DRAFT FINAL DESCRIPTIVE PROGRAMME REPORT

REPORT PERIOD: From 10-2021 to 11-2021

Programme Title and Project Reference	**Country, Locality(ies), Priority Area(s) of the Programme / Strategic Outcomes**
• Programme/Project Title: Programme for the Support of the National Adaptation Strategy to Climate Change • **Atlas Award ID**: 00082341 • **Project ID:** 00094957 • Reference of the Programme-Project/MPTF Office: • PIMS ID: 4919 • GEF ID: 5236 • UNDP's Social and Environmental Screening Category Weak • UNDP Gender Marker 2	Mali Climate change adaptation
Participating Organisation(s)	**Implementing Partners** • Agency for Environment and Sustainable Development (AEDD) • Mali-Météo Agency • Sectoral ministries concerned (environment, agriculture, rural engineering, fisheries, etc.) and their branches • Territorial communities • Universities and research centres (ERC, IPR IFRA, CNRST, ENI, INSA, etc.) • NGOs/CSOs and private sector • Beneficiaries (institutions and community-based organisations)
Programme/project budget *Total approved budget as per the project document* $ 27,452,553.97 *Agency(ies) contribution* • GEF $ 5,460,000 • BMUB $ 5,492,553,97 *Government contribution* • AEDD/MAEDD (in kind) $ 300.000 • AEDD/MAEDD (in cash) $ 200.000 *Co-financing* • UNDP (in kind) $ 500.000 • UNDP (parallel co-financing) $ 2,000,000 • UNCDF (parallel co-financing) $ 8,500,000 • USAID (parallel co-financing) $ 5,000,000 ***Total co-financing*** **$ 16,000,000** ***TOTAL:*** **$ 27,452,553.97**	**Programme/project duration (months)** Total duration (month): 72 Expected starting date: 8/2015 Official starting date: 8/2015 Original end date: 8/2021 Actual end date: 9/2021 Has/have the agency(ies) operationally closed the programme in its/their system? Yes ■ No ☐ Expected financial end date: 12/2021
Programme Evaluation Evaluation Completed ■ Yes ☐ No Date: 23/11/2021 Evaluation Report – Enclosed ■ Yes ☐ No Date: 18/12/2021	**Submitted by:** ○ Name: Dr Youssoufou CONGO ○ Title: International Consultant, Head of Mission ○ Participating Organisation («Lead Agency») UNDP ○ E-mail address:ycongo@hotmail.com

Final evaluation of the Programme for the Support of the National Adaptation Strategy to Climate Change (PASNaCC)

Final Report

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ACRONYMS AND ABBREVIATIONS

AEDD	Agency for Environment and Sustainable Development
BMU	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
CPD	Country Program Document
CREDD	Strategic Framework for Economic Recovery and Sustainable Development
CSCRP	National Strategy for Growth and Poverty Reduction
GEF	Global Environment Facility
GEF	Global Environment Fund
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German cooperation)
MEADD	Ministry of Environment, Sanitation and Sustainable Development
SDGs	Stainable Development Goals
NGO	Non-Governmental Organisation
CSO	Civil Society Organisation
GAP	Government Action Programme
NAPA	National Adaptation Programme of Action
PANC	National Climate Action Plan
PDESC	Programme for Economic, Social and Cultural Development
PGRCI	Flood Hazard and Climate Risk Management to Secure Lives and Assets in Mali
NPCC	National Policy on Climate Change
NEPP	National Policy for Environmental Protection
UNDP	United Nations Development Programme
ProDoc	Project document
AWP	Annual Work Plan
TFP	Technical and Financial Partners
NCCS	National Climate Change Strategy
NSDS	National Sustainable Development Strategy
ToR	Terms of Reference
PCU	Project Coordination Unit
UNDAF	United Nations Development Assistance Framework
USD	US Dollar

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EXECUTIVE SUMMARY

PASNaCC/UNDP

The Programme for the Support of the National Adaptation Strategy to Climate Change (PASNaCC)/UNDP was approved on 20 July 2016 and designed to be implemented over a 6-year period (August 2015 - September 2021). The programme is an integral part of a larger programme (the ASNaCC programme) which aims at building resilience of ecological, production and social systems in Mali's vulnerable areas owing to the impacts of climate change through the enhancement of actors' adaptive capacities, and the development of integrated and innovative adaptation approaches. It includes two projects: PASNaCC/UNDP and PASNaCC/GIZ. PASNaCC/UNDP, which is the focus of this evaluation, received up to USD 6,492,553.97 in funding from the German Federal Ministry for Environment, Nature Conservation, Building and Nuclear Safety (USD 5,492,553.97), and the Government of Mali (USD 500,000: USD 300,000 in kind and USD 200,000 in cash) and UNDP (USD 500,000), and implemented by the Agency for Environment and Sustainable Development (AEDD) and UNDP. The objective of PASNaCC/UNDP is to strengthen the resilience of ecological production and social systems in Mali's vulnerable areas due to the impacts of climate change as well as the capacity to adapt to climate change through integrated and innovative adaptation approaches. It covered two regions of Mali (Kayes and Sikasso) and targeted institutions and populations in rural, urban and national communities, notably the most vulnerable in the targeted areas. It also targeted decision-makers at ministry level, their devolved technical departments, and elected bodies at regional and local levels.

Objective of the evaluation

The overall objective of the final evaluation of PASNaCC/UNDP is not only to assess progress towards the achievement of the intended objectives and outcomes of the project, as stated in the Project Document, and to measure early signs of success or failure of the project and lessons learned, but also to examine the project strategy and sustainability risks of its results.

Methodology

The methodology consists of three steps: (i) the drafting and analysis of available documents (documents produced in the framework of the design and implementation of the project, national development strategies, policies, plans and programmes, UNDP country programme documents (Country Program Document 2015-2019 and Strategic Plan 2018-2021), the United Nations Development Assistance Framework (UNDAF) for Mali over the 2015-2019 period, and the Sustainable Development Goals (SDGs); (ii) data collection in the field in Bamako and the regions of Kayes and Sikasso: meetings and semi-structured individual interviews with key informants (in total, 20 people were interviewed); focus groups with beneficiary communities (in total, 45 people, of which 37 men and 13 women, participated in these focus groups); and on-site visits and interactions with local authorities, beneficiaries and management committees (a total of nine projects were visited, including market gardens, fish ponds, pastoral areas, a processing centre for local products, a meteorological station, basic water supply systems and water troughs); (iii) the compilation of results, analysis and production of deliverables.

Key findings

Table 1: Summary of the final evaluation and performance

Evaluation scores:			
1 Monitoring and evaluation	**Rating**	**2 Implementing Agency**	**Rating**
Design of monitoring and evaluation at entry level	Satisfactory	UNDP execution quality: Implementing Agency	Satisfactory
Implementing the monitoring and evaluation plan	Satisfactory	AEDD implementation quality: Implementing agency	Satisfactory
Overall monitoring and evaluation quality	Satisfactory	Overall implementation quality	Satisfactory
3 Evaluation results	**Rating**	**4 Sustainability**	**Rating**
Design	Very satisfactory	Financial resources	Likely
Relevance	Very satisfactory	Socio-economic	Likely
Progress towards the achievement of results	Satisfactory	Institutional framework and governance	Likely
Efficiency	Satisfactory	Environmental	Likely
Impact	Satisfactory	Environmental	Likely
Sustainability	Satisfactory	Overall sustainability likelihood	Likely
Project implementation and reactive management	Satisfactory		
Overall rating of the programme	Satisfactory		
Gender	Very satisfactory		

✓ ***Project design***

Genuine efforts have been made by the designers of the ASNaCC programme and its two component projects, PASNaCC/UNDP and PASNaCC/GIZ, not only to align it with national priorities (the Programme for Economic, Social and Cultural Development; the new Strategic Framework for Economic Recovery and Sustainable Development-CREDD 2019-2023 and the CREDD 2016-2018; the National Strategy for Growth and Poverty Reduction 2012-2017; the National Policy for Environmental Protection; the National Adaptation Programme of Action; the National Climate Change Strategy, etc.), but also to ensure greater harmonisation of the programme and thereby of the PASNaCC/UNDP with several international strategies (the Sustainable Development Goals, the United Nations Development Assistance Framework for Mali for the 2015-2019 period) and with UNDP's programmatic tools (Country Program Document 2015-2019 and Strategic Plan 2018-2021).

Moreover, sustained efforts have been made to ensure the participation and consultation of the largest number of stakeholders in the formulation of the programme. Therefore, the idea of the programme was widely shared with all partners and its formulation was highly participatory. At the national, regional and local levels, meetings to assess expectations, analyse challenges and frame the process were held with national, regional and local authorities, the heads of all the regional technical services concerned and local communities. The key players with whom the evaluation mission met acknowledged their contribution to the formulation of the programme and expressed satisfaction with their participation.

Ultimately, the findings of the interviews with the key actors of PASNaCC/UNDP are strong evidence of the collaborative and participatory approach taken in the implementation of the project as well as in its monitoring. The relevant regional technical services were involved in the monitoring of field activities and the provision of inputs to producers, while the implementation of infrastructure and equipment projects in the beneficiary localities was entrusted to private sector companies, and the feasibility studies and monitoring of the works were conducted by consulting firms.

✓ ***Relevance of the project***

PASNaCC/UNDP is relevant in its overall approach. The programme adopted a multisectoral and multidimensional approach to climate change adaptation, mitigation of climate change risks, technology

transfer, financing, and actors' capacity building. The actions developed combine capacity building of institutional actors who are strongly involved in the prevention and fight against the impacts of climate change - the MALI-METEO Agency and Mali Climate Fund in particular -, population support for resilience through the support of sectors (market-gardening, fish farming, processing of local products, beekeeping and fattening) and the construction of infrastructure (micro-dams, market-gardens and pastoral perimeters, basic water supply systems, sinking of ponds, etc.). This integrated multisectoral and multidimensional approach has undoubtedly enhanced the relevance of the project, while its «Territory» approach through the construction of infrastructures constitutes a real added value to the project.

The project also implemented the Farmer Field Schools approach (which enables the project to reach a large number of farmers and favours the alternation between training sessions and practical experiences in the fields), promoted the use of local expertise through the participation of pilot farmers and development agents from the technical services (all factors that allow the transfer of knowledge and experience among local populations) and put forward an implementation approach that consisting of giving the beneficiaries the choice to adapt according to their needs with the support of the project team (this approach has proved to be judicious). The project also focused on listening to the beneficiaries, their feedback and their complaints (which allows for a better appropriation of the project's achievements as well as the correction of the shortcomings observed in the works carried out). In addition, the project took into account the need to adapt its actions to the needs and expectations of the target groups outlined in the Project Document.

Finally, the bulk of the project's adaptation measures targeted women. Women are the primary beneficiaries of basic water supply systems, as they are the ones who are responsible for fetching water. Both the market-gardens and the centres for processing local products are run 100% by women. They have been involved in all the other activities (fattening, horticulture, farmer field schools, etc.).

✓ ***Progress towards the achievement of results***

As of 31 December 2020, 33 expected results of its implementation included in the logical framework out of a total of 51 expected results (all results combined), i.e. about 65%, have been fully or mostly achieved.

In the 2 areas of intervention of the project, 7 basic water supply systems including a borehole, a photovoltaic installation, a solar pump, two standpipes and a watering bowl for livestock have been built for the benefit of 7 villages. Six (6) lowlands (micro-dams) have been developed. Fourteen (14) market gardening areas (four of which combine market gardening and fish farming) including a borehole, a photovoltaic installation, a solar pump and a wire fence have been built for the benefit of 3,000 women in 14 villages. 2 ponds have been dug and filled with fish. A pastoral perimeter of 25 ha equipped with a solar powered borehole, a vaccination park, a livestock park, a shop and an office has been built. Farmer field schools have been tested. 3 reforestation sites have been developed and secured. 2 local product processing centres (CTPL) have been built and equipped and an old CTPL has been improved.

At the same time, training was provided to participants in the farmer field schools and inputs were distributed to them. Women were trained in modern market gardening techniques, fish production techniques, processing of local products, compost production, etc. Producers were also trained in the collection and transmission of rainfall data.

Additionally, the capacities of the MALI-METEO Agency have been strengthened through the installation of meteorological equipment, notably small synoptic stations in Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury; besides the support to the structuring and interpretation of climate forecasts produced by the Potsdam Institute (Germany) from which it has benefited. As for Mali's Climate Fund (FCM), its communication plan has been developed. The process of developing MRV tools, which is another of the main results expected from the support to the FCM, is underway.

Many factors impacted the implementation of the project: the one-year delay between the launch of the project and the release of funds, the replacement of the project coordinator, the delay in approving the

extension of the project, the weakness in the governance of Mali's Climate Fund (FCM), the poor leveraging of national and international resources for the FCM, the outbreak of the Covid-19 pandemic, and the insecurity in part of the Kayes region. However, other factors have strongly contributed to the success of the project's interventions: the strong involvement of public institutions (sectoral ministries, MALI-METEO Agency, regional technical services), research institutions and producers in the project, and the participation and training of farmers in the use of data collection tools, data collection systems and data transmission to MALI-METEO Agency. This has considerably improved the quality and reliability of climate information.

Besides, the improvement of the analysis of the impacts of climate change on socio-economic and environmental development induced by the information produced by its synoptic stations has not been up to expectations and the number of institutions integrating information on the risks of climate change and vulnerability in the reinforcement plans of resilience and reduction of vulnerability in the 4 target regions has remained poor.

✓ ***Project efficiency***

Salaries and fringe benefits accounted for less than 10% of the project's total expenditure, except in 2018. In this respect, taking into account the standard for «best practices», i.e. a rate of management costs of less than 10-15%, we may conclude that the execution of PASNaCC/UNDP's budget has taken into account this standard threshold.

The report on the activities carried out in 2017, 2018, 2019, 2020 and 2021 shows an efficiency index (physical/financial implementation rate) of the project of 0.56, 1.37, 0.70, 0.80 and 0.82. The physical implementation rate has been inferior to the financial implementation rate except in 2018.

Three factors positively affected the project's efficiency: the establishment of a relatively small coordination team, the allocation of an office to the project coordination team by the Ministry of Environment, Sanitation and Sustainable Development, and the management of project resources in line with UNDP management standards.

✓ ***Impacts of the project***

The short-term impacts of the project on the environment are perceptible. The construction of hydraulic and hydro-agricultural facilities (micro-dams, stone barriers, market gardening areas, boreholes and other lowland facilities) has been a source of water retention (a factor in replenishing the water table). It has also enabled several activities to be carried out (rice growing, market gardening and fish farming). These developments, in addition to the supporting measures (fish stocking, construction of stone barriers) have had a major positive impact on biodiversity and the environment.

The construction of stone barriers and natural regeneration contribute to the protection of soils and the regeneration of flora, while the combination of market gardening and fish farming enables women beneficiaries to produce vegetables and fish and to enrich the soil with waste water from the fish ponds.

The impacts of the project on the beneficiaries' livelihoods are evident. The adaptive measures such as the basic water supply systems have enabled 7 villages to have access to drinking water and to reduce the workload of women/girls; the construction of 14 market garden areas for the benefit of more than 3,000 women in 14 villages (4 of which combine market gardening and fish farming) have enabled these women to improve their living conditions. By way of illustration, when asked about the effects of market garden production in the winter season of 2019, women producers who are members of the Konina grouping (Circle of Koutiala) said that they had consumed part of the market garden products themselves and sold the other part to buy, among other things, millet and sorghum. Some of the millet and sorghum purchased was consumed by the households themselves, while the remaining was stored and sold on the market at a time when prices were high (May-July 2020). The income generated by the sale of market garden products and millet and sorghum makes it possible to cover certain family expenses (children's

school fees, school meals and health care for household members) and to contribute (500 CFA francs per woman producer) to the social and charity fund for possible support to members or to cover the costs of repairing facilities and equipment.

The impacts/benefits of combining activities, market gardening and fish farming, cited by the women beneficiaries of Konina are, among others, the practice of modern fish farming, the establishment of contact with the technical services in charge of fishing and the possibility of selling fish to solve a pressing problem: health care, school fees for children, etc. Part of the first production (2020) was sold at 225,000 FCFA (about USD 385) and the other part was self-consumed.

The women beneficiaries interviewed also mentioned the benefits of the training received (modern market gardening techniques, fish production techniques, processing of local products, compost production, etc.). They believe that the knowledge and know-how they have acquired in this area will last forever. Some women are already increasing their production of okra and sorrel in their family vegetable garden.

Other tangible results of the project's implementation: the boreholes, photovoltaic systems and solar pumps installed in the market garden areas are helping to reduce the workload of women producers, as they no longer have to strain their arms to draw water from the well. Similarly, the basic water supply systems installed help to reduce the burden on women/girls, as they are responsible for fetching water. The organisation, training and equipment of beekeepers in the Sikasso region has contributed to an increase in honey production and an improvement in honey quality. The experimentation of the Farmer Field Schools (the Farmer Field School approach brings together several people in a field) has helped to strengthen the capacity of farmers on several themes of Sustainable Land and Water Management.

Finally, the 5 automatic weather stations installed for the benefit of the MALI-METEO Agency are fully operational and transmitting climatic information. In addition, the project has helped to enhance the capacities of MALI-METEO Agency through the installation of automatic synoptic stations in Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury. These stations also provide regular meteorological observations that allow the measurement of various parameters such as temperature, humidity, solar radiation, rain, wind, etc. It is worth noting that, with regard to Mali's Climate Fund, the desired outcome has not been achieved since the process of developing the MRV tool, which makes it possible to monitor and indicate the degree of progress made through the actions carried out by the various structures to achieve the objectives set out in a climate change action programme, was still underway when this evaluation was conducted. Only one scoping meeting was held and subsequently the process was interrupted by the health crisis and the socio-political situation in the country.

✓ ***Sustainability of project's results***

The question of the sustainability of some of the works carried out under the project is not worthy of attention as there are no specific problems due to their legal status. For instance, this is the case of mini-dams, overflowing ponds, market gardening or pastoral perimeters, basic water supply systems and, to a lesser extent, drainage systems and other equipment. They are state, communal or community owned and some works and equipment have an average life span of 5, 10 years or more. The question of the sustainability of the works carried out is more in terms of maintenance and repair, as the State, municipalities and communities do not have the necessary resources to do this, especially if it requires large amounts of money.

