD, doivent faire l'objet d'une évaluation finale (EF) à la fin de la mise en oeuvre. C'est le cas du Projet « **Renforcement de la gestion nationale et décentralisée pour l'environnement mondial** » (PRCNDGE) qui est un projet de taille moyenne (medium size project). Les présents termes de référence (TdR) énoncent les attentes par rapport à l'évaluation finale (EF) du PRCNDGE.

#### TABEAU DE RESUMÉ DU PROJET

Titre du projet : Strengthening National and Decentralized Management for Global Environmental				
ID de projet du FEM :	4765		<u>à l'approbation (en millions USD)</u>	<u>Au 23/05/2017 à l'achèvement (en millions USD)</u>
ID de projet du PNUD :	4460	Financement du FEM :	770,000	770,000
Pays :	Togo	Financement de l'agence d'exécution/agence de réalisation :	600,000	600,000
Région :	Afrique	Gouvernement :	350,000	385 000
Domaine focal :	Multi-focal MFA	Autre :		-
Objectifs FA, (OP/SP) :	CD-4	Cofinancement total :	950,000	985,000
Agent d'exécution :	Ministère de l'environnement et des ressources forestières (MERF)	Coût total du projet :	1,720,000	1 755 000
Autres partenaires participant au projet :	Ministère de l'administration territoriale, de la décentralisation et des collectivités locales	Signature du DP (Date de début du projet) :		18 April 2014
		Date de clôture (opérationnelle) :	Proposé : 18 April 2017	Réel : 31 octobre 2017

## **2. INFORMATION CONTEXTUELLE ET OBJECTIFS**

Le gouvernement du Togo et le Programme des Nations Unies pour le Développement ont signé, le 18 avril 2014, une convention de financement pour la mise en œuvre du Projet Strengthening National and Decentralized Management for Global Environmental (**PRCNDGE**). Le projet est cofinancé par le Fonds pour l'Environnement Mondial (FEM), le PNUD et le Gouvernement du Togo pour un montant d'un million sept vingt mille (1.720.000) US Dollar.

Il est mis en œuvre par le Programme des Nations Unies pour le Développement (PNUD) suivant sa modalité d'Exécution nationale (NIM) et la principale agence d'exécution est la Direction des études et de la planification (DEP/MERF).

### **2.2. Informations sur le projet**

Le Togo a adhéré au projet Auto évaluation Nationale des Capacités à Renforcer pour la Gestion de l'Environnement au niveau Mondial et National (ANCR) soutenu par le Fonds pour l'Environnement Mondial (FEM) et le Programme des Nations Unies pour le Développement (PNUD) qui a abouti à l'élaboration d'une stratégie nationale de renforcement des capacités, assortie d'un plan d'action articulé en 2 programmes, 6 axes, et 37 projets. Le PNUD a ensuite financé à titre pilote pour l'exercice 2009, un projet de renforcement de capacité pour la gestion de l'environnement conduisant à l'élaboration d'un Programme National de Renforcement de Capacités (PRCGE) découlant de la stratégie ANCR, du Programme National de Gestion de l'Environnement (PNGE) et d'autres documents de planification sectoriels et dont la mise en œuvre débuté en janvier 2010, s'est achevée en décembre 2013. Le PRCGE a délivré des résultats intéressants en termes d'amélioration de gouvernance environnementale à travers le renforcement de capacités individuelles, institutionnelles et systémiques fondées sur l'approche « *Learning by doing* ». Le présent projet a été initié pour consolider les acquis du PRCGE et du programme national d'actions décentralisées de gestion de l'environnement (PNADE) en mettant l'accent sur la mise en œuvre effective des trois conventions de RIO relatives aux changements climatiques, à la lutte contre la désertification et à la conservation de la biodiversité.

Le PRCNDGE vise à renforcer les capacités des institutions clés du gouvernement afin que ces dernières délivrent des résultats au bénéfice de l'environnement national et mondial. Il vise également à renforcer les capacités sous-jacentes du ministère de l'environnement pour catalyser la gouvernance et la gestion décentralisée des ressources naturelles dans dix (10) préfectures du Togo. Le projet est structuré en trois composantes pour trois résultats attendus durant les trois années d'exécution.

#### **Composante 1 : Amélioration du cadre national de gestion de l'environnement**

Cette composante permettra de renforcer les capacités de quatre entités nationales dont la mission contribue à la promotion du développement durable à travers la mise en œuvre des trois conventions de RIO (changements climatiques, la conservation de la biodiversité la lutte contre la désertification). Il s'agit notamment de l'opérationnalisation de la commission nationale de développement durable (CNDD), du fonds national pour l'environnement(FNE), du comité national changements climatiques (CNCC) et le renforcement du rôle de l'agence nationale de gestion de l'environnement(ANGE) dans la gestion décentralisée de l'environnement.

#### **Composante 2 : Renforcement de la gestion décentralisée de l'environnement**

Cette composante vise le renforcement de la gouvernance environnementale et de gestion durable des ressources naturelles au niveau décentralisée. Dix préfectures sont sélectionnées à raison de deux par région économique suivant une approche multicritères lors de la phase d'initialisation du projet. Il s'agit

du nord au sud de : Tone et Oti (Savanes), Kozah et Binah (Kara), Tchaoudjo et Tchamba (Centrale), Haho et Kloto (Plateaux), Vo et Lacs (Maritime).

### **Composante 3 : Amélioration de la prise de conscience et l'engagement à long terme pour la gestion décentralisée de l'environnement**

Les deux premières composantes étant orientées vers le renforcement de capacités des institutions et des structures intervenant dans la gouvernance environnementale et le développement durable, cette troisième composante cible en priorité un public plus large et autres acteurs sociaux qui jouent un rôle important dans la préservation de l'environnement et la gestion durable des ressources naturelles.

Le projet est fondé sur l'approche « Learning-by-doing » qui permet de cibler au niveau national et décentralisé les actions de renforcement des politiques clé et les mécanismes de prise de décision associés en vue de promouvoir le développement durable à tous les niveaux. Dans ce contexte, les résultats principaux escomptés en lien avec les trois composantes du projet sont :

- ❖ Résultat 1 : Les institutions nationales clés ont les capacités nécessaires pour gérer leur environnement et ressources naturelles suivant leurs priorités dans une perspective de développement durable en vue de délivrer des résultats bénéfiques à l'environnement mondial
- ❖ Résultat 2 : Les capacités des dix (10) préfectures sont renforcées pour mieux gérer leurs ressources naturelles suivant leurs cadres de politique et de planification de développement durable.
- ❖ Résultat 3 : Une sensibilisation accrue est faite pour un engagement à long terme des acteurs à la gouvernance décentralisée de l'environnement mondial.