The question of the sustainability of income-generating activities (market gardening, fish farming, processing of local products, beekeeping, fattening) should not be raised either, as these are productive activities that generate income. For example, in 2020, the sale of part of the fish production brought in XOF 225,000 (worth USD 385) to the association of women producers in Konina (Koutiala Circle). The sustainability of IGAs is more a question of management. Indeed, management problems occur at recipients level (illiteracy, lack of knowledge of basic accounting rules, lack of training in marketing, etc.). However, the management committees visited demonstrated real capacity for anticipation (the

establishment of a social and charity fund fed by members' contributions, deduction at source of part of the income from the sale of market garden products, the sale of processed local products or the levying of taxes on animals using the watering bowls, etc.) and a sufficient level of organisation and functionality that leads to believe that they will eventually be able to take charge of the costs of maintaining and repairing the works and equipment, which do not require leveraging significant resources.

The continuation of technical support missions to beneficiaries by regional technical services (environment, agriculture, rural engineering, fisheries) and therefore the sustainability of the project's achievements remains unclear, as these missions are entirely covered by the project. In these conditions, after the project's end, and without the project's financial contribution, it is likely that the technical support missions to communities by the state's technical services will come to an end. In other words, PASNaCC/UNDP will probably not be an exception, as the experience of previous projects/programmes (PACV-MT[1], Kita Project[2], «Femmes Mali» Project, etc.) shows that the support of the technical services generally ends with the project/programme.

Another concern related to the sustainability of the project's achievements lies in the collective ownership of market gardening or pastoral areas for the benefit of producers. The project has not addressed the issue of securing land tenure for these areas and no women's or breeders' group supported by the project owns a formal land title.

Other risk factors for the sustainability of the project's achievements: the poor capacity of State technical services, local authorities and local communities to marshal resources to meet the costs of maintaining and repairing infrastructures and equipment requiring large amounts of money, the insecurity in part of the Kayes region and the health risks associated with Covid-19.

In terms of climate information, it should be noted that the automatic weather stations made available to the MALI-METEO Agency are monitored by the latter. Since the handover of the project, it has been assuming the daily maintenance costs of the small synoptic stations, particularly in the localities of Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury, using its own resources. Since the handover of the project, it has been assuming the daily maintenance costs of the small synoptic stations, particularly in the localities of Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury, using its own resources.

As far as Mali's Climate Fund (FCM) is concerned, the only aspect of sustainability that could be reported concerns the internalisation of the MRV tool at the FCM level for measurement, verification and reporting, which is not yet effective as it is still being developed.

✓ ***Project implementation and reactive management***

The project was managed on the basis of the logical framework and results-based activity planning. The project team developed regular quarterly and annual work plans. As for the Steering Committee, the 5 statutory meetings (i.e. one meeting per year) were held and the average participation over the 5 years reached 95%.

The project has favoured a participatory and inclusive planning of activities and implementation of interventions. Implementing partners, in particular the relevant regional technical services, were involved in the development of work plans. In addition, the project team has demonstrated a certain capacity for innovation (e.g. by setting up a mechanism for collecting complaints and feedback from beneficiary communities to ensure that the project's offer meets their needs and expectations). The project team has also put in place a monitoring and evaluation plan for its interventions, taken into account and implemented the recommendations of the Steering Committee for better implementation of the project, developed an external communication strategy and made efforts to increase the project's visibility.

[1]. The Programme Support for Climate Change Adaptation in the Vulnerable Regions of Mopti and Timbuktu (PACV-MT)

[2]. Project "Appui à l'Amélioration de la Productivité Agricole, Animale, Piscicole pour la réduction de la vulnérabilité aux changements climatiques des Petites Exploitations Agricoles familiales dans le Cercle de Kita – Bamako, Mali" (Support for the Improvement of Agricultural, Animal and Fish Productivity for the Reduction of Small Family Farms' Vulnerability to Climate Change in the Kita Circle - Bamako, Mali)

Key recommendations

Table 2: Key recommendations of the evaluation

Recommendations	Directed to:
Relevance	
For a similar project, allow the beneficiaries to choose the investments to be made according to their adaptation needs with the support of the project team	AEED UNDP PCU
Progress towards the achievement of results	
Plan to repair the water tower in the Nioro Tougoumé pastoral area, as the nearness of Nioro Tougouné to the town of Nioro makes this pastoral area a huge livestock market. The repair cost of the water tower is estimated at only 200,000 FCFA (about USD 350).	AEDD
For a similar project, set conditions for the construction of infrastructure (basic water supply, market gardening and pastoral areas, micro-dams) based on the adoption of simple and affordable Sustainable Land and Water Management technologies (reforestation, composting, etc.)	BMU AEDD UNDP
Sustainability	
Support market garden and pastoral areas beneficiary communities to obtain proper land titles	Communes
Project implementation and reactive management	
For a similar project, reinforce the project management team with specific skills (e.g. gender specialist, rural engineering specialist)	BMU AEDD UNDP

INTRODUCTION

0.1. Brief presentation of the context and the project

0.1.1. Project context

Mali, as well as other countries in the Sahel zone, is not only marked by a high exposure to climate risks (droughts and desertification, floods, sandstorms, violent winds, etc.) and their induced effects, namely the decrease in agricultural yields and the competitiveness of the livestock sector, which, ultimately, have a negative impact on the incomes of farmers and livestock breeders as well as on the livelihoods of the most vulnerable urban populations, the destruction of physical and socio-economic infrastructures, the loss of human lives, the growing risk of diseases, etc, but also by a more limited access to basic social services and a high impact of poverty. For instance, in 2018, Mali ranked 184th (out of 189 countries) in the human development index, while more than 50% of Malians live below the poverty line[3].

On top of this, there are other factors of a more or less structural nature, such as political instability (the economy's growth rate is said to have fallen from 6% in 2012 to -1.2% in 2016) and insecurity in certain regions of the country and its consequences, notably the exodus of populations to safer areas, which reinforce the internal displacement of populations linked to extreme climatic events. The number of internally displaced persons jumped from 61,620 in December 2014 to 250,998 in April 2020 owing to various forms of violence in the centre and north of the country[4], i. e. an average annual increase of 22%. Meanwhile, as of October 2019, the number of Malian refugees in neighbouring countries was at least estimated at 139,000[5].

Consequently, the lives and vulnerability of the Malian population are constantly threatened by climatic risks. Even worse, climate projections on Mali, such as those of the German Federal Ministry for Economic Cooperation, GIZ (German Development Cooperation) and KfW (German Development Bank), suggest that climate change will lead to a sharp increase in temperature, a decrease in total rainfall and, in general, to a significant seasonal variability of all climate parameters. These expected climatic effects will have negative impacts on key sectors of the country's economy, particularly agriculture, livestock, forestry and energy. More specifically, the temperature in Mali is projected to increase by 2.0°C to 4.6°C by 2080 compared to pre-industrial levels, with higher temperatures in the north of the country, while rainfall is projected to decline by an average of 10 mm by 2080. Dry and wet spells will become more extreme and the damage resulting from climate change will be greater in the infrastructure sector. Yields of sensitive crops to heat and drought stresses, such as maize, are projected to fall drastically[6].

Yet, facing climatic risks, the various actors (the Malian government, the regional and local authorities, the private sector and the local communities) are completely powerless. For instance, the limited technical, financial and logistical capacities of these different actors make it difficult to implement the National Strategy for Adaptation to Climate Change (SNaCC).

To support Mali's efforts to implement the SNaCC, but also to make it effective and its impacts measurable, the Ministry of Environment, Sanitation and Sustainable Development (MEADD), with the

[3]. Rapport sur le développement humain 2019

[4]. Overview of population movements in Mali. OCHA, May 2020.

[5]. Situation of refugees, internally displaced persons and returnees in Mali. UNHCR, October 2019.

[6]. "Climate risk profile: Mali", Federal Ministry for Economic Cooperation and Development, GIZ and KfW, 2020.

financial support of the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety (BMU) and the United Nations Development Programme (UNDP), has launched the ASNaCC programme (Support of the National Adaptation Strategy to Climate Change)

The ASNaCC programme consists of two projects: PASNaCC/UNDP and PASNaCC/GIZ). These two projects support the overall objective of the ASNaCC programme, namely to increase the resilience of ecological, production and social systems in vulnerable areas of Mali owing to the impacts of climate change through the enhancement of actors' adaptive capacities and integrated and innovative adaptation approaches. This evaluation focuses on the PASNaCC/UNDP.

0.1.2. PASNaCC/UNDP

PASNaCC/UNDP is a 5-year project (April 2015-August 2021) implemented by AEDD and UNDP on behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMU). The project is financed to the tune of USD 6,492,553.97 by BMU (USD 5,492,553.97), the Government of Mali (USD 500,000: USD 300,000 in kind and USD 200,000 in cash) and UNDP (USD 500,000). It aims at building resilience of ecological production and social systems in Mali's vulnerable areas due to the impacts of climate change as well as the capacity to adapt to climate change through integrated and innovative adaptation approaches. It is focused on three specific objectives: (i) the acquisition of reliable climate data and information for better analysis of the impacts of climate change on socio-economic and environmental development and the integration and development of appropriate adaptation solutions (ii) the support to the AEDD and the Ministry of Finance for the development of relevant tools for the operationalisation of Mali's Climate Fund with a view to fostering its promotion towards different governmental, multilateral, bilateral, private sector and civil society actors; and (iii) the implementation of innovative gender-sensitive adaptation measures for greater resilience of ecological, economic and social systems in the most vulnerable areas of Mali targeted by the project.

Accordingly, three specific outcomes are expected from the implementation of the PASNaCC/UNDP:

- **Result 1**: Reliable climate data and information are available for the improvement of the analysis of the impacts of climate change on socio-economic and environmental development, and the integration and development of appropriate adaptation solutions.
- **Result 2**: Relevant operational tools for Mali's Climate Fund are developed by AEDD and the Ministry of Finance and extended to various governmental, multilateral, bilateral, private sector and civil society actors.
- **Result 3**: Relevant stakeholders are implementing innovative gender-sensitive adaptation measures for greater resilience of ecological, economic and social systems in the most vulnerable areas of Mali targeted by the project.

PASNaCC/UNDP operated in the regions of Kayes and Sikasso[7]. It targeted two categories of actors: institutions and populations in rural, urban and national municipalities, especially the most vulnerable in the target areas, as well as decision-makers at the ministerial level, their devolved technical departments, and elected bodies at the regional and local levels.

The main stakeholders of PASNaCC/UNDP include the Environment and Sustainable Development Agency (AEDD)/MEADD, the relevant sectoral ministries (environment, agriculture, rural engineering,

[7]. As for the ASNaCC programme (PASNaCC UNDP and PASNaCC GIZ), it covers four regions: Kayes, Koulikoro, Segou, and Sikasso.

fisheries, etc.) and their branches, UNDP, Mali's Climate Fund, the MALI-METEO Agency, regional technical services, territorial communities, universities and research centres, private sector companies, and the beneficiary communities.

Table 3: Key Stakeholders and responsibilities within the project

Stakeholders	Description or example	Role within the project
AEDD/MEADD	Ensure the coordination of the implementation of the National Environmental Protection Policy (NEPP) and monitor the integration of the environmental dimension in all policies.	Technical implementation structure of the project. Ensure the operational coordination of the project.
Regional technical services	Various mandates at regional level related to the project (agriculture, rural engineering, fisheries...).	Support the adoption of adaptation practices and the benefits of relevant training on climatic risks management
BMU		Project funding amounting to USD 5,492,553.97
UNDP Mali	Assist the Government of Mali in drafting its national development strategies and policies; mobilise the government, civil society, the private sector, technical and financial partners and UN agencies in implementing these national strategies and policies, etc.	Supervisor of the project. Co-financing of the project to the tune of USD 500,000. Ensure quality assurance and conduct monitoring missions of the project.
Universities and research centres (ERC, IPR IFRA, CNRST, ENI, INSA, etc.)		Support climate modelling and analysis and the benefits of the training involved.
Local Authorities (regions, circles, communes, villages)	Socio-economic development managers of regions, circles, communes and villages	Participation in the planning and implementation of project activities together with the populations Representative at the project management committee level
Private sector		Provide services for the implementation of adaptation practices and benefits of management options and training
Institutions (MALI-METEO Agency, Mali's Climate Fund) and community-based organisations		Final beneficiaries of project activities

Source: Table drawn up on the basis of the Prodoc

PASNaCC/UNDP shares the same Steering Committee (Copil) with PASNaCC/GIZ. The Copil is composed of the main stakeholders of the project[8], and is responsible for the strategic steering of the project. PASNaCC/UNDP also has a Coordination Unit which ensures the operational coordination of the project.

0.2. Objective and scope of the evaluation

✓ *Objective of the evaluation*

The overall objective of the final evaluation of PASNaCC/UNDP is not only to assess progress towards the achievement of the intended objectives and outcomes of the project, as stated in the Project Document, and to measure early signs of success or failure of the project and lessons learned, but also to examine the project strategy and sustainability risks of its results.

[8]. These include the Ministry of the Environment, Sanitation and Sustainable Development (MEADD) and other relevant sectoral ministries (agriculture, civil engineering, fisheries, forestry), UNDP and GIZ.

✓ ***Scope of the evaluation***

In terms of time, the evaluation will cover the implementation period of the PASNaCC/UNDP (April 2015 - September 2021) and in terms of space, the regions of Kayes and Sikasso.

0.3. Methodology

The methodology consists of three steps:

- Readiness: analysis of documents produced in the framework of the project design and implementation (Project Document, annual and semi-annual reports, budget review, lessons learned reports, mid-term evaluation report, financial reports, etc.), national documents (Economic, Social and Cultural Development Plan-PDESC, Strategic Framework for Economic Recovery and Sustainable Development-CREDD 2019-2023, National Environmental Protection Policy-NEPP,National Climate Change Policy-NCCP), National Action Plan on Climate Change-PANCC, etc.) and UNDP country programme documents (Country Program Document 2015-2019 and Strategic Plan 2018-2021), the United Nations Integrated Development Assistance Framework (UNDAF) for Mali for the period 2015-2019, and the Sustainable Development Goals (SDGs).
- Data collection in the field (Bamako and the regions of Kayes and Sikasso): meetings and semi-structured individual interviews with key informants: AEDD/MEADD, UNDP Mali (Team Leader Environment and Environment and Resilience Advisor), the Coordinator of PASNaCC/UNDP, the Senior Technical Advisor of PASNaCC/GIZ, the relevant regional technical services (environment, agriculture, rural engineering and fisheries), the MALI-METEO Agency, Mali's Climate Fund, and the local authorities. This was done by means of semi-structured individual interview guides (see Annex 6). A total of 20 people were interviewed (see table below).

Table 4: Key informants interviewed

Institution	**District of Bamako**	**Kayes region (Nioro)**	**Sikasso region (Sikasso and Koutiala)**	**Total**
AEDD/MEADD	02	-	-	02
UNDP Mali and GIZ	03	-	-	03
Project Coordination Unit	01	-	-	01
Regional technical services (environment, agriculture, rural engineering, fisheries)	-	-	03	03
Local authorities (Mayors, deputies or councillors, village headmen)	-	03	06	09
Beneficiaries (MALI-METEO Agency, FCM)	02	-	-	02
Total	**08**	**03**	**09**	**20**

Source: Authors

At the same time, focus groups were organised with the beneficiary communities to know their views on the project. A total of 45 people (37 men and 13 women) participated in these focus groups (see table below). This was done by means of group interview questionnaires (see Annex 6).

Table 5: Focus groups

Area	Circle/Commune/Village	Focus Groups	Participants		
			Men	Women	Total
Sikasso region	Dembela, Commune of Dembela: market gardeners	01	05	02	07
	Kessena, Commune of Dembela: members of the dam management committee and	01	09	00	09

	authorities				
	Konina, Commune of Konina: local product processors	01	00	03	03
	Konina, Commune of Konina: market gardeners	01	02	05	07
	M'Pètiéla, Commune of Filima: members of the pond management committee and other beneficiaries	01	06	00	06
	M'pessoba, Circle of Koutiala:				
Kayes region	Nioro Tougouné, Commune of Nioro Tougouné: Beneficiaries and authorities	01	12	01	13
Total		**06**	**34**	**11**	**45**

Source: Authors

The team of evaluators also visited project sites and achievements. They held discussions with local authorities (notably the Mayors, their Deputies or Councillors), beneficiaries (village headmen, market gardeners, fish farmers, agricultural product processors, etc.), and the management committees of the works achieved. Overall, seven projects were visited: the Dembela market gardening area, Sikasso Circle; the Kessena dam, Sikasso Circle; the Konina local product processing centre, Koutiala Circle; the market gardening area and fish ponds of Konina, Koutiala Circle; the Pètiéla pond, Circle of Koutiala; the M'Pessoba meteorological station, Koutiala Circle; the Nioro Tougoumé Rangabé pastoral perimeter, Nioro Circle (including the water tower and the watering bowls).

- Findings compilation, analysis and production of deliverables: All data collected during the preparation and field visits were used to meet the evaluation expectations, including this draft evaluation report.

0.4. Data analysis methods

The collected documentation was systematically analysed using an evaluation grid consisting of the evaluation matrix and thus detailed answers to the evaluation questions and sub-questions developed by the evaluation team during the inception phase.

Data from individual interviews with key informants at national, regional and local levels were processed and analysed using the technique of exploratory factor analysis. Without going into detail, it is worth noting that from the information collected, the evaluation team selected the aspects of the responses that were most important to the interviewees.

Data obtained from focus groups with beneficiaries were analysed using content analysis. For each of the themes discussed, participants' statements were transcribed into a notebook and then harmonised and entered into an Excel sheet. Then, the participants' statements were sorted separately for each of the themes and subjected to a «vertical analysis». In short, for each theme, participants' statements were summarised according to two criteria: only those mentioned by at least two participants or repeated several times in two different focus groups were considered important sentences and/or answers. Finally, these two criteria were operationalised by summarising participants' statements according to their frequency of occurrence.

0.5. Main steps of the evaluation mission

The mission consisted of three steps:

- ✓ ***Readiness*** (13 - 20/10/2021): analysis of documents produced in the framework of the project design and implementation as well as other available documents; drafting of the inception report; briefing with the Programme Advisor/Head of the Environment and Development Cluster of UNDP Mali (24/09/2021); briefing with the Director General of AEDD and working meeting with the Project Coordinator (27/09/2021); and drafting of the final version of the inception report integrating the comments and observations of the Project Coordinator.
- ✓ ***On-site visit and data collection*** (21 - 30/10/2021): individual interviews with key informants, focus groups with beneficiaries and visits of project achievements in the regions of Sikasso and Kayes.
- ✓ ***Data processing and analysis, reporting*** (1 - 12/11/2021): debriefing with the Programme Advisor/Head of the Environment and Development Cluster of UNDP Mali and the Environment and Resilience Advisor (1/11/2021), compilation of results and analysis, and drafting of the draft and final evaluation reports.

The final evaluation report is divided into two chapters. The first chapter presents the key findings of the evaluation of the project strategy, the logical framework, progress towards results, efficiency, project implementation and reactive management, impact and sustainability of results obtained.

The second chapter presents the main findings of the evaluation and the possible lessons learned from the design and implementation of the project, as well as best practices that can be capitalised on. It also provides recommendations in view of improving the sustainability of the project's achievements.

1. EVALUATION RESULTS

This chapter seeks to present the results of PASNaCC/UNDP performance evaluation in terms of strategy, progress towards expected results, efficiency of project resources management, project implementation and reactive management, impacts, and sustainability of achievements. The findings are based on a literature review and analysis of data collected in person and remotely from the project's intervention areas.

1.1. Project strategy

This section examines the project strategy and more specifically the relevance and quality of the project formulation, the relevance of the project approach, the relevance of the choice of the intervention area, the consistency of the expected results of the project implementation with national priorities and UNDP programmatic tools as well as the UNDAF and the SDGs, the appropriateness of the project's interventions with the needs and expectations of beneficiaries, the gender sensitivity of the project, and the relevance of the indicators and targets of the project's logical framework.

1.1.1. Relevance and quality of the project formulation

The overarching question for assessing the relevance of PASNaCC/UNDP is as follows: To what extent are the objectives of the project, as outlined in the Prodoc and as subsequently implemented, appropriate given the needs and expectations of the beneficiaries, the identified issues and the problems that the project seeks to address?

A Successful alignment

As reflected in the Prodoc, the project designers have made genuine efforts to align it with Mali's national development strategies, UNDP's programmatic tools (Country Program Document 2015-2019 and Strategic Plan 2018-2021), the United Nations Development Assistance Framework (UNDAF) for Mali for the 2015-2019 period, and the Sustainable Development Goals (SDGs).

At the national level, PASNaCC/UNDP is aligned with the national reference framework for economic and social development, the Programme for Economic, Social and Cultural Development (PDESC), which seeks to build sustainable social cohesion in Mali. Moreover, it is closely aligned with one[9] of the five strategic axes of the new Strategic Framework for Economic Recovery and Sustainable Development (CREDD) 2019-2023 and with the strategic axes of the previous CREDD (CREDD 2016-2018), whose objective is to promote green economy through a sustainable management of natural resources and an effective fight against global warming. Besides, the project is perfectly consistent with the strategic axes of the National Strategy for Growth and Poverty Reduction (CSCRP) 2012-2017 (it aims at improving the living conditions of the populations by reducing by half the impact of poverty by 2020) and more directly with Axis 1 (Growth), Axis 2 (Equitable access to quality social services) and Axis 3 (Institutional development and governance). It is worth noting that in the sub-sectors of rural development (agriculture, livestock and fisheries) and the environment, the CSCRP seeks, among other goals, to strengthen food security and to ensure a sustainable management of natural resources.

The project is closely in line with several strategies, policies and plans for sustainable development in Mali. For instance, it supports all the priority goals of the *National Environmental Protection Policy*

[9]. Strategic Axis 4: Protection of the environment and building resilience against climate change.

(NEPP) - the NEPP is the national reference for sustainable development and seeks to ensure a healthy environment and sustainable development through the integration of the environmental dimension in all decisions affecting the design, planning and implementation of development policies, programmes and activities through the empowerment and commitment of all actors -, the priority activities of the *National Adaptation Programme of Action (NAPA)*, the eight strategic objectives of the *National Climate Change Strategy (NCCS)* which is aimed at addressing the challenges of climate change and ensuring Mali's sustainable development, the *National Policy on Climate Change (NPCC)* (the vision of the government of Mali expressed in the NPCC is: «By 2025 the Sustainable Socio-Economic Development Framework that integrates the challenges of climate change in all development sectors is defined in order to improve the well-being of the populations is defined» and subsequently the various initiatives of the Government (and partners) in the field of sustainable development including the *United Nations Framework Convention on Climate Change (UNFCCC)*.

Finally, the project is backing *Mali's National Gender Policy (PNG-Mali)* and its 6 strategic guidelines devoted to the promotion of the status of women, gender equality and gender mainstreaming in all aspects of the design and implementation of public policies and reforms, or development programmes and projects. In contributing to the strengthening of adaptive capacities and securing the production of livelihoods of active women's groups in the production sectors (market gardening, processing of local products, fish farming and fattening) against the impacts of climate change, PASNaCC/UNDP is indeed aligned with the strategic guidelines of PNG-Mali.

Commendable efforts to ensure greater harmonisation

The project is closely in line with several international strategies, including the *Sustainable Development Goals (SDGs)* - the SDGs are the international reference agenda for development actors - and more specifically SDG 6 ("Access to safe drinking water and sanitation"), SDG 13 ("Take urgent action to combat climate change and its impacts") and SDG 15 ("Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss»), the *United Nations Development Assistance Framework (UNDAF)* for Mali for the 2015-2019 period, combat desertification and halt and reverse land degradation and biodiversity loss»), the United Nations Development Assistance Framework (UNDAF) for Mali for the 2015-2019 period (the UNDAF proposes a coordinated strategy for all the agencies of the United Nations system and specifies its strategic guidelines), and in particular UNDAF Effect 1 («Vulnerable populations, especially women and young people, benefit from productive capacities in a healthy natural environment conducive to poverty reduction»).

The project is in accordance with the UNDP 2015-2019 *Country Programme Document* (CPD) and the expected outcomes of its implementation, especially Outcome 2 («By 2019, disadvantaged groups, especially women and youth, will benefit from capacity building, productive opportunities in a healthy and sustainable environment conducive to poverty reduction»), and the *UNDP 2018-2021 Strategic Plan*, and in particular one of its Outcomes («Growth and development contributions are inclusive and sustainable, generating the productive capacities needed to create jobs and livelihoods for the poor and the marginalised») and three of its outputs: Output 4 («Vulnerable groups, including youth, women, displaced persons, etc., implement climate adaptation and resilience activities to revitalize local economies»), Output 5 («The integration of environmental standards and concerns into development

policies is effective») and Output 6 («State and local governments implement their action plans to reduce disaster risks and improve sanitation»).

Participatory and inclusive formulation

The ASNaCC programme, and thus its two component projects, PASNaCC/UNDP and PASNaCC/GIZ, made sustained efforts to ensure the participation and consultation of as many stakeholders as possible. Therefore, the idea of the programme was widely shared with all partners and its formulation was highly participatory. At the national, regional and local levels, meetings to assess expectations, analyse challenges and frame the process were held with national, regional and local authorities, the heads of all the regional technical services concerned (environment, agriculture, fisheries, rural engineering, etc.) and local communities. The key players with whom the evaluation mission met acknowledged their contribution to the formulation of the programme and expressed satisfaction with their participation.

Besides, the findings of the interviews with the key actors of PASNaCC/UNDP are strong evidence of the collaborative and participatory approach taken in the implementation of the project as well as in its monitoring. So, for example, the relevant regional technical services (environment, agriculture, civil engineering and fisheries) were involved in the monitoring of activities in the field and the supply of inputs to producers (e.g. fish fry for fish farmers or seeds for market gardeners), while the execution of infrastructure and equipment projects (market gardens or pastoral perimeters, water supply works, mini-dams, etc.) in the beneficiary localities was entrusted to private sector companies and the feasibility studies, and monitoring of works were conducted by consulting firms.

1.1.2. Relevance of the project

Relevance of the project approach

The PASNaCC/UNDP approach is innovative in several respects: firstly, the project adopted a multisectoral and multidimensional integrated approach to climate change adaptation, mitigation of risks associated with climate change, technology transfer, financing and actors' capacity building. The actions developed were aimed not only at strengthening the capacities of institutional actors who were actively involved in preventing and combating the impacts of climate change - the MALI-METEO Agency and Mali's Climate Fund in particular - but also at supporting the populations in their resilience capacities through support for market gardening (in some cases, market gardening was combined with fish farming), processing of local products, beekeeping, fattening, etc. This integrated multi-sectoral and multi-dimensional approach has undoubtedly enhanced the relevance of the project.

In addition to strengthening institutional actors (the MALI-METEO Agency network has been reinforced by the installation of 5 automatic stations with their data transmission system and various equipment, 5 agro-climatological stations, a Geographic Information System integrating simulation models and vulnerability studies in the regions of targeted sectors such as agriculture, water, infrastructure, health and animal husbandry, whose results have been published. Producers have been trained in the collection and transmission of rainfall data with the installation of rain gauges (300 in total) and mobile phones for data transmission. Whilst there are plans to develop the MRV tool for Mali's Climate Fund, among other things, and to assist the population through support for production sectors, the project's interventions have focused on the construction of infrastructure (construction of mini-dams and market gardening and pastoral areas, sinking of ponds, installation of basic water supply systems, etc.). In doing so, PASNaCC/UNDP enabled the development of interventions according to a «Territory» approach. This

territorial planning approach therefore appears in the project as a real added value. This approach increases the chances of a better impact because it allows work on different pillars beyond adaptation to climate change and mitigation of climate change-related risks.

The project also tested the Farmer Field Schools (FFS) approach. This approach enables the project to reach a large number of producers and favours the alternation between training sessions and practical experiences in the fields. This learning method is the most appropriate for adults, and it also encourages peer-to-peer exchanges and the enhancement of producers' endogenous knowledge.

At the same time, the project fostered the development of local expertise through the participation of pilot farmers and development agents from the technical services, which allowed knowledge and experience to be shared among the local population. This approach can also constitute a useful foundation for scaling up the project's achievements.

The project also put forward an implementation approach that consisted of giving the beneficiaries the choice to adapt according to their needs with the support of the project team. This choice has also proved to be a successful one (see below).

In fine, the project's implementation approach is based on listening to the beneficiaries, which required the establishment of a management mechanism of their feedback and complaints. This approach allows a greater appropriation of the project's achievements and also to correct the failures observed in the implemented works.

Relevance of choosing the two regions (Kayes and Sikasso) for the implementation of the project

Among the reasons for the relevance of the choice of the project's intervention zone, namely the regions of Kayes and Sikasso, and more broadly the four regions covered by the ASNaCC programme:

- According to the analysis conducted by Prodoc, the regions of Kayes, Koulikoro, Segou, and Sikasso satisfied the conditions for a proper implementation of the programme, as the level of vulnerability to climate change in these regions is the highest in the country; agricultural productivity is declining sharply even though the situation remains less catastrophic compared to that of the northern regions; and the levels of food insecurity in these regions are the highest in the country.
- The geographical coverage of the programme's intervention areas (Kayes, Koulikoro, Ségou, and Sikasso) enables coordinated actions and synergies with other donors and multilateral organisations.
- The choice of programme regions reflects the expectations of national and regional authorities. Better still, this choice was made on the basis of participatory approaches with stakeholders and regional representatives.

An offer in line with the needs and expectations of the target groups

According to the analysis carried out by Prodoc, the main constraints and limits to the effectiveness of the National Strategy for Climate Change Adaptation (SNaCC) are, among others, as follows:

- A network of stations/observations of extremely limited climatic events;
- Deficiencies in the existing climate observation databases (established since 1885 and not regularly updated);

- Absence of an operational and efficient meteorological network in the country, particularly in the 4 target regions (Kayes, Sikasso, Koulikoro and Mopti);
- Failure to operationalise the Mali's Climate Fund and to develop the necessary fiduciary, management and evaluation instruments/tools;
- Lack of integration of a set of technologies for a sustainable use of agricultural land, poor development of support and extension services as well as technical councils and their inability to effectively provide hydro-agro-meteorological information, and poor development of water management systems and irrigation schemes with the subsequent high level of food insecurity in the country;
- Poor attention to vulnerabilities resulting from climate change associated with natural resources (water, pasture, forests) and social assets (livelihoods and land use systems).

Most appropriately, PASNaCC/UNDP interventions consist of:

- Enhancing the capacity of national and local decision-makers (Mali-Météo Agency and associated research centres) in the effective use of available information on past and future climate;
- Support to the update of climate information from stations and its integration into existing weather and seasonal forecasts, and to the access to new climate change forecast data, dissemination of climate information, Establishment of a «Scientific and Technical Committee (Technical and Scientific Cluster)» in order to assist decision-makers and communities in analysing risks and vulnerabilities of target regions and development sectors, conducting and updating vulnerability and capacity assessments, and exchanging climate information with other national/regional institutions producing climate data and information in West Africa/Sub-Saharan Africa;
- Operationalisation of Mali's Climate Fund and development of the necessary fiduciary, management and evaluation instruments/tools;
- Support to targeted households in adopting climate change resilient livelihood practices;
- Technical staff training in view of supporting communities with climate risks management and innovative adaptation technologies;
- Dissemination of best practices and lessons learned from the project through relevant advocacy materials and communication platforms at national and international levels.

Relevance of the project's logical framework

The analysis of the project's logical framework leads to the following main findings:

- All the indicators and targets of the project's logical framework in relation to the objectives and expected results are relevant. Here are some examples: «Number of innovative and integrated instruments for the systematic integration of climate change adaptations into sustainable development planning and access to climate finance for vulnerable communities that have been approved by institutions and stakeholders», «Number of rules, procedures and operational instruments developed and implemented by Mali's Climate Fund», «. The number of targeted households (at least 10,000) in UNDP intervention areas that have adopted climate resilient livelihood practices», etc.
- In addition, all end-of-project targets are SMART, i.e. Specific, Measurable, Appropriate and Time-bound. Here are some examples: «Three operational rules, procedures and instruments are

developed and implemented by Mali's Climate Fund»; «13,536 households targeted in UNDP intervention areas have adopted climate resilient livelihood practices»; «120 technical staff supporting communities with adaptation technologies and trained on climate risks management, innovative adaptation technologies»; etc.

Gender sensitivity of the project

The Project Document (Prodoc) is relatively silent on the gender approach of PASNaCC (UNDP and GIZ) and a gender budget has not been developed. Nevertheless, PASNaCC/UNDP is relevant in its understanding of and efforts towards the empowerment of women and the mainstreaming of gender issues. Indeed, although in the joint project proposal, gender issues and the specific role of women are not as central as one might have expected, it is clear that important changes have been made in the implementation of the project and that women have been involved in the project as actors and beneficiaries. For example,

- Some activities exclusively target women. This applies to market gardening, market gardening combined with fish farming or the processing of local products. A market gardening area includes, in addition to the wire fence, a borehole, a photovoltaic installation and a solar pump. All this helps to reduce the workload of women producers, as they are no longer exhausted pulling water from the well by muscle power.
- Other activities, such as fattening small ruminants, mainly target women, and basic water supply systems - usually including a borehole, a photovoltaic system, a solar pump, two standpipes and a cattle watering bowl - also help to reduce the workload of women/girls, as they are the ones responsible for fetching water.
- They have been involved in all the other activities (horticulture, farmer field schools, etc.).

1.2. Progress towards the achievement of results

1.2.1. Level of achievement of expected results

The level of achievement of the objectives and results of PASNaCC/UNDP, as outlined in the ProDoc, is assessed by assigning a «Score» of VH (Very high: achievement rate ≥ 100%), H (high: 75% ≤ achievement rate < 100%), M (Medium: 40% ≤ achievement rate < 75%), L-N (low or null: 0% < achievement rate ≤ 40) or NP (the evidence available is not sufficient to measure the level of achievement of the result).

The results in terms of achievement of the objectives and expected results of the project implementation are relatively satisfactory (see table below). As at 31 December 2020, 33 expected results of its implementation included in the logical framework out of a total of 51 expected results (all results combined), i.e. about 65%, have been fully or mostly achieved; three expected results (about 6% of the total number of expected results) have been achieved at a rate of 40-75%; and 16 expected results (about 30% of the total number of expected results) have been achieved at a rate of 0-40%.

Table 6: Level of achievement of the expected results of PASNaCC/UNDP as at 31/12/2020

Specific objectives/Results	Objectively verifiable indicators	Indicator value				Score				
		Baseline	Project's final target	Level of achievement	Target attainment (%)					
						VH	H	M	L-N	NP
Result of the ASNaCC programme (Overall Objective): **The resilience of ecological, production and social systems in vulnerable areas of Mali due to the impacts of climate change has been enhanced through strengthened adaptive capacities, and integrated and innovative adaptation approaches.**	1. Number of innovative and integrated instruments for the systematic integration of climate change adaptations into sustainable development planning and access to climate finance for vulnerable communities that have been approved by institutions and stakeholders	6	13	12	92%					
	2. Relevant adaptation investments in sectors identified as vulnerable to climate change have increased at XX% of the respective overall investments.	0	3%	5%	167%					
	3. The number of people (of which at least 50% are women) vulnerable to climate change in the project intervention areas has dropped by XX%.	42%	36%	37%	103%					
PASNaCC UNDP results (Specific objectives)										
Result 1: **Reliable climate data and information are available for the improvement of the analysis of the impacts of climate change on socio-economic and environmental development, and the integration and development of appropriate adaptation solutions.**	1.1. Number of stations listed in daily reports of the target districts at the archives of the central database at the MALI-METEO Agency	38	48	55	115%					
	1.2. Number of GCM and reduced data sets (statistical and dynamic) in GIS databases combined with other environmental, socio-economic and geotechnical data to highlight key vulnerabilities (e.g. roads, infrastructures, access to markets, hospitals, schools, etc.)	0	5	14	280%					
	1.3. Number of sector-specific alerts, advisory opinions and/or guidance notes produced regularly, which use both climate information (observations, weather forecasts, seasonal forecasts and/or climate change scenarios) and sector-specific	0	3	5	167%					

	exposure/vulnerability data									
	1.4. Number of institutions integrating climate change risk and vulnerability information into resilience building and vulnerability reduction plans in the 4 target regions.	0	7	2	29%					
Result 2: **Relevant operational tools for Mali's Climate Fund are developed by AEDD and the Ministry of Finance and extended to various governmental, multilateral, bilateral, private sector and civil society actors.**	2.1. Number of rules, procedures and operational instruments developed and implemented by Mali's Climate Fund	0	3	2	67%					
Result 3: **Relevant stakeholders are implementing innovative gender-sensitive adaptation measures for greater resilience of ecological, economic and social systems in the most vulnerable areas of Mali targeted by the project.**	3.1. The number of targeted households (at least 10,000) in UNDP intervention areas that have adopted climate resilient livelihood practices», etc.	3536	13536	15306	113%					
	3.2. Number of technical staff supporting communities with adaptation technologies and trained in climate risks management, innovative adaptation technologies	0	120	135	113%					
	3.3. Number of best practices and lessons learned from the project disseminated through relevant advocacy materials and communication platforms at national and international levels	1	10	40	400%					
Intermediate results										
1.1. The meteorological network is reinforced and effective in the 4 target regions and provides a relevant climatological normal as a basis for climate forecasting.										
Evaluation of the climate network by Mali Météo in the target regions	Number of regions whose stations have been assessed	0	4	4	100%					
Procurement and installation of complementary climate observation instruments	Number of new stations installed	0	5	5	100%					
	Number of old conventional stations reinforced	0	12	12	100%					
1.2. Update monitoring information and evaluation tools										
Mali's climate projections	Number of study reports	0	1	1	100%					