### **3. OBJECTIFS ET PORTÉE DE L'EVALUATION FINALE**

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. Cette évaluation permettra d'évaluer le niveau d'atteinte des objectifs fixés et des résultats escomptés tels que spécifiés dans le document de projet (Prodoc). L'évaluation finale examinera également :

- la stratégie de mise en œuvre du projet axée sur la décentralisation ainsi que les risques initiaux pour sa durabilité;
- la matérialisation du cofinancement et la contribution du projet aux objectifs stratégiques du domaine focal du FEM à travers les outils de suivi
- les progrès réalisés sur la base du tableau de bord des indicateurs (Annex 2 du ProDoc)

L'évaluation finale devra à cet effet aboutir à la formulation de recommandations utiles et faisables aux différentes parties prenantes dans le sens de l'amélioration de la gouvernance environnementale au Togo.

En tant que partie intégrante du cycle du projet, l'évaluation finale analysera ses réalisations à la lumière de ses objectifs initiaux. Elle prendra en compte l'effectivité, l'efficacité, la pertinence, l'impact et la durabilité du projet. Elle va également identifier les facteurs ayant facilité ou empêché l'avancée vers l'atteinte des objectifs. Dans la logique d'amélioration des futurs projets, l'évaluation finale devra couvrir des questions liées à la performance, la conception du projet, la stratégie, la qualité des rapports du projet, de sa production intellectuelle et l'efficacité de son système de Suivi-Evaluation.

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.



#### 4. APPROCHE ET METHODE D'EVALUATION

Une approche et une méthode globales 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 incluses dans ces termes de référence (remplir l'Annexe C) . 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'évaluateur doit fournir des informations factuelles qui sont crédibles, fiables et utiles. S'il est important de mener une évaluation rigoureuse et actualisée de l'état de mise en œuvre du projet, cette évaluation finale doit également aboutir à un ensemble de recommandations pratiques à l'endroit des principaux acteurs du projet et à des enseignements tirés pour aider à définir l'orientation des futures interventions.

L'évaluateur doit adopter une approche participative et consultative garantissant une collaboration étroite avec l'équipe chargée du projet, les bénéficiaires, les acteurs du gouvernement (en particulier l'agence de mise en œuvre et le point focal opérationnel du FEM), le Bureau Pays du PNUD, le conseiller technique du PNUD-FEM, d'autres parties prenantes ainsi que l'équipe de mise en œuvre du projet.

L'évaluateur devrait effectuer une mission sur le terrain dans les préfectures pilotes du projet à savoir : Tône, Oti, Kozah; Binah, Tchaoudjo, Tchamba, Haho; Kloto, Vo et Lacs. Les entretiens auront lieu au minimum avec les différentes commissions préfectorales de développement durable (CPDD) composées des autorités des collectivités territoriales (préfets et présidents des délégations spéciales de la mairie et de la préfecture), les services déconcentrés, les chefs cantons, les présidents des comités cantonaux de développement (CCD), les représentants d'ONG, de groupements féminins.

L'évaluateur passera en revue toutes les sources pertinentes d'information, telles que le descriptif de projet, les rapports de projet, notamment le APR/PIR et les autres rapports, les révisions budgétaires du projet, les rapports sur l'état d'avancement, les outils de suivi du domaine focal du FEM (« tracking tools »), les dossiers du projet, les documents stratégiques et juridiques/de politiques 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 chargée du projet fournira à l'évaluateur aux fins d'examen est jointe à l'[annexe B](#) des présents termes de référence.

#### 5. CRITERES D'EVALUATION ET NOTATIONS

Une évaluation de la performance du projet, basée sur les attentes énoncées dans le cadre logique/cadre de résultats du projet (voir [annexe A](#)) qui offre des indicateurs de performance et d'impact dans le cadre de la mise en œuvre du projet ainsi que les moyens de vérification correspondants, sera réalisée.

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 sus-indiqués. Le tableau rempli doit être joint au résumé d'évaluation. Les échelles de notation obligatoires sont incluses dans l'[annexe D](#).

Notes d'évaluation :			
1 Suivi et évaluation	Notation	2 Agence d'exécution/agence de réalisation	Notation
Conception du suivi et de l'évaluation à l'entrée		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	
<b>3 Évaluation des résultats</b>	<b>de l'agence d'exécution/agence de réalisation :</b>	<b>4 Durabilité</b>	<b>de l'agence d'exécution/agence de réalisation :</b>
Pertinence		Ressources financières :	
Efficacité		Sociopolitique :	
Efficienne		Cadre institutionnel et gouvernance :	
Note globale de la réalisation du projet		Environnemental :	
		Probabilité globale de la durabilité :	

## 6. 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								

## 7. INTÉGRATION

Les projets financés par le PNUD et soutenus par le PNUD sont des éléments clés du programme de 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.

## 8. IMPACT

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. <sup>1</sup>

## 9. CONCLUSIONS, RECOMMANDATIONS ET ENSEIGNEMENTS

<sup>1</sup> 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](#)

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

## 10. MODALITES DE MISE EN OEUVRE

La responsabilité principale de la gestion de cette évaluation revient au bureau de pays du PNUD au Togo.

Le bureau de pays du PNUD contactera l'évaluateur international 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 celui-ci dans le pays.

L'équipe de projet sera chargée d'assurer, en liaison avec l'évaluateur, l'organisation des entretiens avec les parties prenantes et des visites sur le terrain, ainsi que la coordination avec le gouvernement, etc.

## 11. CALENDRIER D'EVALUATION

L'évaluation durera au total 25 jours selon le plan suivant : Tableau 2.

Activité	Durée	Date d'achèvement
Préparation	3 jours	11 septembre 2017
Mission d'évaluation	10 jours	25 septembre 2017
Projet de rapport d'évaluation	10 jours	9 octobre 2017
Rapport final	2 jours	17 novembre 2017

## 12. PRODUITS LIVRABLES EN VERTU DE LA REVISION À MI PARCOURS

Tableau 1.

Produits livrables	Table des matières	Durée	Responsabilités
Rapport Initial de la EF	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 bureau Pays (BP) du PNUD
Présentation	Conclusions initiales	Fin de la mission d'évaluation	À la partie nationale et le Bureau Pays du PNUD (BP)
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 RTA, la direction du projet, l'unité de gestion du projet, le point focal FEM
Rapport final	Rapport révisé fournir une matrice de réponses, expliquant en détail la façon dont les commentaires reçus ont (et n'ont pas) été traités dans ledit rapport.	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 CGELE du PNUD.

## 13. PROFIL DE L'EVALUATEUR

Le consultant international évaluateur doit disposer d'une expérience antérieure dans l'évaluation de projets similaires. Une expérience des projets financés par le FEM est un avantage. Il ne doit pas avoir participé à la préparation ou à la mise en œuvre du projet et ne doit pas avoir de conflit d'intérêts avec les activités liées au projet.

L'évaluateur international doit posséder les qualifications suivantes :

- justifier d'un diplôme universitaire d'au moins BAC + 5 (Master ou Ph.D) en suivi-évaluation de projet; en gestion de l'environnement et des ressources naturelles, ou tout autre diplôme équivalent ;
- 10 ans minimum d'expérience professionnelle pertinente ;
- Avoir une bonne connaissance du PNUD et du FEM ;
- Disposer d'une expérience antérieure avec les méthodologies de suivi et d'évaluation axées sur les résultats ; et,
- Démontrer des connaissances techniques dans les domaines focaux ciblés.