Equipment technology on database information	Number of equipment technologies	0	1	0	0%					
Developing risk and vulnerability databases (climatic, GIS, socio-economic, physiological data)	Number of risk and vulnerability databases (climatic, GIS, socio-economic, physiological data)	0	1	1	100%					
	Number of old conventional stations reinforced	0	12	12	100%					
1.3. Access to climate information										
Support to climate information dissemination	Number of support missions	0	3	0	0%					
A technical and scientific committee has been established										
Technical and scientific cluster establishment workshop	Number of meetings held	0	15	4	27%					
1.5. Undertake and update vulnerability and capacity assessments										
Vulnerability assessment of target regions and sectors	Number of vulnerability assessments of target regions and sectors	0	2	4	200%					
1.6. Exchange climate information with other national/regional institutions producing climate data and information in West Africa/Sub-Saharan Africa										
Presentation of results (interim and final) in regional and international forums	Number of experience sharing visits and participation in international forums.	0	3	0	0%					
2.1. Develop operational rules, procedures and instruments for project evaluation, project cycle management, and relevant fiduciary standards to support the operationalisation of Mali's Climate Fund, with the participation of various governmental, multilateral, bilateral, private sector and civil society actors.		2	3	2	67%					
2.2. Developing an MRV system for Mali's Climate Fund		0	1	0	0%					
2.3. Develop and implement a communication and fundraising plan in order to ensure partners' and beneficiaries' adhesion to Mali's Climate Fund.										
Development of a fundraising/communication plan	Number of plans	0	1	1	100%					
Development of a communicative report	Number of study reports	0	1	1	100%					
2.4. Organise training sessions to develop the	Number of training sessions organised	0	3	2	67%					

capacities of future trustees of Mali's Climate Fund										
Résultat3										
3.1. Develop adaptation technology packages	Number of baseline studies	0	3	3	100%					
3.2. : Implement innovative gender-sensitive adaptation measures										
3.2.1 Implementation of resilient agro-pastoral practices and technologies that reduce climate change risks in most vulnerable areas	Number of Farmer Field Schools (FFS) established	0	50	45	90%					
	Number of producers who attended FFS, including women	0	1250	1644	132%					
	including women	0	707	-	-					
	Number of composting units built	0	29	30	103%					
3.2.2 Promotion of efficient irrigation and water harvesting systems that provide water for communities and their economic activities in times of water shortage.	Number of boreholes with solar pumped distribution system completed **Including**	0	20	22	110%					
	Basic water supply systems with watering bowls	0	7	7	100%					
	Market gardens	0	10	14	140%					
	Market gardens	0	1	1	100%					
	Number of lowlands developed **Including**	0	6	6	100%					
	Micro-dams built	0	4	6	150%					
	Ponds and puddles	0	4	2	50%					
3.2.3 Restoring / safeguarding ecological systems (forest, wetlands and protected areas) at risk in order to counteract degradation due to the impacts of climate change	Number of producers trained in Sustainable Land and Water Management (SLWM)	0	1644	1250	**132%**					
	Including women		707							
3.2.4 Developing resilient income-generating activities and supporting women's and youth access to credit in order to improve socio-economic resilience	Number of women supported in market gardening activities	0	1000	2000	**200%**					
	Number of processing centres built or reinforced	0	3	3	**100%**					
	Number of women beneficiaries of processing centres	0	300	0	**0%**					
	Number of beekeepers trained and equipped	0	250	225	**90%**					
3.3. Train and provide tools for extension services of the relevant Ministries (Agriculture, Water, Forestry, Livestock etc.), NGOs and the private sector in supporting the implementation	Number of agents trained	0	120	123	**103%**					
	Number of agents equipped	0	10	10	**100%**					

of adaptation measures in order to manage climate risks										
3.4. Create or enhance knowledge-sharing platforms for documenting and disseminating experiences, best practices and lessons learned at national and international level.	Number of platforms created	0	2	0	**0%**					
	Number of workshops conducted	0	2	2	**100%**					
3.5. Joint GIZ-UNDP mid-term and end-of-programme evaluations and workshops.	Number of evaluations carried out	0	2	2	**100%**					
	Number of joint GIZ-UNDP workshops conducted	0	4	4	**100%**					

Source: Table based on ProDoc and Project Activity Reports

Presenting here all of the project's achievements in the field would be tedious. However, the information in the table below gives an idea on the scope of what has been done in the Kayes and Sikasso regions.

Regarding Result 1 (Reliable climate data and information are available for better analysis of the impacts of climate change on socio-economic and environmental development and the integration and development of appropriate adaptation solutions), we note that the level of implementation is satisfactory since the MALI-METEO Agency has acquired automatic stations (5 in total) with their data transmission systems and various equipment. The Agency has also received 5 new agro-climatological stations, and a Geographic Information System integrating the simulation models has been installed in order to conduct feasibility studies. Besides, the improvement of the analysis of the impacts of climate change on socio-economic and environmental development induced by the information produced by its synoptic stations has not been up to expectations and the number of institutions integrating information on the risks of climate change and vulnerability in the reinforcement plans of resilience and reduction of vulnerability in the 4 target regions has remained poor.

Regarding Result 2 (Relevant operational tools for Mali's Climate Fund are developed by the AEDD and the Ministry of Finance, and communicated to different governmental, multilateral, bilateral, private sector and civil society actors), its implementation rate is globally satisfactory, as relevant operational tools for Mali's Climate Fund (FCM) have been developed by the AEDD and the Ministry of Finance. For example, a communication and fundraising plan has been developed and validated by stakeholders. However, the MRV tool that should be made available to the FCM is still under development, while the project is almost at its end. Equipment technologies on database information, support to dissemination of climate information and presentation of results (interim and final) at regional and international forums could not be achieved.

As for Result 3 (Relevant stakeholders implement innovative gender-sensitive adaptation measures for increased resilience of ecological, economic and social systems in Mali's most vulnerable areas targeted by the project), it is worth noting that in the 2 project intervention areas, 7 basic water supply systems including a borehole, a photovoltaic installation, a solar pump, two standpipes and a cattle watering bowl were constructed in 2017 for the benefit of 7 villages. During the same year, six (6) lowlands (micro-dams) were developed. Moreover, fourteen (14) market gardening areas (four of which combine market gardening and fish farming) including a borehole, a photovoltaic installation, a solar pump and a wire fence have been built for the benefit of 3,000 women in 14 villages, and 2 ponds have been dug. Also, a pastoral perimeter of 25 ha equipped with a solar powered borehole, a vaccination park, a livestock park, a shop and an office has been built. Farmer Field Schools have been tested; 3 reforestation sites have been developed and secured; and 2 Local Product Processing Centres (CTPL) have been built and equipped, and one former CTPL has been reinforced.

A training was provided to participants of the Farmer Field Schools, and inputs were distributed to them. The women beneficiaries have also received training in modern market gardening techniques, fish production techniques, local products processing techniques, compost production techniques, etc.). Producers were trained on how to collect and transmit rainfall data.

Table 7: Summary of PASNaCC/UNDP achievements

Villages	Communes	Circles	Regions	Types	Remarks
Result 1: Access to climate information					
Kati	Kati	Kati	Koulikoro	Automatic weather station	
Madina Diasssa	Madina Diasssa	Yanfolila	Sikasso	Automatic weather station	
Tiéroula	Tiéroula	Sikasso	Sikasso	Automatic weather station	
M'Pèssoba	M'Pèssoba	Koutiala	Sikasso	Automatic weather station	
Koury	Koury	Yorosso	Sikasso	Automatic weather station	
All 10 communes				Training producers on how to collect and transmit rainfall data with the installation of rain gauges (300), and the provision of mobile phones	
Result 2: Supporting Mali's Climate Fund					
The whole country				Developing a communication plan for Mali's Climate Fund	
				Developing a communication report for Mali's Climate Fund	
				Ongoing development of MRV tools for Mali's Climate Fund	
Result 3: Adaptation measures					
Séoundé	Nioro Tougouné	Nioro	Kayes	AES	Creation and training of a CG and provision of maintenance equipment
Nioro Tougouné				PP, FFS	Creation and training of a PP's CG
Fossé Rangabé				PM	PM Reception in 2019
Diakon	Diakon	Bafoulabé	Kayes	AES, PM	PM Reception in 2019
Trentimou				PM, FFS	PM Reception in 2019
Boulouli	Lakamané			AES	Creation and training of a CG and provision of maintenance equipment
Lakamané	Lakamané			Pond, FFS and 2 PM	Creation and training of a pond's CG
Kourounikoto	Kourounikoto	Kita		PM, BF, CTPL, FFS	
Moussala	Koussané	Kayes		AES	Creation and training of a CG and provision of maintenance equipment

Villages	Communes	Circles	Regions	Types	Remarks
Sobia	Koussané			BF	Creation and training of a CG
Koussané	Koussané			PM, FFS	PM Reception in August 2019
Kolosso	Kolosso	Kolondiéba	Sikasso	CTPL	Provision of equipment for the centre and training materials, organisation and training women.
Kolona	Kolosso	Kolondiéba	Sikasso	AES, BF, FFS	Creation and training of a CG for BF and provision of small digging equipment.
Néguéla	Kolosso			PM	PM Reception in August 2019
Zana	Kolosso			PA, FFS	
Dembela	Dembela	Sikasso	Sikasso	PM, FFS	Addition of fish ponds to the MP achieved in 2017, creation and training of a CG on fish farming for women
Kessena	Dembela			BF, FFS, PA	BF completed in 2017 but damaged in 2018 and therefore it was not used
Mebougou	Dembela			PM	PM Reception in August 2019
Domba	Domba	Bougouni		BF	Creation and training of a CG, and provision of small digging equipment.
N'Gola	Domba			AES	
Falabada	Domba			PM	PM Reception in August 2019
Kiffosso1	Kiffosso1	Yorosso		PM, FFS	PM Reception in August 2019
Fakoni	Kiffosso1			AES	
Kalédougou1	Kiffosso1			BF, FFS, PA	Creation and training of a CG for BF and provision of small digging equipment.
Konina	Konina	Koutiala		PM, CTPL, FFS	Addition of fish ponds to the MP achieved in 2017 through a protocol with Fisheries, creation and training of a CG on fish farming for women
M'Pètiéla	Konina			Pond, FFS	Pond
Filima	Konina			PM, FFS	PM handed over in August 2019 but part of the fence (over 10m) was damaged by the water trapped by the neighbouring micro-dam.

Source: PASNaCC Project

Legend: AES: Basic water supply; **PM:** Market-garden; **BF:** Developed lowlands; **Pond:** Ponds; **PP:** Pastoral perimeter; **FFS:** Farmer Field Schools; **PA:** Tree planting; **CTPL:** Local Products Processing Centre.

It is worth noting that one activity that should contribute to the achievement of Result 1 has not been performed. This activity concerns the integration and dissemination of information on climate change risks and vulnerability into the resilience building and vulnerability reduction plans in the 4 target regions through institutions. This situation can be explained by the fact that the results of the different climate projections are obtained almost at the end of the project. Similarly, regarding Result 2, the implementation of capacity building activities of Mali's Climate Fund has been extremely delayed due to the limited capacity and skills of the permanent secretariat staff. The development of the MRV tool, which was planned for the third year of the project, was not done. The process of recruiting the consultants for this work was delayed. The consultants were eventually recruited, but at the end of the project.

1.2.2. Quality and functioning of works

The evaluation team succeeded to visit seven facilities financed by the project (a mini-dam, 2 market gardening areas including one with fish ponds, a pastoral area, a centre for processing local products, a pond, and a weather station). In the communes and villages visited, the team noted the good quality of the works (this remark was endorsed by the local authorities, the committees and the beneficiaries interviewed on site), except in Nioro Tougoumé where a serious deficiency (an abundant water leak) was noted in the water tower of the pastoral perimeter. This problem is reported to be a recent one. However, the watering bowls can no longer accommodate enough water as the dry season is rapidly approaching.

When asked about the causes of this discrepancy in the water tower, the local authorities, committees and beneficiaries encountered on site blame it on the fact that the company botched the work. They reportedly tried to contact the company, but were unable to reach it because it is based in Bamako. This observation demonstrates the urgent need to: (i) favour local companies in the construction of infrastructures, (ii) involve regional rural engineering departments in the quality control of works and/or expand the project team by recruiting a rural engineering expert, and (iii) identify deficiencies in the works and correct them in time. Generally speaking, it is necessary to provide the means to ensure that the construction companies will benefit from the necessary additional supervision in terms of close monitoring by the project team, the State's technical services and/or inspection offices, or even to employ a rural engineering expert throughout the process to control the quality of the works. This would be a prerequisite for projects like PASNaCC/UNDP to achieve quality works in line with the objective of sustainability.

1.2.3. Partnership effectiveness

PASNaCC/UNDP has built partnerships, through collaborative protocols, that have proven to be highly beneficial to the project. These partnerships include, but are not limited to, the following[10]:

- The signature of collaborative protocols with the regional technical services (environment, agriculture, rural engineering and fisheries). These collaborative protocols cover, among other things, the monitoring of project activities in the field and the provision of inputs to producers;
- Close collaboration with the MALI-METEO Agency and Mali's Climate Fund (FCM). This enabled their concerns to be taken into account in the framework of reinforcing the existing meteorological

[10]. Source: Annual report 2017

information system (for the Mali-Meteo Agency) and in the development of fiduciary instruments and tools for the operationalisation of FCM.

PASNaCC/UNDP and ASNaCC/GIZ performed many activities together:

- Participating in PASNaCC Steering Committee sessions;
- Organising activity planning workshops;
- Conducting baseline studies and climate projections;
- Developing the inventory of adaptation measures and the capitalisation document.

1.2.4. Main factors that impacted the implementation of the project and its results

The evaluation of PASNaCC highlighted the success factors as well as the limitations of the project. Among the factors that have strongly contributed to the success of the project's interventions are as follows:

- The strong involvement of public institutions (sectoral ministries, MALI-METEO Agency, FCM and regional technical services), research institutions and agricultural producers in the project.
- The participation and training of farmers on how to use data collection tools, data collection and transmission systems to the MALI-METEO Agency. This has considerably improved the quality and reliability of climate information.

Other factors have negatively impacted the implementation of the project:

- he one-year delay between the launch of the project and the release of funds linked, among other things, to the late signature of the implementation contract between UNDP and the Government of Mali. As a result, the project was extended by one year (from 1 September 2020 to 31 August 2021). However, some activities were able to start thanks to UNDP's equity capital.
- The replacement of the project coordinator and the delay in the approval of the project extension also resulted in the suspension of activities during an important and strategic period of the project.
- The poor governance of Mali's Climate Fund (FCM): the FCM (one of the main target beneficiaries of the project) has certainly improved its performance in recent years, but the ambitions and needs for which it was created are far from being met. The FCM bodies (secretariat and steering committee) need to improve. Despite the government's efforts in terms of staffing and financial allocations, the FCM Secretariat is struggling to play its role and needs to be further enhanced. Even worse, the steering committee does not meet regularly and remains paralysed.
- The limited mobilisation of national and international resources for the FCM: the FCM's financing capacity is very limited due to several factors, including the limited contribution of the Government of Mali, although it has increased over the last two years. Indeed, the national budget allocations are entirely allocated to the functioning of the secretariat rather than to the financing of projects. The poor mobilisation of technical and financial partners also limits the performance of the FCM, which is only funded by Norway and Sweden. Since 2014, the FCM has only selected a total of 24 projects for a provisional amount of USD 21,187,547, of which only 12 projects have actually been financed for a disbursed amount of USD 12,092,941. Out of these 12 projects, 5 are currently being implemented.
- The outbreak of the Covid-19 pandemic and insecurity in part of the Kayes region have contributed to slowing down the implementation of activities over the last few years. In order to observe the Covid prevention measures enforced by the Malian government, the project team had to suspend,

cancel or postpone certain activities (monitoring and supervision missions, in particular) and to favour online meetings.

1.3. Project efficiency

1.3.1. Use of resources

- ***Human resources***

The management of PASNaCC/UNDP required the establishment of a relatively small team consisting of: a National Coordinator, a Monitoring and Evaluation Expert who later became National Coordinator, an Administrative and Financial Assistant, two Focal Points, one in Kayes and one in Sikasso, and two drivers. The National Coordinator, the Monitoring and Evaluation Expert and the Administrative and Financial Assistant have proven expertise and experience in the coordination and management of development projects.

- ***Financial resources***

As noted in the table below, the achievement rate of the approved budget was less than 50% from 2016 to 2018, compared to about 68% in 2019 and 118% in 2020[11].

Table 8: Achievement rate of the approved annual budget (%)

Objects of expenditures	**2016**	**2017**	**2018**	**2019**	**2020**
Staff expenditure	00	01.51	26.48	54.38	109.07
Administrative expenses	01.53	05.37	06.43	31.40	95.65
Investments	07.78	34.46	48.43	78.35	123.84
Other administrative costs	06.01	26.30	39.22	68.14	123.54
Total	**06.01**	**26.49**	**39.41**	**68.32**	**118.32**

Source: Table based on the project's financial reports

In 2020, roughly 78% of the approved budget was dedicated to investments and equipment, compared to about 87% in 2016, 88% in 2017, 73% in 2018, and 70% in 2019. Salaries and fringe benefits accounted for less than 10% of the project's total expenditure, except in 2018. In this respect, taking into account the standard for «best practices», i.e. a rate of management costs of less than 10-15%, we may conclude that the execution of PASNaCC/UNDP's budget has taken into account this standard threshold.

Table 9: Allocation of annual expenditures (USD)

Objects of expenditures	**2016**		**2017**		**2018**		**2019**		**2020**	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Staff expenditure	00	00	6,620.58	00.65	109,791.87	19.99	122,675.73	08.49	115,254.30	09.78
Administrative expenses	11,370.03	07.80	28,579.27	02.79	7,898.20	01.22	185,682.30	12.85	32,146.70	02.73
Investments	261,520.92	87.12	896,466.16	87.56	469,460.56	72.68	1,005,232.24	69.56	923,522.23	78.40
Other administrative costs	27,288.02	05.08	92,195.17	09	58,730.63	06.11	131,412.18	09.10	106,975.11	09.09
Total	**300,178.97**	**100**	**1,023,861.18**	**100**	**645,881.25**	**100**	**1,445,002.46**	**100**	**1,177,898.33**	**100**

Source: Table based on the project's financial reports

1.3.2. Efficiency index

The report on the activities completed in 2017, 2018, 2019, 2020 and 2021 shows an activity completion rate (or physical implementation rate) of 56%, 41%, 56%, 79% and 80%, respectively, and a financial

[11]. The 2019 and 2021 financial reports were not available.

implementation rate (or budget implementation rate) of 100%, 30%, 80%, 99% and 98%, respectively. The efficiency index (physical implementation rate/financial implementation rate) of the project is therefore 0.56 in 2017, 1.37 in 2018, 0.70 in 2019, 0.80 in 2020 and 0.82 in 2021. The efficiency index has been volatile and the physical implementation rate has been below the financial implementation rate except in 2018.

Table 10: Efficiency index

	2017	2018	2019	2020	2021
Physical implementation rate (%)	**56%**	**41%**	**56%**	**79%**	**80%**
Financial implementation rate (%)	**100%**	**30%**	**80%**	**99%**	**98%**
Efficiency index	0.56	1.37	0.70	0.80	0.82

Source: Table based on the project's activity and financial reports

1.3.3. Main factors that impacted on the project's efficiency

Among the various factors that positively impacted on the efficiency of the project, at least four can be noted:

- The establishment of a small coordination team, which reduced staff expenditures;
- The allocation of office space for the project by the state through the Ministry of Environment, Sanitation and Sustainable Development. This allowed the project to benefit from savings on rental, water and electricity costs.
- The management of project resources according to UNDP management standards.

1.4. Impacts of the project

1.4.1. Immediate impacts

✓ ***Impacts on environment***

The impacts of the project on the environment are perceptible. The construction of hydraulic and hydro-agricultural facilities (micro-dams, stone barriers, market gardening areas, boreholes and other lowland facilities) in the project's intervention areas has been a source of water retention (a factor in replenishing the water table). It has also enabled several activities to be carried out (rice growing, market gardening and fish farming). These developments, in addition to the supporting measures (fish stocking, construction of stone barriers) have had a major positive impact on biodiversity and the environment.

The construction of stone barriers and natural regeneration contribute to the protection of soils and the regeneration of flora, while the combination of market gardening and fish farming enables women beneficiaries to produce vegetables and fish and to enrich the soil with waste water from the fish ponds.

Another tangible result of the project is undoubtedly the strengthening of the MALI-METEO Agency's network with 5 automatic stations, which has improved the reliability and accuracy of data. Still in connection with the support to the MALI-METEO Agency, it is worth noting that producers have been trained on how to collect and transmit rainfall data with the installation of rain gauges (300 at a rate of two per village) and equipped with mobile phones.

Concerning the project's support to Mali's Climate Fund, the desired goal has not been achieved since the process of developing the MRV tool to monitor and indicate the degree of recorded progress through the actions carried out by the various entities towards the achievement of the objectives set out in an action programme on climate change is still underway under the guidance of consultants (one international and

one national). Only one scoping meeting was held and subsequently the process was interrupted by the health crisis and the socio-political situation in the country. The contract of the international consultant expired before the objective was reached. The national consultant, whose contract was signed after the international one, is therefore continuing the mission of developing the tool.

Adaptation measures such as:

- The provision of basic water supply has enabled 7 villages to have access to drinking water and to reduce the workload of women/girls.
- The construction of 14 market gardening areas for the benefit of more than 3000 women in 14 villages (4 of which combine market gardening and fish farming) has enabled these women to improve their living conditions. In this respect, in all the communes and villages visited, an improvement of the level of market garden production and the development of fish farming activities financed by the project were recorded. By way of illustration, when asked about the effects of market garden production in the winter season of 2019, women producers who are members of the Konina grouping (Circle of Koutiala) said that they had consumed part of the market garden products themselves and sold the other part to buy, among other things, millet and sorghum. Some of the millet and sorghum purchased was consumed by the households themselves, while the remaining was stored and sold on the market at a time when prices were high (May-July 2020). The income generated by the sale of market garden products and millet and sorghum makes it possible to cover certain family expenses (children's school fees, school meals and health care for household members) and to contribute (500 CFA francs per woman producer) to the social and charity fund for possible support to members.

  The impacts/benefits of combining activities, market gardening and fish farming, cited by the women beneficiaries of Konina are, among others, the practice of modern fish farming, the establishment of contact with the technical services, and the possibility of selling fish to solve a pressing problem: health care, school fees for children, etc. Part of the first production (2020) was sold at 225,000 FCFA (about USD 385) and the other part was self-consumed.

  The women beneficiaries interviewed also mentioned the benefits of the training received (modern market gardening techniques, fish production techniques, processing of local products such as shea, peanuts and onions; compost production, etc.). The knowledge and know-how acquired in this area will last forever. Some women are already increasing their production of okra and sorrel in their family vegetable garden.

  Other tangible results of the project's implementation: the boreholes, photovoltaic systems and solar pumps installed in the market garden areas are helping to reduce the workload of women producers, as they no longer have to strain their arms to draw water from the well. Similarly, the basic water supply systems installed help to reduce the burden on women/girls, as they are responsible for fetching water.
- The organisation, training and equipment of beekeepers in the Sikasso region has contributed to an increase in honey production and an improvement in honey quality.
- The experimentation of the Farmer Field Schools (the Farmer Field School approach brings together several people in a field) has helped to strengthen the capacity of farmers on several themes of Sustainable Land and Water Management.

✓ ***Changing populations' behaviours/attitudes***

The project includes information, awareness-raising and training activities for the targeted communities in order to positively shape their attitudes/behaviours to adopt the best practices for climate change adaptation. The results of these activities were[12]:

1- A start in raising people's awareness on the issue of climate change and its consequences on natural resource-dependent livelihoods. This is the case with the silting up of ponds. Thanks to the actions of the project, the populations have understood the importance of protecting ponds.

2- Women started to realise the importance of combining the activities of market gardening and fish farming, and of using seeds that are resilient to climate change and compost.

1.4.2. Predicted long-term impacts

Thanks to the project's interventions, many elements have been put in place, and these imply that long-term impacts are likely to occur. These include:

1. The MALI-METEO Agency has been able to reinforce its capacities and is therefore better equipped to continue its work in producing the hydrometeorological information that is essential for the prevention and management of risks associated with climate change. At the same time, producers have been trained on how to collect and transmit rainfall data.
2. Access to facilities and equipment (micro-dams, stone barriers, market gardening and pastoral areas, boreholes and other lowland developments, equipment for processing local products, drainage facilities, etc.). These facilities and equipment have an average lifespan of more than 5 years, 10 years or more if well cared for.
3. Access to trainings. As mentioned earlier, the women beneficiaries, for example, have acquired knowledge and know-how in modern market gardening techniques, fish farming, local product processing or composting. This knowledge and know-how will be shared with the members of their groups and the community, if this is not already the case.
4. The implementation of an environmental education approach, notably through the experimentation of the Farmer Field Schools, both in theory and in practice (training, supervision and provision of inputs that are resilient to climate change), which will certainly produce eco-producers among the beneficiaries, future guarantors of environmental awareness in their agricultural activities and within their community.

1.5. Sustainability of project's achievements

1.5.1. Sustainability of the works and equipment

The question of the sustainability of some of the works carried out under the project is not worthy of attention as there are no specific problems due to their legal status. For instance, this is the case of mini-dams, overflowing ponds, market gardening or pastoral perimeters, basic water supply systems and, to a lesser extent, drainage systems and other equipment. These are owned by the State or the municipalities and some facilities and equipment have an average life span of more than 20 years if well maintained (this is particularly the case for mini-dams, sunken ponds or basic water supply systems) or 5 to 10 years or more (i. e. drainage systems and weather station equipment). The question of the sustainability of the works carried out is more in terms of maintenance and repair, as the State, municipalities and

[12]. Source: Project annual reports

communities do not have the necessary resources to do this, especially if it requires large amounts of money.

The question of the sustainability of income-generating activities (market gardening, fish farming, processing of local products, small ruminants fattening) should not be raised either, as these are productive activities that generate income. For example, in 2020, the sale of part of the fish production brought in 225,000 FCFA (about USD 390) to the association of women producers in Konina (Koutiala Circle). The issue of sustainability is more a question of management. Indeed, management problems occur at recipients level (illiteracy, lack of knowledge of basic accounting rules, lack of training in marketing, etc.).

The management committees visited demonstrated real capacity for anticipation (the establishment of a social and charity fund fed by members' contributions, deduction at source of part of the income from the sale of market garden products, or the levying of taxes on animals using the watering bowls, etc.) and a sufficient level of organisation and functionality that leads to believe that they will eventually be able to take charge of the costs of maintaining and repairing the works and equipment, which do not require leveraging significant resources.

In terms of climate information, it should be noted that the automatic weather stations made available to the MALI-METEO Agency are monitored by the latter. Since the handover of the project, it has been assuming the daily maintenance costs of the small synoptic stations, particularly in the localities of Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury, using its own resources. Since the handover of the project, it has been assuming the daily maintenance costs of the small synoptic stations, particularly in the localities of Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury, using its own resources.

With regard to the project's support to Mali's Climate Fund (FCM), the only sustainability aspect that could be reported concerns the internalisation of the MRV tool (technical instrument for measuring GHG emissions and reductions) at the level of FCM for measurement, verification and reporting. This internalisation of the tool is not yet effective as it is still under development.

The continuation of monitoring missions in the field and technical support to beneficiaries by regional technical services (environment, agriculture, rural engineering, fisheries), and therefore the sustainability of the project's achievements remains unclear, as these missions are entirely covered by the project. There is also the fact that the project sometimes finds it difficult to imply certain technical services in the follow-up of the activities and that others always ask for more financial means from the project for the follow-up of activities and the technical support to the beneficiaries. In these conditions, after the project's end, and without the project's financial contribution, it is likely that the technical support missions to communities by the state's technical services will come to an end. In other words, PASNaCC will probably not be an exception, as the experience of previous projects/programmes (PACV-MT[13], Kita Project[14], «Femmes Mali» Project, etc.) shows that the support of the technical services generally ends with the project/programme.

Generally speaking, the question of making the achievements of previous projects sustainable is a problem that has been raised in many UNDP project evaluations. The communities do not have sufficient

[13]. The Programme Support for Climate Change Adaptation in the Vulnerable Regions of Mopti and Timbuktu (PACV-MT)

[14]. Project "Appui à l'Amélioration de la Productivité Agricole, Animale, Piscicole pour la réduction de la vulnérabilité aux changements climatiques des Petites Exploitations Agricoles familiales dans le Cercle de Kita – Bamako, Mali" (Support for the Improvement of Agricultural, Animal and Fish Productivity for the Reduction of Small Family Farms' Vulnerability to Climate Change in the Kita Circle - Bamako, Mali)

drawing rights at the level of ANICT to be able to take charge of the dynamics and continuity of activities after the project support period. It is important to note that despite the training provided by the project, some management committees have difficulty in diversifying their activities. This is the case for the market gardening area of Nioro Tougounè, which is in great need of support and counselling from the technical services of agriculture and livestock. AEDD must get more actively involved with the technical services so that the perimeter integrates a good diversification strategy in order to make investments more profitable and to meet the operating costs of the pastoral perimeter. Additionally, considering the successful nature of the project in the Kayes and Sikasso regions, it is necessary for AEDD to integrate the consolidation of the achievements of the ASNACC UNDP project into its planning for other adaptation programmes, as this will greatly contribute to ensuring the sustainability of the project's achievements.

1.5.2. Acquisition of land title for market gardening or pastoral areas for the benefit of producers

Another concern related to the sustainability of the project's achievements lies in the collective ownership of market gardening or pastoral areas for the benefit of producers. The project did not address the issue of land ownership in market gardening or pastoral areas. Indeed, no women's or breeders' group supported by the project has a formal land title. Certainly, some of the management committees we encountered indicated that the land had been donated by the village headman and/or the town hall, but this does not legally confer full private ownership on the beneficiary producers. For a better appropriation and sustainability of market gardening and pastoral areas, it was necessary to assist in securing them through the acquisition of a land title by the producer groups.

Once the land title has been acquired, the works and other equipment obtained through the project's support to develop market gardening or pastoral areas will be used by the beneficiary producers who will become owners at the end of the project through the national process of devolution of project/programme assets at the end of the project in Mali.

1.5.3. Risks related to the sustainability of the project's achievements

The risk factors for the sustainability of the project's achievements identified in the Prodoc can be described as follows:

- The sustainability of the project's achievements is based on the assumptions that the financial mechanisms to scale up adaptation measures at the community level will be in put in place by the end of the project and that the State's technical services, local governments and local communities have the capacity to mobilise resources to cover the costs of infrastructures maintenance and repair. This could be at risk if the government fails to establish reliable institutions and fiduciary standards that meet the criteria of donors and potential funds and/or if local actors fail to mobilise sufficient resources to ensure the sustainability of the infrastructure.
- The sustainability of the project's achievements partially depends on the continuing political commitment of the Government of Mali and its technical and financial partners to consider climate change adaptation as one of the policy priorities for increasing resilience. Due to Mali's high exposure to climate change and the strong interest of international donors, a significant departure from this political commitment under the transitional government is unlikely. The same is true of Mali's international embeddedness in the policy area of climate change.

- Security problems in some parts of the country, including parts of the Kayes region. The worsening of the situation in the Kayes region may lead to the displacement of populations, including some project beneficiaries.

To these risks described in the ProDoc, one must add the health risk associated with the Coronavirus disease. If the health situation were to worsen, it could also impact on some of the activities financed by the project.

1.6. Project implementation and reactive management

1.6.1. Activities management and planning

Choosing two different entities for the implementation of the ASNaCC programme made a dual management body unavoidable, which had already been foreseen in the July 2016 Project Document (Prodoc). Indeed, it was anticipated that the supervision of part of the programme would be ensured by UNDP, given its experience in supporting the Government of Mali in developing its sustainable development strategies, policies and programmes. It was also planned that the other part of the programme would be managed by GIZ. This choice led to the establishment of a joint Steering Committee for both projects and a Coordination Team for the PASNaCC/UNDP and another for the PASNaCC/GIZ.

Regarding PASNaCC/PNUD, it was managed on the basis of the logical framework and the results-based activity planning. The project team (which was formed at the beginning of 2017 and therefore with more than a year's delay) has developed regular quarterly and annual work plans. As for the Copil - just to recall, it is common to both projects - the 5 statutory meetings (i.e. a meeting once a year) were held and the average rate of participation over the 5 years reached 95%.

It is worth noting that the project's resources were managed in accordance with the management standards of the United Nations Development Programme.

With regard to the planning of activities, the project has favoured participatory and inclusive planning and implementation of interventions. Implementing partners, in particular the relevant regional technical services (environment, agriculture, rural engineering and fisheries), were involved in the development of work plans. The main planning tools used are: internal planning meetings at the project team level, the Prodoc, planning meetings with implementing partners and the annual Copil sessions.

In the implementation of PASNaCC/UNDP, the project team has shown a certain capacity of innovation. For example, it has put in place a mechanism of collecting complaints and feedback from the beneficiary communities to ensure that the project offer meets their needs and expectations. This has allowed them to raise their concerns directly to the project, for example, to install additional water towers where the actual investments are not sufficient to harvest enough water to supply water to the plots.

However, as mentioned in section 1.2.4, the change of project coordinator and the time-consuming extension of the project delayed the implementation of the project considerably.

1.6.2. The monitoring and evaluation system at project level

The Project has put in place a Monitoring and Evaluation Plan for its interventions. The main monitoring tools put in place are: the «Project Performance Measurement Framework», the «Project Monitoring and Evaluation Framework» and the «Data Collection Tools in the intervention areas». The latter are filled in

by the two focal points (one in Kayes and the other in Sikasso) and the data collected is then used by the Monitoring and Evaluation Expert to fill in the indicators and results of the project's logical framework.

The project has used various other monitoring and evaluation tools such as annual activity reports, stakeholders monitoring or supervision reports, the mid-term evaluation report and audit reports to collect the data needed to inform the project's logical framework. In addition, individual missions (e.g. UNDP carried out 2 supervision missions in 2018 and 2020) and joint missions (AEDD-Project team; project team-Regional Directorates of Agriculture, Rural Engineering or Fisheries, etc.) to monitor and supervise activities and investments were carried out throughout the project period.

The recommendations formulated by the Copil were always taken into account and implemented by the project team for a better execution of the project: reinforcement of market gardening areas to solve the problems of water insufficiency, rehabilitation of the Kessena dam (Sikasso Circle), better involvement of the State's technical services through collaborative protocols.

1.6.3. Communication

According to the project team, the various deliverables, particularly the quarterly and annual reports, were produced regularly and submitted to UNDP within the set deadlines. The quarterly and annual reports provide information on activities and investments made, activities not carried out, results achieved and difficulties encountered in the implementation of the project.

In addition, there is an external communication strategy and efforts have been made to increase the visibility of the project. In addition to the distribution of activity reports to the various actors involved, the evaluation team noted that plaques with the logos of the AEDD, BMU and UNDP were systematically fixed on the works and other infrastructures carried out (market gardening and pastoral perimeters, water towers, mini-dams, weather stations, etc.).

2. FINDINGS, LESSONS LEARNED, BEST PRACTICES AND RECOMMENDATIONS

This chapter presents the main findings of the evaluation; draws lessons from the design and implementation of the project, then identifies the best practices that can be capitalised on; and formulates recommendations to sustain the results of the project but also to promote the overall improvement of UNDP projects/programmes.