### 13a. MODALITES DE PAIEMENT ET SPECIFICATIONS

%	Étape
10 %	À la signature du contrat
40 %	Suite à la présentation et l'approbation du 1 <sup>er</sup> projet de rapport de la RMP
50 %	Suite à la présentation et l'approbation (par le BP et le CTR du PNUD) du rapport définitif de la RMP

### 13b. PROCESSUS DE CANDIDATURE

Les candidats sont invités à postuler en ligne [recrutement.tg@undp.org](mailto:recrutement.tg@undp.org) au plus tard le **04 août 2017**. Les consultants individuels sont invités à envoyer leur candidature, ainsi que leur curriculum vitae pour ces postes. La candidature doit comprendre un curriculum vitae à jour et complet en français ainsi que l'adresse électronique et le numéro de téléphone du candidat. Les candidats présélectionnés seront invités à présenter une offre indiquant le coût total de la mission.

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.

### 14. CODE DE DEONTOLOGIE DE L'EVALUATEUR

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 »](#)

## ANNEXE A : CADRE LOGIQUE DU PROJET

<p><b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b></p> <p>Expected CP Outcome(s): Management of the environment and natural resources, including natural disasters and environmental risks are improved, with a view to minimizing the impacts of climate change</p> <p>Expected CPAP Output(s): Putting in place the management capacities necessary to address natural disasters and crises, such as the preparation of an action plan on adaptation to the impacts of climate change, mapping flood zones, and the development of a strategy on natural disaster risk reduction</p>
<p><b>Country Programme Outcome Indicators:</b></p> <p>2.1.3: Number of CBO projects financed and implemented; 2.2.1: three-year programme for reduction of risks and catastrophes operational; 2.3.1: Action plan for resources mobilization operational <sup>23</sup>;</p>
<p><b>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</b> 1. Mainstreaming environment and energy</p>
<p><b>Applicable GEF Strategic Objective and Program: GEF Strategic Objective and Program:</b> CCCD Programme Framework 4 STRENGTHENING CAPACITIES TO IMPLEMENT AND MANAGE GLOBAL CONVENTION GUIDELINES</p>
<p>Applicable GEF Expected Outcomes:</p> <p>Strengthened capacities for management and implementation on convention guidelines in Togo, by:</p> <p>4.1 Enhanced institutional capacities to manage environmental issues and implement global conventions; 4.3 Sustainable financing mechanisms in place at national level.</p>
<p><b>Applicable GEF Outcome Indicators:</b></p> <p>Increased number of socio-economic policies, plans, and programmes incorporate convention guidelines. In particular:</p> <p>Institutional capacities for management of environment strengthened (Number); Management capacities for implementation of convention guidelines and Reporting enhanced countries (Number); Capacities of CSOs and CBOs as SGP partners, strengthened (Number); Sustainable financing mechanisms developed (Number); Financing mechanisms for environment created (Number)</p>

	Indicator	Baseline	Targets Towards End of Project 2016	Source of verification	Risks and Assumptions
<b>Project objective<sup>24</sup></b> <b>(equivalent to output in atlas)</b> <b>To strengthen national and decentralized management to produce global environmental benefits.</b>	<b>Impact Indicators:</b> <ul style="list-style-type: none"> <li>* Availability of required technical skills and technology transfer among key stakeholders;</li> <li>* Existence and mobilization of resources by the relevant organizations;</li> </ul>	<ul style="list-style-type: none"> <li>* Capacity of the main stakeholders is low and dispersed over many organisations;</li> <li>* Budgets for environmental initiatives in Togo remain low due to ignorance of environmental impacts of human interventions;</li> </ul>	<ul style="list-style-type: none"> <li>* 50% of stakeholders have benefitted from capacity building activity at the systemic, organizational, and individual level for better use of the technical skills and technology transfer for national and decentralized management to produce global environmental benefits (e.g. training and workshops);</li> <li>* an updated NSSD has been adopted as overarching coordinating strategy;</li> <li>* long-term and continued availability of finances to ensure the stability of both central and local government structures and decision-making mechanisms, such as the CNDD and CNCC</li> <li>* Project has contributed to a significant rise in the elaboration and financing of CBO environmental projects (40%) in the intervention zones (8 prefectures).</li> <li>* Togo will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to local conservation needs.</li> <li>* reported better access at the sub-regional level to best practices and best available knowledge, including innovative research,</li> <li>* key stakeholders report improved coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations</li> </ul>	<ul style="list-style-type: none"> <li>* capacity development monitoring scorecards;</li> <li>* FNE year reports;</li> <li>* Activity reports of Ministry in charge of grassroots level development;</li> <li>* Subscription of environmental projects in Public Investments Portfolio;</li> <li>* SCAPE and MDG reports;</li> <li>* INS Statistics</li> <li>* Mid-term and Terminal Evaluation Report</li> </ul>	<ul style="list-style-type: none"> <li>* Togo's environmental management regime will allow implementation arrangements and activities adapt to changing political scenarios, decision-makers, and stakeholder representation.</li> <li>* Political stability and security situation is favourable to implement planned activities; internal resistance to change can be mitigated.</li> <li>* the various government agencies respect their commitment to transfer funds to FNE;</li> <li>* Togo's absorptive capacities for projects with external financing is low;</li> <li>* Government stands by its intentions and priorities as noted in the SCAPE, the PNADE, PNIERN, and the vision of the PRCGE.</li> <li>* Catalyzing Togo's devolution of power for the management of the global environment together with addressing local and regional socio-economic priorities through decentralization will help ensure that the requirements of the most vulnerable groups in society, such as women, youth groups and the landless are incorporated in decision-making and programme design</li> </ul>
<b>Outcome 1<sup>25</sup></b> <b>Key national institutions will have the necessary absorptive capacities to manage their environment and natural resources in a way that meets their sustainable development</b>	<ul style="list-style-type: none"> <li>* the project has involved large numbers of stakeholder representatives in understanding, developing, and testing best practices for meeting global environmental obligations through</li> </ul>	<ul style="list-style-type: none"> <li>* Participation of national stakeholders in decentralised management of environmental resources is lacking.</li> <li>* The CNDD is the only high level exchange platform on environmental issues, but its mandate is not</li> </ul>	<ul style="list-style-type: none"> <li>* By month 5, a detailed analysis and recommendations for strengthening the CNDD to better integrate criteria and indicators of Rio Convention targets are agreed by consensus among all CNDD members;</li> <li>* By month 5, an updated assessment of the institutional capacities and needs for strengthening ANGE to contribute to the implementation of GESDP through local community development plans is prepared</li> <li>* By month 11, an analysis of data and information</li> </ul>	<ul style="list-style-type: none"> <li>* baseline, periodic and end-of-project stakeholder survey;</li> <li>* CNDD monitoring reports; State of the Togo Environment 2014 - 2016;</li> <li>* Project records, supplemented by beneficiary verification;</li> <li>* FNE year reports;</li> </ul>	<ul style="list-style-type: none"> <li>* There will be no/limited transfers of trained technical staff in other ministries/departments or in other non-government organisations.</li> <li>* the commitment to implement project activities through adaptive collaborative management remains intact;</li> <li>* Political will of government agencies to freely share public data and information</li> </ul>

<sup>24</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

<sup>25</sup> All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.



<p><b>priorities while at the same time delivers global environmental benefits.</b></p>	<p>decentralized environmental governance;          * Ministry in charge of Environment, CNDD, ANGE, FNE and the CNCC (as representative of the convention secretariats) have created a conducive environment for their decentralized implementation;</p>	<p>recognized by other stakeholders.          * allocation of resources for global environmental at the local level is insufficient; management FNE could serve as a resources mobilisation instrument, but is not operational;          * procedures for including convention obligations in sectoral and decentralised development strategies are unclear;</p>	<p>management needs to meet Rio Convention targets, including recommendations for streamlining and harmonizing data and information management systems is completed;          * By month 13, capacity development plan for ANGE staff and other stakeholders, e.g., FNE and CNDD secretariat staff is approved.          * By month 13, a study to operationalize the FNE validated by Council of Ministers;          * By month 14, a public dialogue of at least 50 stakeholder representatives to promote the role of the FNE held;          * By month 16, the Government and other stakeholders revise mandates and operational plans of lead agencies and committees (at both national and regional levels) through collaborative workshops and complete revisions;          * By month 16, a policy dialogue on SNDD and its accompanying implementation plan for senior policy-makers the SNDD is convened;          * By month 18, a feasibility study on the establishment of a national system for environmental evaluation prepared;          * By month 19, the recommended institutional revisions (at both national and regional levels) are validated by Council of Ministers.          * By month 19, regulation to strengthen the operationalization of the CNDD to coordinate Rio Convention activities is validated by ministers;          * By month 22, a Resource mobilization strategy and its operational procedures are approved, which includes explicit guidelines for financing community-based projects that deliver GESP;          * By month 24, CNCC is fully operational;          * By month 24, four (4) national training workshops on environmental evaluation that are based on best practice approaches to prepare environmental impact assessments and enforce adherences to their recommendations convened;          * By month 26, three (3) national training workshops held about the CNDD Operational Plan for a total of at least 120 different stakeholders.          * By month 33, four public dialogues on the CNDD and Rio Conventions convened with at least 200 stakeholder representatives from all sectors          * By month 36, the independent final evaluation</p>	<p>* Project monitoring reports;          * hit-counter on MINERF, CNDD and ANGE website;</p>	<p>* CNDD and its decentralized structures are rendered operational;          * the data sharing infrastructure established in Togo can handle exchange of large quantities of data produced through decentralized structures;</p>
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			<p>determines that the FNE is on solid ground to raise and allocate funds for the achieving global environmental targets through decentralized decision-making;</p> <ul style="list-style-type: none"> <li>* At the End of Project (2016), 75% of all new projects with an environmental component make use of the FNE as a co-financing mechanism;</li> <li>* At the End of Project (2016), 40% of stakeholders indicate to have been proactively engaged in information exchanges on decentralized management of environmental resources.</li> <li>* At the End of Project (2016), 75% of Stakeholders acknowledge the National Committee for Sustainable Development (CNDD) as the main platform for stakeholder information exchange and monitoring of sustainable development in the coastal zone;</li> <li>* At the End of Project (2016), a set of clear operational guidelines strengthen the systemic capacities needed to ensure the long-term legitimacy, resilience, and sustainability of decentralized governance of the global environment</li> </ul>		
<b>Outputs</b> Output 1: CNDD Operational Plan Output 2: Guidelines for decentralized management of the global environment Output 3: Resource mobilization strategy Output 4: Business Plan for Decentralized Decision-Making					
<b>Outcome 2</b> The capacities of eight (8) prefectures will have been strengthened to better govern their natural resources within their policy and planning frameworks of sustainable development.	<ul style="list-style-type: none"> <li>* local development plans (LDP) incorporate global environmental benefits;</li> <li>* number of submissions of local environmental activities for FNE financing resulting from LDP</li> <li>* number of demonstration exercises established at community level;</li> <li>* decentralised technical support structures are allocated</li> </ul>	<ul style="list-style-type: none"> <li>* community leaders are not aware of the severity of the environmental problems in their locality;</li> <li>* convention obligations have not been translated to the local level – a body of evidence of successful activities does not exist;</li> <li>* local planning instruments are not consistently used; only 8 environmental PIDs for prefectures have</li> </ul>	<ul style="list-style-type: none"> <li>* By month 12, eight (8) prefecture reports with recommended revisions to mandates completed;</li> <li>* By month 21, Up-to-date codes, laws and texts pertaining to the protection of the global environment and natural resources are distributed widely within pilot communities;</li> <li>* By month 24, Eight (8) GEPMPs are endorsed by the CVDD, CCDD, and CPDD</li> <li>* By month 24, at least 240 different stakeholders have been trained in eight (8) training workshops for local government officials, NGOs, and CBOs on how use the GEPMP to take into account the global environment when planning for the sustainable development of their communities;</li> <li>* By month 26, two (2) demonstrations of best practice approaches demonstrated in each of the eight (8) project prefectures;</li> <li>* By month 26, at least 160 stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>* Survey, Gender disaggregated interviews, field monitoring and testing during the yearly recurring 15-days environment campaign;</li> <li>* Interviews with Prefectures and Regional reports;</li> <li>* LDPs;</li> <li>* training and workshop reports;</li> </ul>	<ul style="list-style-type: none"> <li>* Institutions established at the community and district level are functional and supportive to implement the project activities.</li> <li>* Communities participate in project awareness generation and training activities on Global Environmental Management, learn how to operate and maintain the environmental and sustainable development info from their decentralised planning and see value in maintaining it beyond the life of the project.</li> <li>* best practices that are demonstrated are more likely to championed and replicated</li> </ul>