2.1. Key findings

Evaluation criteria	Key findings
Project strategy	**Rating: Very satisfactory** ***Project design*** Genuine efforts have been made by the designers of the ASNaCC programme and its two component projects, PASNaCC/UNDP and PASNaCC/GIZ, to align it with Mali's national development strategies, policies and programmes (the Programme for Economic, Social and Cultural Development, the new Strategic Framework for Economic Recovery and Sustainable Development-CREDD 2019-2023 and the CREDD 2016-2018, the National Strategy for Growth and Poverty Reduction 2012-2017, the National Policy for Environment Protection, the National Adaptation Programme of Action, the National Climate Change Strategy, the National Policy on Climate Change, the National Gender Policy of Mali, etc.). In addition, commendable efforts have been made to ensure greater harmonisation of the programme, and therefore of th PASNaCC/UNDP, with several international strategies (the Sustainable Development Goals, the United Nations Development Assistance Framework for Mali for the 2015-2019 period) and UNDP's programmatic tools (Country Program Document 2015-2019 and Strategic Plan 2018-2021). Finally, sustained efforts have been made to ensure the participation and consultation of the largest number of stakeholders in the formulation of the programme. Therefore, the idea of the programme was widely shared with all partners and its formulation was highly participatory. At the national, regional and local levels, meetings to assess expectations, analyse challenges and frame the process were held with national, regional and local authorities, the heads of all the regional technical services concerned and local communities. The key actors with whom the evaluation mission met acknowledged their contribution to the formulation of the programme and expressed satisfaction with their participation. In addition, the findings of the interviews with the key actors of PASNaCC/UNDP are strong evidence of the collaborative and participatory approach taken in the implementation of the project as well as in its monitoring. The relevant regional technical services were involved in the monitoring of field activities and the provision of inputs to producers, while the implementation of infrastructure and equipment projects in the beneficiary localities was entrusted to private sector companies, and the feasibility studies and monitoring of the works were conducted by consulting firms. ***Relevance of the project*** PASNaCC/UNDP is relevant in its overall approach. The programme adopted a multisectoral and multidimensional approach to climate change adaptation, mitigation of climate change risks, technology transfer, financing, and actors' capacity building. The actions developed combine capacity building of institutional actors who are strongly

	involved in the prevention and fight against the impacts of climate change - the MALI-METEO Agency and Mali Climate Fund in particular -, population support for resilience through the support of sectors (market-gardening, fish farming, processing of local products, beekeeping and fattening) and the construction of infrastructure (micro-dams, market-gardens and pastoral perimeters, basic water supply systems, sinking of ponds, etc.). This integrated multisectoral and multidimensional approach has undoubtedly enhanced the relevance of the project, while its «Territory» approach through the construction of infrastructures constitutes a real added value to the project. This approach increases the chances of a better impact because it allows work on different pillars beyond adaptation to climate change and mitigation of climate change-related risks. Furthermore, the project has tested the Farmer Field Schools approach (this approach makes it possible to reach a large number of farmers and favours alternation between training sessions and practical experiences in the fields) and promoted the development of local expertise through the participation of pilot farmers as well as development agents from the technical services, which has enabled knowledge and experience to be shared among local populations (this approach can also constitute a good foundation for actions to scale up the project's achievements). The project has also put forward an implementation approach that allows beneficiaries to choose according to their adaptation needs with the guidance of the project team (this approach has proven to be judicious), and an implementation approach based on listening to beneficiaries that required the establishment of a mechanism for managing their feedback and complaints (this approach allows a better appropriation of the project's achievements and also to correct the shortcomings observed in the works carried out); It should also be noted that the project has taken into account the need to adapt its interventions to the needs and expectations of the target groups identified in the Project Document. Finally, if the project is affected by an initial lack of consideration of the gender dimension, particularly in its formulation, significant changes have occurred during its implementation and women have been involved in the project as actors and as the main beneficiaries of the investments made, particularly the various income-generating activities developed with the project's support (market gardening and/or market gardening combined with fish farming, local products processing and small ruminants fattening). Women's access to income-generating activities enabled them to improve their living conditions.
Progress towards the achievement of results	**Rating: Satisfactory** As of 31 December 2020, 33 expected results of its implementation included in the logical framework out of a total of 51 expected results (all results combined), i.e. about 65%, have been fully or mostly achieved. In the 2 areas of intervention of the project, not less than 7 basic water supply systems including a borehole, a photovoltaic installation, a solar pump, two standpipes and a watering bowl for livestock have been built in 2017 for the benefit of 7 villages. During the same year, six (6) lowlands (micro-dams) were developed. Moreover, fourteen (14) market gardening areas (four of which combine market gardening and fish farming) including a borehole, a photovoltaic installation, a solar pump and a wire fence have been built for the benefit of 3,000 women in 14 villages, and 2 ponds have been dug. Also, a pastoral perimeter of 25 ha equipped with a solar powered borehole, a vaccination park, a livestock park, a shop and an office has been built. Farmer Field Schools have been tested; 3 reforestation sites have been developed and secured; and 2 Local Product Processing Centres (CTPL) have been built and equipped, and one former CTPL has been reinforced. At the same time, training was provided to participants in the farmer field schools and

	inputs were distributed to them. The women beneficiaries have also received training in modern market gardening techniques, fish production techniques, local products processing techniques, compost production techniques, etc.). Producers were trained on how to collect and transmit rainfall data. The MALI-METEO Agency has seen its capacity boosted with the installation of 5 new weather stations (see below). Many factors have affected the implementation of the project: the one-year delay between the launch of the project and the release of the funds linked, among other things, to the delay in signing the implementation contract between UNDP and the Malian government; the change of project coordinator; the delay in approving the project extension; the poor governance of Mali's Climate Fund (FCM); the poor mobilisation of national and international resources for the FCM; the outbreak of the Covid-19 pandemic and insecurity in part of the Kayes region; the limitations of geophysical studies for the installation of boreholes. Other factors have strongly contributed to the success of the project's interventions: the strong involvement of public institutions (sectoral ministries, MALI-METEO Agency, FCM and regional technical services), research institutions and agricultural producers in the project, and the participation and training of farmers on how to use the collection tools, the equipment made available to the MALI-METEO Agency (which has strengthened its capacities, but the issue of using all the climatic information for the various forecasts is still problematic).
Project efficiency	**Rating: Satisfactory** Salaries and fringe benefits accounted for less than 10% of the project's total expenditure, except in 2018. In this respect, taking into account the standard for «best practices», i.e. a rate of management costs of less than 10-15%, we may conclude that the execution of PASNaCC/UNDP's budget has taken into account this standard threshold. The report on the activities carried out in 2017, 2018, 2019, 2020 and 2021 shows an efficiency index (physical/financial implementation rate) of the project of 0.56, 1.37, 0.70, 0.80 and 0.82. The physical implementation rate has been inferior to the financial implementation rate except in 2018. Three factors positively affected the project's efficiency: the establishment of a relatively small coordination team, the allocation of an office to the project coordination team by the Ministry of Environment, Sanitation and Sustainable Development, and the management of project resources in line with UNDP management standards.
Impacts of the project	**Rating: Satisfactory** The short-term impacts of PASNaCC/PNUD are perceptible. The construction of hydraulic and hydro-agricultural facilities (micro-dams, stone barriers, market gardening areas, boreholes and other lowland facilities) in the project's intervention areas has been a source of water retention (a factor in replenishing the water table). It has also enabled several activities to be carried out (rice growing, market gardening and fish farming). These developments, in addition to the supporting measures (fish stocking, construction of stone barriers) have had a major positive impact on biodiversity and the environment. The construction of stone barriers and natural regeneration contribute to the protection of soils and the regeneration of flora, while the combination of market gardening and fish farming enables women beneficiaries to produce vegetables and fish and to enrich the soil with waste water from the fish ponds. The boreholes, photovoltaic systems and solar pumps installed in the market gardens have helped to reduce the workload of women producers (they are no longer exhausted by pulling water from the well by muscle power), and the

	basic water supply systems have also been installed (they have helped to reduce the workload of women/girls, as they are the ones responsible for fetching water). Generally speaking, taking into account the gender dimension in the strategy for identifying and implementing climate change adaptation measures has led to the participation of a greater number of women and has generated more positive impacts on the beneficiaries and communities. The project fostered the development of local expertise through the participation of pilot farmers and development agents from the technical services, which allowed knowledge and experience to be shared among the local population. Finally, the 5 automatic weather stations installed for the benefit of the MALI-METEO Agency are fully operational and transmitting climatic information. In addition, the project has helped to enhance the capacities of MALI-METEO Agency through the installation of automatic synoptic stations in Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury. These stations also provide regular meteorological observations that allow the measurement of various parameters such as temperature, humidity, solar radiation, rain, wind, etc. It is worth noting that, with regard to Mali's Climate Fund, the desired outcome has not been achieved since the process of developing the MRV tool, which makes it possible to monitor and indicate the degree of progress made through the actions carried out by the various structures to achieve the objectives set out in a climate change action programme, was still underway when this evaluation was conducted. Only one scoping meeting was held and subsequently the process was interrupted by the health crisis and the socio-political situation in the country.
Sustainability of project's results	**Rating: Satisfactory** The question of the sustainability of some of the works carried out under the project is not worthy of attention as there are no specific problems due to their legal status. For instance, this is the case of mini-dams, overflowing ponds, market gardening or pastoral perimeters, basic water supply systems and, to a lesser extent, drainage systems and other equipment. These are owned by the State or the municipalities and some facilities and equipment have an average life span of more than 20 years if well maintained (this is particularly the case for mini-dams, sunken ponds or basic water supply systems) or 5 to 10 years or more (i. e. drainage systems and weather station equipment). The question of the sustainability of the works carried out is more in terms of maintenance and repair, as the State, municipalities and communities do not have the necessary resources to do this, especially if it requires large amounts of money. The question of the sustainability of income-generating activities (market gardening, fish farming, processing of local products, small ruminants fattening) should not be raised either, as these are productive activities that generate income. For example, in 2020, the sale of part of the fish production brought in 225,000 FCFA (about USD 385) to the association of women producers in Konina (Sikasso region). The sustainability of IGAs is more a question of management. Indeed, management problems occur at recipients level (illiteracy, lack of knowledge of basic accounting rules, lack of training in marketing, etc.). However, the management committees visited demonstrated real capacity for anticipation (the establishment of a social and charity fund fed by members' contributions, deduction at source of part of the income from the sale of market garden products, the sale of processed local products or the levying of taxes on animals using the watering bowls, etc.) and a sufficient level of organisation and functionality that leads to believe that they will eventually be able to take charge of the costs of maintaining and repairing the works and equipment, which do not require leveraging significant resources.

	The continuation of monitoring missions in the field and technical support to beneficiaries by regional technical services (environment, agriculture, rural engineering, fisheries), and therefore the sustainability of the project's achievements remains unclear, as these missions are entirely covered by the project. Above all, the project sometimes finds it difficult to involve certain technical services in monitoring activities and providing technical support to beneficiaries, and others are always asking the project for more financial resources to do so. In these conditions, after the project's end, and without the project's financial contribution, it is likely that the technical support missions to communities by the state's technical services will come to an end. Another concern related to the sustainability of the project's achievements lies in the collective ownership of market gardening or pastoral areas for the benefit of producers. The issue of land ownership for market gardening or pastoral areas has not been addressed by the project and no women's or breeders' group supported by the project has a formal land title. In terms of climate information, it should be noted that the automatic weather stations made available to the MALI-METEO Agency are monitored by the latter. Since the handover of the project, it has been assuming the daily maintenance costs of the small synoptic stations, particularly in the localities of Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury, using its own resources. Since the handover of the project, it has been assuming the daily maintenance costs of the small synoptic stations, particularly in the localities of Kati, Madina Diassa, Tiéroula, M'Pèssoba and Koury, using its own resources. As far as Mali's Climate Fund (FCM) is concerned, the only aspect of sustainability that could be reported concerns the internalisation of the MRV tool at the FCM level for measurement, verification and reporting, which is not yet effective as it is still being developed. There are four main risk factors for the sustainability of the project's achievements: the poor capacity of State technical services, local authorities and local communities to marshal resources to meet the costs of maintaining and repairing infrastructures and equipment, the insecurity in part of the Kayes region and the health risks associated with coronavirus disease.
Project implementation and reactive management	**Rating: Satisfactory** The project was managed on the basis of the logical framework and results-based activity planning. The project team developed regular quarterly and annual work plans. As for the Steering Committee, the 5 statutory meetings (i.e. one meeting per year) were held and the average participation over the 5 years reached 95%. The project has favoured a participatory and inclusive planning of activities and implementation of interventions. Implementing partners, in particular the relevant regional technical services (environment, agriculture, rural engineering and fisheries), were involved in the development of work plans. The main planning tools used are: internal planning meetings at the project team level, the Prodoc, planning meetings with implementing partners and the annual Copil sessions. In addition, the project team has demonstrated a certain capacity for innovation (e.g. by setting up a mechanism for collecting complaints and feedback from beneficiary communities to ensure that the project's offer meets their needs and expectations). The project team has also put in place a monitoring and evaluation plan for its interventions, taken into account and implemented the recommendations of the Steering Committee for better implementation of the project, developed an external communication strategy and

	made efforts to increase the project's visibility.

2.2. Lessons learned

1. The fairly good results of the project cannot be understood without taking into account the strong involvement of public institutions (sectoral ministries, MALI-METEO Agency, Mali's Climate Fund and regional technical services), research institutions and agricultural producers in the project.
2. Also, the failure to achieve certain objectives and expected results cannot be understood without taking into account, among other things, the delay in the signature of the implementation contract between UNDP and the Government of Mali, the change of the project coordinator and the delay in approving the project extension.
3. The project was able to link up with the existing national development system and to align itself perfectly with the government's political directives in the field of climate information. The leading role played by the MALI-METEO Agency and the actions to strengthen its technical and technological capacities are likely to improve access to reliable climate information in the long term.
4. The creation of the scientific and technical committee on climate information favours the constitution of a national pool of expertise for the analysis of risks and vulnerabilities of agro-ecological zones and specific sectors. However, this committee will need to be accompanied by a real political will and capacity building actions for its members.
5. The participation and training of farmers on how to use data collection tools, data collection systems and data transmission to the MALI-METEO Agency has been crucial to the quality and reliability of climate information. Through this inclusive approach, farmers in the project's target communes and villages have understood the importance of climate information in their activities and have expressed strong interest in it.

2.3. Best practices

In terms of best practices in the design and implementation of the project, the following can be mentioned:

1. Designing the project, and implementing and monitoring the activities according to an inclusive and participatory approach.
2. Establishing formal collaborative protocols with government technical services for a better involvement of the latter in the project.
3. The project's approach of allowing the beneficiaries to choose the investments according to their adaptation needs with the support of the project team.

2.4. Recommendations

No.	Recommendations	Type of recommendation	Directed to:
	Relevance		
1	For a similar project, allow the beneficiaries to choose the investments to be made according to their adaptation needs with the support of the project team	a. Priority: High b. Resources: Not applicable c. Timeframe: Short-term	AEED UNDP PCU

Progress towards the achievement of results			
2	Plan to repair the water tower in the Nioro Tougoumé pastoral area, as the nearness of Nioro Tougouné Rangabé to the town of Nioro makes this pastoral area a huge livestock market. The repair cost of the water tower is estimated at 200,000 FCFA (about USD 350).	A. Priority: High b. Resources: Low c. Timeframe: Short-term	AEDD
3	For a similar project, set conditions for the construction of infrastructure (basic water supply, market gardening and pastoral areas, micro-dams) based on the adoption of simple and affordable Sustainable Land and Water Management technologies (reforestation, composting, etc.)	a. Priority: High b. Resources: Not applicable c. Timeframe: Short-term	BMU AEDD UNDP
Sustainability			
4	Support market garden and pastoral areas beneficiary communities to obtain proper land titles	a. Priority: High b. Resources: Not applicable c. Timeframe: Medium-term	Communes
Project implementation and reactive management			
5	For a similar project, reinforce the project management team with specific skills (e.g. gender specialist, rural engineering specialist)	a. Priority: High b. Resources: Low c. Timeframe: Short-term	BMU AEDD UNDP

ANNEXES

Annex 1: Terms of Reference

International Consultant, Final Evaluation of the Programme for the Support of the National Adaptation Strategy to Climate Change

Lieu:	Bamako, MALI
Application Deadline:	05-Jun-21 **(Midnight New York, USA)**
Time left:	6d 18h 28m
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	French
Duration of Initial Contract:	30 days

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

Background

Climate projections for Mali suggest that climate change (CC) will lead to a sharp increase in temperature, a decrease in rainfall, and, in general, a significant variability in all climate parameters on a seasonal scale. These expected climatic effects will have negative impacts on key sectors of the country's economy, particularly agriculture, livestock, forestry and energy.

To support Mali's efforts in the management of climate risks in priority development sectors and communities, the MEADD, with the financial support of the Federal Ministry for the Environment, Nature Protection and Nuclear Safety (BMUB) and UNDP, has launched the Programme for the Support for the National Adaptation Strategy to Climate Change.

This document outlines the terms of reference for the final evaluation of the UNDP-BMU project entitled «Support for the National Adaptation Strategy to Climate Change of Mali (ASNaCC)» (No. PIMS 4919), implemented by the Agency for Environment and Sustainable Development (AEDD) and to be executed in five (05) years from the date of signature of the project document with BMU. The project was signed in April 2015 and is in its fourth year of implementation. These terms of reference set out the elements to be taken into account in the final evaluation.

The lack of capacity of the different actors (communities, private sector and government), makes it difficult to implement the existing National Climate Change Strategy (NCCS).

General information on the projec

The project has been developed to:

- Improve the quality of and access to climate information, and strengthen the monitoring of climate-related drivers and the effects of climate change;
- Strengthen the action skills of communities, the private sector and decision makers in government institutions;
- Develop innovative methods and tools for the systematic integration of climate change adaptation into policies and investments in priority sectors identified by the NCCS and integration into development planning through the Programme for Economic, Social and Cultural Development (PESCD);
- Mainstream adaptation and maximise co-benefits: rehabilitation of degraded lands, carbon sequestration, and biodiversity conservation;
- Improve cross-sectoral coordination and synchronise the activities of different technical and financial partners.

Project objectives and target groups:

The UNDP project is an integral part of a larger programme implemented jointly with GIZ. The programme aims at supporting Mali in addressing the challenges of climate change that threaten the country's sustainable development. Both the UNDP and GIZ projects contribute to the overall programme objective.

Overall objective of the programme:

The resilience of ecological, production and social systems in vulnerable areas of Mali due to the impacts of climate change has been enhanced through strengthened adaptive capacities, and integrated and innovative adaptation approaches.

Results (UNDP project specific objectives):

- Result 1: Reliable climate data and information are available for the improvement of the analysis of the impacts of climate change on socio-economic and environmental development, and the integration and development of appropriate adaptation solutions.
- Result 2: Relevant operational tools for Mali's Climate Fund are developed by AEDD and the Ministry of Finance and extended to various governmental, multilateral, bilateral, private sector and civil society actors.
- Result 3: Relevant stakeholders are implementing innovative gender-sensitive adaptation measures for greater resilience of ecological, economic and social systems in the most vulnerable areas of Mali targeted by the project.

Results (GIZ project specific objectives):

- Result 1: Climate change adaptation measures are integrated into national socio-economic development policies and strategies for sectors identified as vulnerable to climate change and into regional, municipal and local planning tools.
- Result 2: Relevant stakeholders are implementing innovative gender-sensitive adaptation measures for greater resilience of ecological, economic and social systems in the most vulnerable areas of Mali targeted by the project.

Target group(s): The direct beneficiaries are the institutions and populations of rural, urban and national municipalities, especially the most vulnerable in the target areas.