	adequate financial and human resources for their functioning	been produced and none of these have lead to significant changes in decentralised convention implementation;	<p>representatives have participated in a resource mobilization workshop in each of the eight prefectures, building upon the results of activities 3.3, 3.4, and 5.3,;</p> <ul style="list-style-type: none"> <li>* By month 30, at least 72 periodic meetings organised for the approval of policies, strategies and development plans elaborated in the environmental and forestry sector and having implications for the local level;</li> <li>* By month 31, three (3) best practice policy dialogues in each of the eight (8) prefectures with participation of at least 20 council members and other stakeholders;</li> <li>* At the End of Project (2016), methodology for strengthening local bodies validated in parliament to ensure effective trickle down of natural resources management in line with convention obligations and an effective capillary rise of information needed for convention reporting</li> <li>* At the End of Project (2016), environmental governance frameworks strengthened for eight prefectures;</li> <li>* At the End of Project (2016), at least 4 internationally recognized successful demonstration exercises established in each of the 8 targeted prefectures;</li> <li>* At the End of Project (2016), 35 % of local population indicate to have participated in LDP development;</li> </ul>		
<b>Outputs:</b> Output 5: Integrated Global Environmental and Sustainable Development Output 6: Strengthened decentralized global environmental governance capacities					
<b>Outcome 3</b> <b>Enhanced awareness and long-term commitment to decentralized governance of the global environment</b>	<ul style="list-style-type: none"> <li>* a large number of social actors, not necessarily stakeholders, have been made more aware of the value of decentralized governance for the global environment</li> <li>* Percentage of stakeholders that indicate to be better informed about environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>* decision makers at national level are ignorant of the environmental problems at the local level;</li> <li>* communities are not aware of the severity of the environmental problems in their locality;</li> </ul>	<ul style="list-style-type: none"> <li>* By month 3, Facebook page created to which substantive content is uploaded at least once per week;</li> <li>* By month 4 of project initiation, a one-day Kick-Off Conference held to which over 100 participants</li> <li>* By month 6, two journalist awareness workshops held to be repeated every six months, each with at least 20 participating journalists;</li> <li>* By month 6, the framework for identification of Togolese best practices in local environmental governance is completed;</li> <li>* By month 7, a Project plan for high school competitions in at least 3 high schools is prepared for implementation in years 2 and 3 of the project and</li> </ul>	<ul style="list-style-type: none"> <li>* Survey, Gender disaggregated interviews, field monitoring and testing during the yearly recurring 15-days environment campaign;</li> <li>* Interviews with Prefectures and Regional reports;</li> <li>* LPDs</li> </ul>	<ul style="list-style-type: none"> <li>* the extensive communication and promotion will result in a positive response from social actors</li> </ul>

	<p>within their area of intervention;</p> <ul style="list-style-type: none"> <li>* knowledge platform established between key stakeholders at various levels to exchange data on environmental issues;</li> </ul>		<p>school year;</p> <ul style="list-style-type: none"> <li>* By month 10, a baseline awareness report and a comprehensive assessment environmental awareness, education and training needs, have been produced;</li> <li>* By month 10, eight (8) prefectural public dialogue held to advocate decentralized governance of the global environment;</li> <li>* By month 12, an Environmental awareness, education and training plan, including a detailed action and financial plan developed in cooperation with partner development agencies, is endorsed by MERF, CNDD, and CPDD;</li> <li>* By month 12, at least 3 high schools integrate education module into school curriculum;</li> <li>* By month 15, MERF website re-structured with webpage dedicated to decentralized environmental governance and organizational and technological requirements for best practice database through the MERF's website established and operational;</li> <li>* By month 24, at least 15 best practices have been included in the best practices database;</li> <li>* By month 32, three (3) panel discussions with at least 50 private sector representatives held on best practices and experiences on synergies between conservation of the global environment targeted to the private sector;</li> <li>* By month 33, two broad-based surveys carried out (N&gt;250 for each survey).</li> <li>* By month 33, independent website reviewers rate MERF website rated as very good;</li> <li>* By month 35, a one-day Project Results Conference is held to which over 100 participants attend;</li> <li>* At the End of Project (2016), 75% of local leaders are aware of environmental issues in their community and allot proper priority to sound NRM;</li> <li>* At the End of Project (2016), public awareness and environmental education on the strategic value of decentralized governance of the global environment through new and improved strategies of regional approaches to sustainable development</li> <li>* By End of Project (2016), the facebook page received at least 5,000 Facebook;</li> </ul>		
<p><b>Outputs:</b>  Output 7: Broad-based public awareness campaign  Output 8: Disseminating lessons learned</p>					

## **ANNEXE B : LISTE DES DOCUMENTS A EXAMINER PAR LES EVALUATEURS**

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- Le document de projet (Prodoc)
- Les rapports d'avancement trimestriels et annuels
- Les PIR (2014, 2015, 2016 etc)
- Les rapports de mission

## ANNEXE C : QUESTIONS D'EVALUATION

*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
<b>Pertinence : Comment le projet se rapporte-t-il aux principaux objectifs du domaine focal du FEM et aux priorités en matière d'environnement et de développement au niveau local, régional et national ?</b>			
• Le projet est-il pertinent pour la CDB, la CCNUCC et d'autres objectifs internationaux des conventions ?	•	•	•
• Le projet répond-il bien au domaine d'intervention multifocal du FEM sur la diversité biologique et le changement climatique ?	•	•	•
• Le projet est-il pertinent pour la gestion de l'environnement au Togo et ses objectifs de développement durable ?	•	•	•
• Le projet répond-il aux besoins des bénéficiaires ciblés aux niveaux local, régional et national ?	•	•	•
• Le projet est-il en cohérence interne dans sa conception ?	•	•	•
• Le projet fournit-il des leçons et des expériences pertinentes pour d'autres projets similaires à l'avenir ?	•	•	•
<b>Efficacité : Dans quelle mesure les résultats escomptés et les objectifs du projet ont-ils été atteints ?</b>			
• Le projet a-t-il été efficace pour atteindre les résultats et les objectifs escomptés ?	•	•	•
• Comment les risques ont-ils été gérés ou atténués ?	•	•	•
• Quelles sont les leçons en matière d'efficacité que des projets similaires peuvent-ils tirer de ce projet à l'avenir ?		•	•

Efficience : Le projet a-t-il été mis en œuvre de façon efficiente, conformément aux normes et standards nationaux et internationaux ?			
• La mise en œuvre du projet a-t-elle été efficiente ?	•	•	•
• Le projet a-t-il utilisé les capacités et les compétences locales de façon efficiente ?	•	•	•
• Dans quelle mesure les résultats attendus et les objectifs du projet ont-ils ou vont-ils être atteints ?	•	•	•
• Le projet a-t-il été mis en œuvre de façon efficiente en conformité avec les normes nationales et normes internationales ?	•	•	•
Durabilité : Dans quelle mesure existe-t-il des risques financiers, institutionnels, socio-économiques ou environnementaux au maintien des résultats du projet à long terme ?			
• Les réalisations du projet ont-elles été conçues en tenant compte des risques identifiés pour avoir des résultats durables ?	•	•	•
• Quels problèmes ont émergé pendant la mise en œuvre en termes de menace pour la durabilité des actions du projet ?	•	•	•
• Les risques sociaux ou politiques peuvent-ils menacer la durabilité des résultats du projet ?	•	•	•
• Des activités en cours représentent-elles une menace environnementale pour la durabilité des résultats du projet ?	•	•	•
• Le projet à la conception avait-il un plan de sortie ?	•	•	•
• Les entités / parties prenantes qui poursuivront le projet ont-elles été identifiées et préparées pour assurer la continuité des acquis du projet ?	•	•	•
• Est-ce que les bénéficiaires du projet disposent de ressources financières pour soutenir les résultats du projet après la fermeture du projet ?	•	•	•

**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 pressions sur l'environnement, ou à l'amélioration de l'état écologique ?**

• Le projet a-t-il réduit les pressions sur l'environnement	•	•	•
• Le projet at-il démontré des progrès vers ces réalisations d'impact ?	•	•	•

## ANNEXE D : ÉCHELLES DE NOTATIONS

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

## **ANNEXE E : FORMULAIRE D'ACCEPTATION DU CODE DE CONDUITE DU CONSULTANT EN EVALUATION**

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### **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.