Areas of intervention

The four regions - Kayes, Koulikoro, Ségou, and Sikasso - have been identified as the main areas of intervention for the overall programme for its activities at regional and local levels. ASNaCC/UNDP operated in the regions of Kayes and Sikasso.

Communes of intervention for the implementation of adaptation measures of the ASNaCC/UNDP Project

No. Regions Circles Communes:

1 Kayes Kayes Koussané

2 Bafoulabé Diakon

3 Kita Kourouninkoto

4 Diéma Lakamané

5 Nioro Nioro Tougouné Rangabé

6 Sikasso Sikasso Dembela

7 Koutiala Konina

8 Yorosso Kiffosso1

9 Kolondiéba Kolosso

10 Bougouni Domba

Project implementation bodies:

Implementing Agency on behalf of the BMUB : UNDP

UNDP is the implementing agency on behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMU).

Chair of the Steering Committee: The Ministry of Environment, Sanitation and Sustainable Development,

(MEADD) of Mali.

The MEADD leads the steering committee for the overall implementation of the «Programme for the Support for the National Adaptation Strategy to Climate Change in Mali» and is responsible for the strategic steering of both the GIZ and UNDP projects.

Technical implementation structure on behalf of the MEADD: AEDD

AEDD is the technical implementation structure of the ASNaCC/UNDP project under the supervision of MEADD through a coordination unit. This unit ensures the operational coordination of the UNDP project.

Coordination Unit. It is composed of:

- A national coordinator
- An expert in Monitoring and Evaluation
- An Administrative and Financial Assistant
- Two focal points for the regions of Kayes and Sikasso

Partners:

- The project is implemented in partnership with governmental and non-governmental entities. These entities are positioned as technical services providers to AEDD. The main partners are:
- The National Meteorological Agency (Mali Météo), planning departments at the level of the ministries concerned (agriculture, water, fisheries, forestry, environment, rural engineering, etc.), universities and research centres (IER, IPR/IFRA, CNRST, ENI-ABT, etc.), technical assistance services at the local level, community-based organisations, non-governmental organisations, civil society organisations and the private sector.

Financing:

Donors Amounts USD FCFA

- Government of Mali (in kind) 300 000 175 497 000
- Government of Mali (in cash) 200,000 116,998,000
- BMUB 5 492 553.97 3 213 089 147
- UNDP 500,000 292,495,000
- Total 6 492 553.97 3 798 079 147

Achievements

Result 1:

- Evaluation of the status of the meteorological network in the regions of Kayes, Koulikoro, Sikasso, Ségou and the District of Bamako
- Creation of the «Technical and Scientific Committee» by decision N°0133 dated 20/10/2017 of the Minister of Environment, Sanitation and Sustainable Development. The institutions that constitute this Committee are: AEDD, Mali Météo, CNRST, ENI-ABT, ISFRA, IPR/IFRA, IER and FAST;
- The first meeting of the Technical and Scientific Committee was held on Wednesday 17 October 2018;
- Ongoing acquisition of five (05) automatic weather stations for Mali Météo
- Acquisition of various equipment that reinforced 12 conventional weather stations

Result 2:

- Developing a communication plan for Mali's Climate Fund
- Developing a communication report for Mali's Climate Fund
- Recruitment of two consultants, including one international, to develop MRV tools for the Mali's Climate Fund

Result 3:

- Selection of ten intervention communes in the regions of Kayes and Sikasso for the implementation of adaptation measures;

- Raising awareness, informing beneficiary communes, and identifying and prioritising in situ adaptation activities.
- Conducting baseline studies on adaptation measures;
- Training of supervisory staff (40 staff) on Famers Fields Schools and composting in the ten communes of the regions of Sikasso and Kayes;
- Equipment of the 10 communes for composting (a total of 20 carts and 20 donkeys);
- Training and distribution of inputs to 803 producers, including 148 women, on cultivation techniques and improved varieties within the framework of the Farmer Field Schools (FFS) in 29 villages in the 10 communes of the regions of Kayes and Sikasso;
- Training of 50 agents (communal agents and heads of agriculture sectors) and producers on climate change resilient agricultural practices through the farmer field schools on dry crops in the intervention communes of Kayes;
- Construction of twenty-two (22) boreholes with solar powered pumps for : (i) fourteen (14) market gardening areas for the benefit of 3000 women, (ii) seven (07) basic water supply systems (for the benefit of a population of approximately 8000 inhabitants) equipped with standpipes and watering bowls for livestock and (iii) a pastoral area;
- Establishment of twenty-seven (27) water point management in the Kayes region, and equipment and training in maintenance for these committees;
- Construction of six (06) water reservoirs on six (06) sites and the development of two (02) ponds for a total of:
- 133 hectares for rice growing,
- 75.5 hectares for market gardening, and
- 25.5 hectares for fish farming.
- Construction and equipment of two (02) centres for processing local products in the region of Sikasso;
- Strengthening and equipping one (01) local product processing centre in the Kayes region;
- Implementation of ten (10) ha of compensatory reforestation following the water retention works in the region of Sikasso.
- Establishment and training of twenty-seven (27) infrastructure management committees
- Establishment, training and supervision of 45 Farmer Field Schools (FFS)

Objectives of the final evaluation:

The final review will assess progress against the objectives and expected results of the project, as stated in the Project Document, and measure signs of success or failure of the project and lessons learned. The final evaluation will also examine the project's strategy and the risks related to the sustainability of the results.

Approach and Methodology:

The final evaluation should provide information based on credible, reliable and useful evidence. The review team will examine all relevant sources of information, including documents developed during the project preparation phase (e.g. the Project Document, project reports including annual and semi-annual project reports, revised project budgets, lessons learned reports, national policy and legal documents, and any other material that the team deems useful to inform the review). The team will also work in collaboration with the GIZ team in Mali.

The final evaluation team should follow a collaborative and participatory approach to ensure active participation of the project team, government counterparts, the UNDP country office, UNDP-GEF regional technical advisors, and other key stakeholders.

Stakeholders' participation is fundamental to the successful conduct of the final evaluation. This participation should consist of interviews with stakeholders who have responsibilities related to the project, including: implementing agencies, senior government officials and task/activity team leaders, key experts and consultants

in project-related fields, the Project Steering Committee, project stakeholders, academia, local governments and CSOs, etc. In addition, the final evaluation team is expected to conduct field missions in Kayes and Sikasso, including the following project sites:

Project implementation sites:

N° Regions Circles Communes Villages

1 Kayes Kayes Koussané Koussané, Sobia, Moussala

2 Bafoulabé Diakon Diakon, Trentimou

3 Kita Kourouninkoto Kourouninkoto

4 Diéma Lakamané Lakamané, Boulili Diawara, Kamané

5 Nioro Nioro Tougouné Rangabé Tougouné, Séoundé

6 Sikasso Sikasso Dembela Dembela, Kessena, Mebougou

7 Koutiala Konina Konina, N'Pètiéla, Filima

8 Yorosso Kiffosso1 Kiffosso1, Galédougou1, Fakoni

9 Kolondiéba Kolosso Kolosso, Kolona, Neguela

10 Bougouni Domba Domba, N'Gola, Falabada

Duties and Responsibilities

Main objectives of the mission:

The final report of the final evaluation should give details of the approach adopted for the assessment, explicitly stating the reasons for the approach, the assumptions made, the challenges faced, and the strengths and weaknesses of the methods and approach adopted for the assessment.

Description of responsibilities / scope of work:

- Detailed scope of the final evaluation
- The final evaluation team will review the project's progress in the four categories mentioned below.

Project strategy:

Project design:

- Analyse the problem being addressed by the project and the underlying assumptions. Review the consequences of any erroneous assumptions or contextual changes on the achievement of the project's results as stated in the Project Document.
- Examine the appropriateness of the project strategy and assess whether it is the most effective way to achieve the intended results. Have the lessons learned from other relevant projects been adequately taken into consideration in the design of the project?
- Consider how the project responds to the country's priorities. Take stock of national ownership. Is the project design consistent with the national priorities and plans for sector development in the country (or participating countries in the case of multi-country projects)?
- Examine decision-making processes: have the views of those who will be affected by the project's decisions, those who could influence the outcomes, and those who could provide information or other resources for the process been taken into account during the project design?
- Consider the extent to which relevant gender issues were raised during project design.
- Indicate whether there are any areas of major concern that require improvement.

Results framework/logical framework:

- Critically analyse the indicators and targets in the project's logical framework, assess the extent to which the mid-term targets are SMART (specific, measurable, achievable, relevant and time-bound), and propose specific modifications/revisions to targets and indicators where necessary.
- Are the objectives, outputs or elements of the project clear, practically applicable and

achievable within the timeframe set?

- Consider whether progress to date has produced, or could produce in the future, beneficial development effects (e.g. income generation, gender equality and women's empowerment, improved governance, etc.) that should be incorporated into the project results framework and monitored annually.
- Ensure that the overall development and gender aspects of the project are effectively monitored. Develop and recommend SMART development indicators, including gender-disaggregated indicators and indicators that show development benefits.

Progress towards expected results:

Analysis of progress towards achievements:

- Review the logical framework indicators in the light of progress towards the end-of-project targets, using the Progress Towards Results Matrix; progress is indicated by colour according to the «traffic light» principle depending on the level of progress made towards each result; make recommendations for areas that fall into the «Not on track» category (in red).

Progress towards the achievement of results (Achievements against end-of-project targets) is presented as follows:

Project strategy:

- Indicator Baseline Target at mid-term Target at end of project Mid-term level and evaluation Evaluation achieved Justification of the evaluation

Objective: Resilience of ecological, production and social systems in vulnerable areas of Mali due to climate change impacts has increased through enhanced adaptive capacities, and integrated and innovative adaptation approaches

- Indicator 1: Number of innovative and integrated instruments for mainstreaming climate change adaptation into sustainable development planning and access to climate finance for vulnerable communities adopted by institutions and stakeholders 6 11 13
- Indicator 2: Relevant adaptation investments in sectors identified as vulnerable to climate change have increased at XX% of the respective overall investments 0% 3%
- Indicator 3: The level of climatic risk of the municipalities in the project intervention areas is reduced by XX%». 0% 5%

Achievement 1: Reliable climate data and information are available for the improvement of the analysis of the impacts of climate change on socio-economic and environmental development, and the integration and development of appropriate adaptation solutions.

- Indicator 4: Number of stations listed in daily reports of the target districts at the archives of the central database at the MALI-METEO Agency 38 48 48
- Indicator 5: Number of GCM and reduced data sets (statistical and dynamic) in GIS databases combined with other environmental, socio-economic and geotechnical data to highlight key vulnerabilities (e.g. roads, infrastructures, access to markets, hospitals, schools, etc.) 0 3 5
- Indicator 6: Number of sector-specific alerts, advisory opinions and/or guidance notes produced regularly, which use both climate information (observations, weather forecasts, seasonal forecasts and/or climate change scenarios) and sector-specific exposure/vulnerability data 0 3
- Indicator 7: Number of institutions integrating climate change risk and vulnerability information into resilience building and vulnerability reduction plans in the 4 target regions 0 3

Achievement 2: Relevant operational tools for Mali's Climate Fund are developed by AEDD and the Ministry of Finance and extended to various governmental, multilateral, bilateral, private sector and civil society actors

Indicator 8: Number of rules, procedures and operational instruments developed and implemented by Mali's Climate Fund 2 2 4

Achievement 3: Relevant stakeholders are implementing innovative gender-sensitive adaptation measures for greater resilience of ecological, economic and social systems in the most vulnerable areas of Mali targeted by the project Indicator 9: The number of targeted households (at least 10,000) in UNDP intervention areas that have adopted climate resilient livelihood practices 3,536 4,952 13,536

- Indicator 10: The percentage of technical staff supporting communities on adaptation technologies trained on climate risk management, innovative adaptation technologies 5% 100%.
- Indicator 11: Number of best practices and lessons learned from the project disseminated through relevant advocacy materials and communication platforms at national and international levels 1 3 10

Indicator evaluation grid

Green = achieved Yellow = in progress Red = not on track

After analysing progress towards the achievements:

Identify strengths and weaknesses in achieving the project objectives.

By reviewing the benefits of the project to date, identify ways in which sustainability can be ensured.

Results achieved by the project

Effectiveness:

- Examine the overall effectiveness of the project management as stated in the Project Document. Have changes been made and are they effective?
- Have all planned activities been implemented as planned?
- Which targets have been achieved by the project and do they correspond to those expected in the project?
- Did the project activities and targets meet the project objectives? Why?

Have the recommendations of the mid-term evaluation been implemented? And for what results?

Impact:

- What did the implementation of the «concrete actions» bring to the beneficiary communities and services?
- What proportion of households have adopted climate resilient practices?
- What are the co-benefits on the environment?

Sustainability:

Check whether the risks identified in the Project Document, the Annual Report/BMU and the ATLAS risks management module are the most important and whether risks assessments are appropriate and up to date. If not, explain why.

In addition, assess the risks related to sustainability in the following categories:

Financial risks to sustainability:

What is the likelihood that there will be no financial and economic resources available after the end of BMU support (consider that possible resources may come from multiple sources, such as public and private sectors, income generating activities, and other funding that may be appropriate financial resources for the sustainability of the project's outputs)?

Socio-economic risks to sustainability:

Are there any social or political risks that could threaten the sustainability of the project's achievements? What is the risk that the level of ownership by stakeholders (including governments and other key stakeholders) will not be sufficient to maintain the project's achievements/benefits? Are the various key stakeholders aware that it is in their interest to safeguard the benefits of the project? Is there sufficient public/stakeholder awareness to support the long-term objectives of the project? Does the project team document lessons learned on an ongoing

basis, and are these documents communicated to stakeholders who could learn from the project and potentially replicate and/or upscale it in the future?

Risks related to the institutional framework and governance for sustainability:

Do the legal frameworks, policies, governance structures and processes present any risks that could threaten the sustainability of the project benefits? When assessing this parameter, also consider whether the required systems/mechanisms for accountability, transparency and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that could threaten the sustainability of the project outputs?

Conclusions and recommendations:

The final evaluation team will include a paragraph in the report outlining the evidence-based conclusions of the final evaluation in light of the findings.

Recommendations will be made in the form of succinct proposals for key interventions that are specific, measurable, feasible and appropriate. A table of recommendations should be attached to the summary report.

The final evaluation team will be expected to make a maximum of 15 recommendations.

Evaluation:

The final evaluation team will report on the assessments made of the project results and provide a brief description of the associated achievements in the Summary Table of Assessments and Achievements in the summary of the final evaluation report. See Annex E for the evaluation matrix. Evaluations of the project strategy and the project as a whole are not required.

Deliverables:

- Deliverables Description Timeframe Responsibilities
- Final evaluation inception report Final evaluation team specifies its objectives and review methods No later than 2 weeks before the final evaluation mission: (date) Final evaluation team submits report to the Mandating Unit and project management
- Presentation Initial conclusions End of final evaluation mission: (date) Final evaluation team presents findings to the Mandating Unit and project management
- Draft Final Report Full report (drafted according to the content guidelines in Annex B) with annexes Within three weeks of the final evaluation mission: (date) Draft will be sent to the Mandating Unit, reviewed by the RTA, the Project Coordination Unit, and the GEF Operational Focal Point
- Final report * Revised report with cross-references detailing how comments received in the final evaluation report have been addressed (or not) One week after receipt of UNDP comments on the draft report: (date) The final report will be sent to the Mandating Unit
- The final evaluation report must be written in English. If necessary, the Mandating Unit may request a translation of the report into a more commonly spoken language by national stakeholders.

Documents to be submitted with the proposals

Applicants must submit the following documents:

- Mandatory
- Personal CV, including information on past experience in similar projects/missions and contact details of reference persons.
- Financial proposal
- Completed Letter of Confirmation of Interest and Availability using the template provided by UNDP

Financial proposal: (only one option should be selected. For retainer contracts and/or atl, please discuss with the Procurement Unit):

Lump sum contract:

The financial proposal must specify a total lump sum and payment conditions around specific and measurable results (qualitative and quantitative) (i.e. whether payments are made in instalments or at the end of the contract). Payments are based on results, i.e. on the delivery of the services specified in the terms of reference. In order to help the applicant unit to compare the financial proposals, the financial proposal will include a breakdown of this lump sum (including travel expenses, per diems and the number of working days planned).
OR
Contracts based on a daily allowance:
The financial proposal specifies the daily allowance, travel expenses and per diems shown in separate line items, and payments are made to the individual consultant based on the number of days worked.
Travel expenses:
All envisaged travel costs must be included in the financial proposal. This includes all travel to the duty station/repatriation travel. In general, UNDP should not accept travel costs higher than economy class. If the IC wishes to travel in a higher class, he/she must do so using his/her own resources.
In case of unforeseen travel, payment of travel costs, including tickets, accommodation and terminal expenses, must be agreed between the relevant business unit and the individual consultant prior to travel and will be reimbursed.
Evaluation criteria:

- **Level of education - 10 points maximum**
- **Relevant professional experience - maximum 40 points**
- **Language skills - 5 points maximum**
- **Other requirements - 15 points maximum**
- **Maximum technical score available - 70 points.**

Evaluation method (only one option must be chosen):

- Lowest price and technically compliant offer
- The contract is awarded to the contractor whose offer has been evaluated and determined to be both:
- a) responsive/compliant/acceptable (fully meeting the terms of reference provided), and
- b) offering the lowest price/cost

OR
Cumulative analysis
The contract is awarded to the contractor whose bid has been evaluated and determined to be:

- a) responsive/compliant/acceptable, and
- b) having achieved the highest cumulative score among a predetermined set of weighted technical and financial criteria specific to the RFP.
- Weighting of technical criteria: 70%
- Weighting of financial criteria: 30%

Only applicants who have obtained a minimum of 70% of the maximum available technical score (49 points) will be considered for the financial evaluation.
The maximum number of points awarded to the financial proposal is the lowest priced proposal and will be equal to 30. All other price proposals will be evaluated and awarded points according to the following formula:
30 points [maximum number of points available for the financial part] x [lowest price of all the prices proposed among the admissible offers] / [evaluated price].
The proposal with the highest cumulative score after adding the scores for the technical proposal and the financial proposal will be considered the most compliant offer and will be awarded a contract.

Competencies

The consultants will be selected to ensure that the team has the highest level of competence in the following

areas:

Skills:

- Proven analytical skills;
- Reactive management skills;
- Demonstrated understanding of gender issues and experience in gender assessment and analysis.

Required Skills and Experience

Team composition:

A team of two independent consultants will conduct the final evaluation - one team leader (with experience of projects and evaluations in other parts of the world) and one national expert. The consultants may not have been involved in the preparation, formulation, and/or implementation of the project (including the drafting of the Project Document) and shall have no conflict of interest in relation to the project activities.