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<b>Formulaire d'acceptation du consultant en évaluation<sup>2</sup></b>
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<sup>2</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)



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

**Nom du consultant :** \_\_\_\_\_

**Nom de l'organisation de consultation** (le cas échéant) : \_\_\_\_\_

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

Signé à *lieu* le *date*

Signature : \_\_\_\_\_

## ANNEXE F : GRANDES LIGNES DU RAPPORT D'EVALUATION<sup>3</sup>

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- 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 PNUD<sup>4</sup>)
- 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 notés<sup>5</sup>)
- 3.1** Conception/Formulation du projet
  - 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 réplification
  - Avantage comparatif du PNUD
  - Les liens entre le projet et d'autres interventions au sein du secteur
  - Modalités de gestion
- 3.2** Mise en œuvre du projet
  - 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 (\*)

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<sup>3</sup>Le rapport ne doit pas dépasser 40 pages au total (en excluant les annexes).

<sup>4</sup> Manuel de style du PNUD, Bureau des communications, Bureau des partenariats, mis à jour en novembre 2008

<sup>5</sup> 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.

- Coordination au niveau de la mise en œuvre et de l'exécution avec PNUD et le partenaire de mise en œuvre (\*) et questions opérationnelles
- 3.3** Résultats des projets
- Résultats globaux (réalisation des objectifs) (\*)
  - Pertinence (\*)
  - Efficacité et efficacité (\*)
  - 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

## ANNEXE G : FORMULAIRE D'AUTORISATION DU RAPPORT D'EVALUATION

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*(à remplir par le BP et le conseiller technique du PNUD-FEM affecté dans la région et à inclure dans le document final)*

Rapport d'évaluation examiné et approuvé par

Bureau de pays du PNUD

Nom : \_\_\_\_\_

Signature : \_\_\_\_\_ Date : \_\_\_\_\_

CTR du PNUD-FEM

Nom : \_\_\_\_\_

Signature : \_\_\_\_\_ Date : \_\_\_\_\_

\_\_\_\_\_

## 5.2. Table of actions for implementation of recommendations - roadmap

Observations Comments	Recommendations	UNDP Comments	Scheduled actions	Target dates	Owners	
					Unit(s)	Person(s)
Regarding the Ministry of Environment and Forest Resources (MERF);						
No knowledge of best practice in decentralised management of the environment and natural resources	<u>Recommendation no.1:</u> Incorporate positive outcomes and experiences from the Project into national policy to disseminate them throughout the other prefectures in conjunction with the Ministry of Territorial Administration, Decentralisation, and Local Government.		<u>A1:</u> Hold a nationwide workshop to report on outcomes and experience gained from the Project, expanded to Togo’s 26 prefectures. Present the workshop’s conclusions to the government during an inter-ministerial council.	<b>Before the next elections in January 2018</b>		
Shortage of financial resources to ensure long-term decentralised management	<u>Recommendation no.2:</u> Take the necessary steps to allocate additional resources so as to increase and lengthen the funding of the Project Management Unit with a view to completing residual project activities.		<u>A2:</u> (i) Secure the remainder of the UNDP’s contribution to the Project (ii) Add a line to Togo’s annual budget specifically intended to embed the Strengthening National and Decentralized Management for Global Environmental Benefits Project’s best practices in the new decentralised management policy	<b>Before 31 December 2017</b>		

Observations Comments	Recommendations	UNDP Comments	Scheduled actions	Target dates	Owners	
					Unit(s)	Person(s)
Regarding the government and the UNDP						
The National Environmental Fund (FNE) is institutionally weak and needs a CEO	<u>Recommendation no.3</u> : Speed up the selection process for the FNE CEO candidate to submit to the national party.	UNDP has completed the recruitment of the FNE Director General, after which a list of the top three candidates has been submitted to the Ministry of the Environment who will make the appointment.	<u>A3</u> : (i) Propose the candidate selected to the government (ii) Issue a government order to appoint the Fund’s CEO.	<b>Before 31 December 2017</b>	Environment programme	Abiziou
The various parties involved in decentralised environment management have low capacity	<u>Recommendation no.4</u> : Formulate a full-scale Programme as soon as possible to strengthen capacity in decentralised environment management and resilience, to scale up nationwide into every prefecture in Togo by consolidating all the Project’s best practices and incorporating renewable energy technology, which is therefore low in carbon.	A project is in preparation in line with the new UNDP’ CPD 2019-2023	Recruit a multi-disciplinary team of consultants to produce a Phase 2 of the Strengthening National and Decentralized Management for Global Environmental Benefits Project	<b>Before 31 December 2017</b>	Environment programme	Abiziou
	<u>Recommendation no.5</u> : Secure confirmation of the abovementioned programme by the government and technical and financial partners, and support the government in allotting the resources necessary for its implementation. The Community Development Emergency Programme, a flagship initiative from the UNDP and current government, could be asked to fund such a programme.	Discussions are ongoing with the government to explore resources mobilisation including from GEF	Organise a pool of financial backers to fund Phase 2 of the Project	<b>Before 31 March 2018</b>	Environment programme	Abiziou

Table 7: Actions for implementation of recommendations

- Proposition of concept note for project preparation
- Recruitment of consultant to develop project proposal and prodoc
- Fund raising for project implementation

## 5.2. Itinerary

### Centralised aspects

Institutions	Owners to be met	Date and time 22 August 2017
Gen. Sec./MERF	General Secretary	8:15 am
DEP/MERF	Director	8:45 am
Nat. Ag. Env. Mgt/MERF	Chief Executive Officer	3 pm
GEF/MERF	Focal point or Assistant	10 am
PMU-PRCNDGE/MERF	The Coordinator	4:30 pm
Ministry responsible for decentralisation	Steering committee representative	9:15 am
UNDP	RRA, head of the environment programme, and financial departments	11 am

### Decentralised aspects

DATE	REGIONS	SUPPORTING STRUCTURES	ASSISTANCE TECHNICAL	TITLE OF DECENTRALISED ENVIRONMENTAL MANAGEMENT ACTION TO VISIT	MONITORING TEAM
<b>Thursday 25/08/2017 : Lomé-Kpalimé trip</b>					
<b>Phase 1: SOUTHERN AREA</b>					
24 August	<b>MARITIME</b>	<b>CPDD-VO</b> 24 August (Afternoon)	LA COLOMBE	Restoration of degraded vegetation cover in Vo prefecture by promoting family woodlands and beekeeping	Project Coordinator Consultant
		<b>CPDD-LACS</b> 24 August - (Morning)	Avévé Village Development Committee (CVD-Avévé)	Promotion of community resilience in lower Mono valley and increase in socio-ecological and environmental services for residual forest ecosystems	








25 August	<b>PLATEAU X</b>	<b>CPDD- KLOTO</b> 25 August	Research- Action for Integrated Development (RADI)	Protect and preserve biodiversity in the Agbassiandi and Hè rivers and their tributaries and their consequences in Kloto prefecture.	
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## Some photos of site visits

	
<p>Kpalimé: Consultation meeting with RADI (Research-Action for Integrated Development) NGO</p>	<p>Kpalimé: Reforestation of river bank</p>
	
<p>Kpalimé: Market waste depot</p>	<p>Kpalimé: Raising awareness of public-spirited attitudes</p>
	
<p>Tomé: Reforestation of bank</p>	<p>VO: Palm oil manufacturing unit</p>



	
<p>TONE (Savanes): Wells for access to water, capacity-building in women</p>	<p>TONE (Savanes): Human-powered pumping, intensive reforestation and fast composting for sustainable agriculture</p>
	
<p>Kozah (Kara) Sustainable water management, and restoration of vegetation cover and soil Dams and embankments</p>	<p>Vo (Maritime) Fish farming: one component of the restoration of degraded vegetation by promoting family woodlands, beekeeping and fish farming</p>
	
<p>Tône (Savanes) Education &amp; Environment synergies</p>	<p>Kozha (Kara): Reservoir for smallholdings and agro-forestry</p>



Kozha (Kara) Dam poorly designed, to be taken over by NGO



Gombate: Smallholdings for women and young people

### **5.3. List of persons met**

- Mactar FALL, UNDP Deputy Resident Representative;
- El Hadji Abdel Rahim Boundjouw SAMA, General Secretary of the Ministry of Environment and Forest Resources (MERF);
- Gbétey Kokouvi AKPAMOU, Head of Studies and Planning at Ministry for the Environment and Forest Resources (MERF) and Chair of the Technical Monitoring Committee (CTS) for the Strengthening National and Decentralised Management for Global Environmental Benefits Project;
- Paul Kudadzé KODJO, National Coordinator for the Project – at the MERF.
- Koffi Efanam ADDJI, Chief Executive Director National Agency of Environmental Management (ANGE)
- Koussou Koffi APELETE ADGE Actions Coordinator
- Simeo KONOU Chief Executive of RADI (Research-Action for Integrated Development) NGO
- Monsieur BOUNELELE Chief Executive of SONGOUMA NGO
- Kakouché N'LOWA General Secretary – Kozah Prefecture
- Felix ATAYI President of IADV NGO
- Madame TITIKPINA Abdoulaye Aissatou Epse MOHAMED Prefect of Tchamba
- Chief Executive of SADIL NGO

## 5.4. Summary of site visits

The table below summarises the site visits.

Site name	ADGE ACTION	Implementation structure	Situation as at 30/8/2017		Observations
Avévé (Lac 2)	Promotion of community resilience in lower Mono valley and increase in socio-ecological and environmental services for residual forest ecosystems	Avévé village development committee with technical support from CPDD-Lacs	<ul style="list-style-type: none"> <li>* The foundations for semi-industrial manufacture of local products are laid by the Project with production equipment (crusher, mixer, oil press) for red oil for consumption and clear oil for soap making: Around 5 million in turnover for the women's group</li> <li>* High proportion of women - 12, with just one man</li> <li>* Reforestation of ecological area dominated by teak</li> <li>* Leadership and briefings continued to encourage women to use less wood</li> </ul>		<ul style="list-style-type: none"> <li>* Progress noted in Decentralised Environmental Management Actions (ADGE) with a gain of 4.88 points in ordered ranking of Actions success</li> <li>* Prior experience to consolidate and actions worth developing under the impetus of an arrangement like the multi-purpose platforms</li> <li>* Synergies to be leveraged with GIZ that is operating in the area with the aim of preparing redevelopment plans for local forests</li> </ul>
Vo Prefecture	Restoration of degraded vegetation cover in Vo prefecture by promoting family woodlands and beekeeping	CPDD-Vo with technical support from the NGO La Colombe	<ul style="list-style-type: none"> <li>* Reforestation of 2 hectares of communal forest with species such as neem, kaya, baobab, néré and terminalia</li> <li>* Promotion of beekeeping</li> <li>* Testbed for reforestation activities for Hadjeane secondary school</li> <li>* Good cohesion between village development committee and local leader</li> <li>* Awareness raising activities with help from local radio station</li> <li>* Increase of 2.7 points in supporting structure ranking</li> </ul>		<ul style="list-style-type: none"> <li>* ADGE was late starting with some difficulties: cohabitation with phosphate deposits, long negotiations with traditional authorities, lack of acceptance from local people</li> <li>* The project is however relevant in view of the issue in the area of wood used as fuel (there is just one communal forest area)</li> <li>* Promoting reforestation actions, and substituting wood for energy, appears the best route</li> </ul>

Site name	ADGE ACTION	Implementation structure	Situation as at 30/8/2017	Observations
Kpalimé Prefecture	Protect and preserve biodiversity in the Agbassiandi and Hè rivers and their tributaries and their consequences in Kloto prefecture.	CPDD-Kloto with technical support from the NGO Research-Action for Integrated Development (RADI)	<ul style="list-style-type: none"> <li>* Good synergy between RADI and government authorities including the prefecture which held sessions under the Prefectural Commission on Sustainable Development's work on information and awareness-raising in 13 districts of Kpalimé adjoining the 2 water courses crossing the area.</li> <li>* Local actions were also undertaken by the NGO with local authority support, e.g. operation clean market, involving local women. Abandonment of stalls closer to banks is visible.</li> <li>* Reforestation in Kpalimé: 900 saplings, 100 young bamboo shoots, 100 acacia, terminala and 7,000 peacock flowers along banks</li> <li>* For villages, reforestation of Tomé with 1,600 saplings to improve the forest, 1,100 Tové, 1,000 in Kousountou, 1,200 in Yoh</li> <li>* River bank upkeep: six upkeep sessions in the city and 3 for each of the 3 villages.</li> </ul>	<p>Major weakness found:</p> <ul style="list-style-type: none"> <li>* Forest environment but damage to vegetation noted because of human impact and inconsiderate activities by locals. Local communities continue to consider the 2 rivers running through Kpalimé as rubbish dumps.</li> <li>* Three caretakers to be employed to look after the river banks</li> <li>* Lack of responsibility in young people, going so far as ripping up the seedlings planted on river banks</li> </ul> <p><b>Possible solutions:</b></p> <ul style="list-style-type: none"> <li>* start to evaluate with the Commission (CPDD) the actions conducted, so as to learn lessons as regards best practice, and failures</li> <li>* create clubs under the Prefectural Commission's authority, to be responsible for promoting community supervision of areas such as unhealthy environments, or reforestation of river banks with income-generating species</li> <li>* Set up a "green brigade" with environmental and civic duties to keep watch over the banks</li> <li>* Build synergies with the national volunteer association</li> <li>* Identify where on the outskirts of Kpalimé a dump for waste recovery could be sited</li> </ul>

Site name	ADGE ACTION	Implementation structure	Situation as at 30/8/2017	Observations
Toné Prefecture (Site visited: Gombat village and Nanergou school)	Intensive reforestation and fast composting for sustainable agriculture in Toné Prefecture	SOUNGOU MAN	<ul style="list-style-type: none"> <li>* serious consideration of the ecological problem (wood scarcity) in savannah areas, with proper supervision from the Prefectural Commission on Sustainable Development (CPDD) and NGO which has a solid reference (2014 Equator Award for land management in sub-Saharan Africa)</li> <li>* “Learning by doing” participative approach building beneficiaries’ capacity in fungal composting techniques and agro-forestry (44 fruit trees in 0.5 hectares in Gombat village)</li> <li>* 9-hectare plantation in 5 villages like Gombat, with: 8 pedal-powered pumps (max depth), protective grills, reforestation of river banks</li> <li>* Community plantations surveillance and operations committee formed, and human investment in all actions rolled out by Decentralised Environmental Management Actions (ADGE) (therefore acceptance)</li> <li>* Foundations of income-generating activities laid with access to water and smallholdings for women</li> <li>* Gender equality or more (e.g. Gombat 25 women and 5 men)</li> <li>* 18 schools and secondary schools received 5,400 various seedlings and saplings with participation from teachers, pupils and parents. (E.g. Nanergou, 300 acacias planted and viable)</li> </ul>	<ul style="list-style-type: none"> <li>* Start income-generating activities by processing local produce, e.g. cassava, palm nuts, citrus fruit, ground nuts, etc.</li> <li>* Decentralised Environmental Management Actions (ADGE) very visible in the field with outcomes in terms of improved agricultural yields, development of agro-forestry with best practice (inter-cropping)</li> <li>* The NGO was able to indicate to government and local populations those solutions offering resilience to climate change: availability of water, enclosed planting areas for fruit and other trees; these seem ADGE strong points. Some 120 requests to replicate Gombat’s lead have been logged by the Soungouman NGO. The supply of pumped wells will make a huge contribution to improved living conditions for people in the prefecture and even savannah regions.</li> <li>* Educational approach adopted by instilling knowledge of environmental protection into pupils. A good example of synergy between the Ministries for education and the environment</li> </ul>



Site name	ADGE ACTION	Implementation structure	Situation as at 30/8/2017	Observations
Toné Prefecture (Site visited: Louanga village)	ASECNA -HO	Anti-erosion measures and to improve soil yields in Toné Prefecture	<ul style="list-style-type: none"> <li>* Hills overshadow villages like Louanga and the physical environment is very hostile</li> <li>* Efforts however made in constructing 200 10x100m embankments plus reforestation by 850 samplings (mainly teak) with local help.</li> <li>* For lack of space and protective wire, animals grazing on the hillsides damaged the plants extensively, and many were lost.</li> <li>* Hence run-off water streams down the hill eroding soil on upper levels and water hitting the village downstream.</li> </ul>	<ul style="list-style-type: none"> <li>* More lasting solutions need to be found, by: <ul style="list-style-type: none"> <li>- finding other grazing areas or promoting indoor livestock farming when fattening cattle to generate income</li> <li>- building a water retention reservoir at the edge of the village to hold water, which could also be used for income-generating activities like smallholdings and crops out of season</li> </ul> </li> </ul>
Kozah Prefecture	Togo Village Development Action Initiative (IADV-TOGO)	Sustainable water management, and restoration of vegetation cover and soil in Kozah	<ul style="list-style-type: none"> <li>* Kozah dam supplies 3/4 of the prefecture</li> <li>* Risk of dam silting up pre-project</li> <li>* Reforestation of slopes and protection of sacred forest for one district (canton) of the 15 in the prefecture</li> <li>* Water retaining reservoir dyke built with help from local community but some design defects</li> <li>* Capacity building for the 15 district leaders, including 8 actively</li> </ul>	<ul style="list-style-type: none"> <li>* ADGE is highly visible given the work achieved which has a positive impact on the dam</li> <li>* Lessons learned from building embankments where there were successes and failures (collapses)</li> <li>* Actions to remediate soil for income-generating activities that it is advisable to consolidate and develop for future actions</li> </ul>

Tchamba Prefecture	Support Structure for the Development of Local Initiatives in Togo (SADIL-TOGO)	Development of best practice in sustainable land management and adaptation to climate change in Tchamba Prefecture	<ul style="list-style-type: none"> <li>* Good acceptance of the concept of Prefectural Commissions on Sustainable Development (CPDD) by various stakeholders following the example set by the under-Prefect</li> <li>* This NGO was very engaged, obtaining the best score in terms of progress (up 12 points) in 12 months, and 2nd in the overall rankings</li> <li>* Raising awareness and involving local people in land management issues and adapting to climate change</li> </ul> <p>About 30 management committees set up in schools</p> <ul style="list-style-type: none"> <li>* Training for 50 local farmers in land management techniques and crop inter-changeability in applied land management areas</li> </ul>	<ul style="list-style-type: none"> <li>* A good example of land management and adaptation to climate change</li> <li>* Good synergy between education and environment</li> <li>* An area conducive to a variety of high-value crops, e.g. soya and cashew nuts</li> </ul>
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## **5.5. List of documents examined**

The following documents were consulted:

1. Project Identity File (PIF)
2. Project Document (ProDoc)
3. Quarterly and annual workplans and project budgets (2014 – 2015 – 2016 – 2017)
4. Annual reports (2014 – 2015 -2016) on the technical and financial execution of the Project
5. Steering Committee meeting minutes (2015 – 2016 – 2017)
6. Project Implementation Reviews (PIR 2015 – 2016 -2017)
7. The ‘SCAPE’ Strategy for Accelerated Growth and Employment Promotion 2013– 2017
8. National Action Plan for the Environment (PNAE)
9. National Capacity Building Strategy for Environmental Management, Togo NCSA, 2008

## **5.6. Evaluation questions table**

See Initial Report

## **5.7. Questionnaire used and summary of results**

The evaluation is to answer the following basic questions, divided into five categories or criteria. The five evaluation criteria - relevance, effectiveness, efficiency, sustainability and impact – will be applied for this evaluation.

### **1) Ensure the project's relevance:**

- To what extent are project outputs and its implementation strategy relevant to national priorities as stated for the same period through key documents and the country's strategic development plans?
- What external factors contributed to the achievement or otherwise of the expected outputs?

### **2) Measure the UNDP contribution's effectiveness and efficiency:**

- To what extent were the project's objectives, outputs, outcomes and major challenges met?
- To what extent did outcomes obtained in terms of project outputs contribute to the UNDAF impact and the UNDP's strategic plan?
- What are the relevant avenues and proposals concerning areas and strategies that must be modified or that need significant improvement to deliver success in the years that remain?

### **3) Evaluate the progress achieved and the outlook in terms of sex equality:**

- To what extent did project execution help to promote sex equality, women's independence, and inclusion mechanisms?

### **4) National acceptance, capacity building and sustainability**

- How was national acceptance of the project advocated?
- What sustainable effects have been produced by the national and local capacities built and strengthened by the project?

## 5.8. Evaluation report approval form

Evaluation report examined and approved by	
UNDP Country Office	
Name: <u>MACTAR FAZ, DRR</u>	
Signature: <u>[Signature]</u>	Date: <u>01 octobre 2018</u>
UNDP-GEF RTA	
Name: _____	
Signature: _____	Date: _____