Education:

- Minimum education Master's degree in environmental policy, agriculture, environmental finance, or other closely related sectors. Excellent communication skills.

Experience:

- At least 7 years of professional experience in relevant technical sectors;
- Experience in project evaluation/review in the UN system will be an asset;
- Recent experience in results-based management evaluation methodologies;
- Experience in applying SMART indicators and redesigning or validating baseline scenarios;
- Experience in working with UNDP;
- Experience in working in Sahelian countries.

Languages:

- Fluency in French.

Annex 2: Evaluation matrix

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
Design	**To what extent have previous experiences of similar programmes informed the design of the programme?**	Analyse the problem being addressed by the project and the underlying assumptions. Examine the appropriateness of the project strategy and assess whether it is the most effective way to achieve the intended results. Have the lessons learned from other relevant projects been adequately taken into consideration in the design of the project? Consider how the project responds to the country's priorities. Take stock of national ownership. Is the project design consistent with the national priorities and plans for sector development in the country (or participating countries in the case of multi-country projects)? Examine decision-making processes: have the views of those who will be affected by the project's decisions, those who could influence the outcomes, and those who could provide information or other resources for the process been taken into account during the project design? Consider the extent to which relevant gender	PRODOC UNDAF+ UNDP Country Programme Results Framework Project EMP report	Document review Interviews with national and regional stakeholders	Lessons and best practices Beneficiaries' participation in the design of the Programme Level of integration of lessons learned	Analysis of the consistency of the programme objectives with the needs of beneficiaries Comparative analysis with previous similar experiences

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
		issues were raised during project design. Indicate whether there are any areas of major concern that require improvement.				
Results Framework / Logical Framework	**To what extent has the intervention rationale of the Programme been defined?**	Carry out a critical analysis of the indicators and targets of the project's logical framework Assess the extent to which the mid-term targets are SMART (specific, measurable, achievable, relevant and time-bound) Propose specific modifications/revisions to targets and indicators where necessary. Are the objectives, outputs or elements of the project clear, practically applicable and achievable within the timeframe set? Consider whether progress to date has produced, or could produce in the future, beneficial development effects that should be incorporated into the project results framework and monitored annually. The effectiveness of the overall development and gender aspects of the project. Develop and recommend SMART development indicators, including gender-disaggregated indicators and indicators that show development benefits.	PRODOC Results Framework Project EMP report	Document review Interviews with national stakeholders	Stakeholder involvement	Comparative analysis of data
Progress towards results	To what extent has the Analysis of Progress Towards	The review of the Logical Framework indicators in the light of progress towards the end-of-project targets, using the Progress	PRODOC Framework for	Document review	Progress indicators	Results matrix

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
	Achievements been conducted?	Towards Outcome Matrix (progress is indicated by colour according to the «traffic light» principle, depending on the level of progress achieved for each achievement)? Make recommendations for areas that fall into the «Not on track» category?	Results/Progress Project EMP report	Interviews with stakeholders		analysis
Relevance	To what extent is the programme aligned with (i) national priorities for CC adaptation strategies, (ii) UNDP country programme outputs and outcomes and UNDAF+, (iii) the SDGs?	Is the programme aligned with national strategic priorities, programme objectives and UNDP programmatic priorities, the SDGs and the UN Development Assistance Framework?	National reports on CC adaptation strategy Country Programme Documents (CPD) CSCRP 2012-2017 Mali Report on SDGs United Nations Development Assistance Framework	Analysis of existing reports and documents Focus group discussions with beneficiaries Semi-structured interviews with stakeholders	Different stakeholders' views and alignment between programme objectives and programmatic strategic priorities	Thematic analysis
		Has the programme been developed on the basis of a clear identification of stakeholders' needs and priorities?				
		Were target groups included throughout the implementation of the programme to ensure its relevance?				
	To what extent were the perspectives of those in a position to influence the results, and those who could provide information or other resources for the achievement of the stated results, taken into account in the programme design process?	Did the programme management mechanisms support strategic decision-making, confirmation or adjustment of the Theory of Change?				
		Do the monitoring mechanisms allow to draw out lessons learned and support continuous learning?				

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
	To what extent has the programme responded appropriately to political, legal, economic, institutional, etc. developments in Mali?	Is the theory of change developed by the programme still valid? If no, explain why?	Programme report	Analysis of existing reports and documents		Descriptive analysis of reports
	To what extent has the programme design integrated gender equality, women's empowerment and human rights approaches and environmental threats?	Has the programme design taken into account gender equality, women's empowerment and human rights approaches and environmental threats?	Programme document Programme report	Analysis of existing reports and documents	UNDP Gender Marker	Content and thematic analysis
	Are the products developed relevant to achieving the overall objective of the programme?	To what extent does the programme appear to be aligned with different priorities (government and UNDP)?	Programme document Programme report	Analysis of existing reports and documents	Alignment of developed products with programme objective	Content analysis

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
	Are the planned activities appropriate to achieve the expected outputs and meet organisational and programmatic priorities? Are the programme objectives and outputs defined in the programme document clear, practical and feasible? To what extent have lessons been learned from other relevant programmes in designing the programme? Was the theory of change clearly articulated by linking resources and activities to outputs, outcomes and impact?		Programme document Programme report Review report	Analysis of existing reports and documents	Alignment of planned activities and outputs and works priorities	Analysis of output indicators Analysis of the quality of objectives and outputs
	The programme's monitoring and evaluation strategy was useful and reliable for measuring progress towards development results and adjusting, taking necessary (corrective) action in real time to adapt the programme to the needs of beneficiaries		Programme document Programme reports Review report	Analysis of existing reports and documents	Relevance of the tools and mechanisms put in place to monitor programme activities, results and objectives	Content analysis
Effectiveness	What is the current level of achievement of the programme's outputs and outcomes?	Has the intervention achieved its stated (or implied) objective, or is it reasonably likely to do so on the basis of direct outputs and outcomes?	Progress report Review report	Analysis of existing reports and documents	Level of achievement of results	Analysis of output indicators Triangulation of data collected with

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
		To what extent were the intended outputs achieved, or what is the extent of progress towards achieving these outcomes? Which activities have produced the desired results? What were the unexpected outcomes? Has the overall effectiveness of the project management as stated in the Project Document been achieved? Have changes been made and are they effective? Have all planned activities been implemented as planned? Which targets have been achieved by the project and do they correspond to those expected in the project? Did the project activities and targets achieve the project objectives and why? Have the recommendations of the mid-term evaluation been implemented? And for what results?	Activity reports			data from reports
		What are the main factors (positive or negative), internal or external, that have affected the implementation of the programme?				
		How have these factors limited or facilitated progress towards the achievement of the programme's objectives?	Programme documents	Focus group discussions Semi-structured interviews with stakeholders		

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
	In what areas has the programme performed well?	What were the strengths of the programme and why? How can the programme build on or develop these achievements?	Progress reports Programme document and results matrix Review report Activity reports	Analysis of existing reports and documents Focus group discussions Semi-structured interviews with stakeholders		Content analysis
	In what areas has the programme performed least well?	What were the limiting factors and why? How can they be or could they be lifted?				
Efficiency	To what extent were human, material and financial resources used economically?	What were the financial, human and material resources used?	Activity reports Financial report	Analysis of existing reports and documents Focus group discussions with beneficiaries Semi-structured interviews	Level of resource mobilisation	Triangulation of data collected with data from programme reports
		Were resources (funds, staff, time, expertise, etc.) allocated strategically and economically to achieve results?				
		How close is the financial implementation rate to the technical implementation rate?			Financial implementation percentage	
	To what extent has the programme management structure presented in the programme document achieved the expected results?	Is the programme structure effective and efficient?	Activity reports Financial report		Financial implementation percentage Output delivery rate	

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
	To what extent were programme funds and activities delivered on time? Were local capacities used efficiently during the implementation?	Were the outputs achieved within the time frame? Were inputs provided in a timely manner (staff, advisors, travel, training, equipment and other costs)? To what extent is the programme implemented efficiently? Have resources been used rationally to achieve results? To what extent are resources (human, financial, administrative) used appropriately to achieve results? To what extent were the partnership arrangements conducive to the achievement of results and the production of the expected outcomes? To what extent did the synergy developed between the programme and the implementing partners lead to greater efficiency in implementation? Are there better (more efficient) ways to achieve the objectives? Were the inputs (financial, human, technical and material) invested optimally used to achieve the outputs? Could more results have been achieved with the same investment, staff profile and programme management structure? If so, how could this have been identified before? If not, what suggestions should be made?	Activity reports Financial report	Analysis of existing reports and documents Focus group discussions with beneficiaries Semi-structured interviews	Level of resource mobilisation	
	How did the funding partners add value to the programme and were they sufficiently accountable and harmonised in their assistance?					
	To what extent do the M&E systems used ensure efficient and effective programme management?					Triangulation of data collected with data from programme reports

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
Sustainability	To what extent are mechanisms, procedures and policies in place to enable key stakeholders to sustain the results achieved in terms of gender equality, women's empowerment, environmental sustainability, human rights and human development?	How well are exit strategies designed, planned and taken into account in programme implementation?	Programme document Activity reports	Analysis of existing reports and documents Focus group discussions with beneficiaries Semi-structured interviews	Existing or new sustainability mechanisms	Triangulation of data collected with data from programme reports
		Will the benefits of the programme persist after the funding ends?				
	To what extent does the programme support national ownership and ensure stakeholders support for the sustainability of the programme's achievements?	How important were the training, information and awareness-raising activities?			Level of ownership of stakeholders	
	To what extent does the level of ownership of national stakeholders represent a risk to the sustainability of the programme's benefits?	Are there financial risks that could jeopardise the sustainability of the programme's results? Do the partners have sufficient financial capacity to sustain the benefits of the programme? Are there any financial risks that could threaten the sustainability of the programme outputs?Are there any environmental risks that could threaten the sustainability of the project outputs? To what extent will financial and economic resources be available to sustain the benefits of the programme? Are there any social or political risks that could threaten the sustainability of programme outputs or the contributions of the programme to country programme outputs				

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
		and outcomes? Do the legal frameworks, policies and governance structures and processes within which the programme operates represent a risk that could threaten the sustainability of programme benefits? To what extent have the actions of stakeholders in programme implementation posed an environmental threat to the sustainability of the results achieved? To what extent are mechanisms, procedures and policies in place to enable key stakeholders to sustain the results achieved in terms of gender equality, environmental sustainability, women's empowerment, respect for human rights and human development in the human security approach? To what extent do stakeholders support the long-term objectives of the human security programme? To what extent are lessons learned continuously documented by the programme team and communicated to stakeholders, who could benefit from the knowledge gained by the programme in terms of the adaptation approach taking into account the core principles and criteria?				
Impact	What transformational changes have been observed in relation to CC adaptation? What have been the enabling	To what extent have stakeholders in the programme noticed the different changes?	Activity reports	Focus group discussions with beneficiaries	-	Triangulation of data collected with data from

Evaluation criteria-subcriteria	Key questions	Specific sub-questions	Data source	Tools / methods of data collection	Indicators / Standards of achievement	Data analysis methods
	and/or disabling factors?	To what extent have these factors contributed to transforming the level of adaptation of beneficiaries?				programme reports
		Have national or local capacities been strengthened? What did the implementation of the «concrete actions» bring to the beneficiary communities and services? What proportion of households have adopted climate resilient practices? What are the co-benefits on the environment?				
Cross-cutting questions	To what extent has a gender perspective been integrated into the design and implementation of the programme? To what extent has the programme contributed to capacity building at national and local levels? To what extent has the communication dimension been integrated into the design and implementation of the programme?	To what extent have programme stakeholders integrated gender equality and empowerment in the design and implementation of the programme? To what extent were fundamental rights and respect for the environment taken into account? Have national or local capacities been strengthened? Was the communication plan developed and well executed?	Semi-annual and annual programme activity reports Programme review report Programme document	Focus group discussions with beneficiaries	Number of women and men interviewed	Triangulation of data collected with data from programme reports

Annex 3: Implementation schedule

Legend

Red	Sunday/Rest or travel
Green	Working day
Purple	Stakeholders' feedback on the interim report

Location	Dates	13-oct.	14-oct.	15-oct.	16-oct.	17-oct.	18-oct.	19-oct.	20-oct.	21-oct.	22-oct.	23-oct.	24-oct.	25-oct.	26-oct.	27-oct.	28-oct.	29-oct.	30-oct.	31-oct.	1-nov.	2-nov.	3-nov.	4-nov.	5-nov.	6-nov.	7-nov.
	Activities \ Working day	1	2	3	4		5	6	7	8	9	10		11	12	13	14	15			16	17	18	19	20	21	
Home-based	Document analysis and production of initial report (4 days)																										
Bamako	Briefings (1 day)																										
	Completion of the inception report (2 days)																										
Bamako, Kayes, Sikasso	On-site visits and data collection (10 days)																										
Home-based	Analysis of data collected (4 days)																										

Location	Dates	8-nov.	9-nov.	10-nov.	11-nov.	12-nov.	13-nov.	14-nov.	15-nov.	16-nov.	17-nov.	18-nov.	19-nov.	20-nov.	21-nov.	22-nov.	23-nov.	24-nov.
	Activities \ Working day	22	23	24	25	26	27									28	29	30
Home-based	Interim report production (6 days)																	
	Stakeholders' feedback on the interim report																	
Home-based	Final report production (3 days)																	

Annex 4: List of documents consulted

1. Biannual project/program update
2. Performance measurement framework
3. "Climate risk profile: Mali
4. Interim Report 2020
5. Annual technical report 2020
6. Financial Report 2020
7. Interim Financial Report 2020
8. Interim Financial Report 2018
9. Interim Financial Report 2017
10. Interim Financial Report 2016
11. Mid-term evaluation report
12. Interim Capitalisation Report
13. ASNaCC/UNDP project achievement table
14. Strategic Framework for Economic Recovery and Sustainable Development (CREDD) 2016-2018 et 2019-2020
15. National Strategy for Growth and Poverty Reduction (CSCRP) 2012-2017
16. National Climate Action Plan (PANC) 2012-2017
17. National Adaptation Programme of Action (PANA) 2007
18. National Climate Change Strategy (NCCS)
19. National Policy for Environmental Protection (NEPP)
20. Country Program Document 2015-2019
21. UNDP Strategic Plan 2014-2017 and 2018-2021
22. United Nations Development Assistance Framework (UNDAF) 2015-2019
23. GEF-7 Project Identification Form "Climate security and sustainable management of natural resources in the central regions of Mali for peacebuilding"
24. FAO, WPF et al. (2016), Food and Nutrition Security Survey.

Annex 5: List of respondents

No.	First names and Surnames	Positions
District of Bamako		
01	Mr Oumar TAMBOURA	Head of UNDP Environment and Sustainable Development Unit
02	Mrs Adam COULIBALY	Project Manager, UNDP
03	Mr Ali S. SIDIBE	National Coordinator of PASNaCC/UNDP
04	Zafar Ag Mahamedoune,	MRV Expert, Mali's Climate Fund
05	Abdourahamane DIARRA	Technical Advisor, ASNACC GIZ
06	Adama KONATE	Head of Equipment Department, Mali météo-Agency
07	Ismael KONARE	Head of Forecast Department, Mali météo-Agency
Kayes region		
	Aliou TOURE	Mayor of Nioro Tougounè
Sikasso region		
	Yacouba SANOGO	Mayor of Dembela
	Moussa COULIBALY	Secretary General, Dembela Municipality
	Alhassane SARRO	Regional Director of Fisheries
	Moumini KONATE	Regional Director of Rural Engineering
	S. COULIBALY	Regional Director of Agriculture
	Karim BOUARE	Village Headman, Konina

Annex 6: Data collection tools

1. *Interview guidelines for programme managers/UNDP*

Relevance: ***How relevant is the PASNaCC (in its formulation and implementation)?***

1. To what extent was the project design based on an appropriate context analysis and needs assessment?
2. To what extent does the project meet the needs of the target groups?
3. What measures have been taken to ensure proper involvement of the national party in the project design phase?
4. To what extent does the project appear to you to be aligned with the mandate of the United Nations System in Mali in general and UNDP in particular?
5. To what extent have lessons learned from other relevant programmes been taken into account in the project design?
6. To what extent did the project interventions as defined through the objectives, results and activities seem sufficiently clear, practical and feasible?
7. To what extent did the project design integrate gender equality, women's empowerment and human rights-based approaches?

Effectiveness: ***To what extent has the project achieved its objectives and produced the expected effects?***

8. To what extent have the project's objectives and results been achieved?
9. To what extent did the project contribute to the outputs and outcomes of the UNS in Mali and the UNDP country programme as well as to national development priorities?
10. Which unexpected consequences (positive and negative) have resulted from its implementation? What are the early intended and unexpected changes that can be observed at the end of the project?
11. To what extent has the programme promoted positive developments in gender equality, women's empowerment and the realisation of human rights?
12. Which facilitating factors enabled the project to achieve its best performance?
13. Which limiting factors have hindered the optimal implementation of the project and the achievement of its objectives and expected results?
14. How effective were the intervention teams in responding to the constraints that emerged, and more generally in providing the planned services and delivering the expected outputs of the project?
15. What were the best practices/lessons learned attributable to the project?
16. How and why were some expected results not achieved? What lessons have been learned?

Efficiency: ***To what extent have the resources/inputs (funds, time, human resources, etc.) led to achievements within acceptable cost limits?***

17. Which measures have been taken to ensure the economical use and allocation of human and financial resources?
18. To what extent were programme funds and activities delivered on time?
19. To what extent has the programme management structure presented in the programme document achieved the expected results?
20. How effective was the monitoring system put in place to provide the project with the necessary data for its effective and efficient management?
21. To what extent did the partnership strategy add value to the project? Has the level of coordination contributed effectively to achieving the expected results?
22. Which best practices have resulted from the establishment and functioning of the project's coordination mechanisms? What are the weaknesses identified in this respect?

Sustainability: ***How likely is it that the benefits of the project will be sustained in the long term?***

23. To what extent has the project aligned with national development strategies?
24. To what extent have exit strategies been properly designed, planned and taken into account in the implementation of the project? To what extent were the interventions of project stakeholders accompanied by well-designed and planned exit strategies?
25. Are there any economic, social or political risks that could threaten the sustainability of programme outputs or the contributions of the programme to UNDP country programme outputs and outcomes?
26. To what extent does the level of ownership of national stakeholders represent a risk to the sustainability of the programme's benefits?
27. How should UNDP and its partners adjust future programming, resource mobilization strategies, working methods and management arrangements to ensure that the intended results are fully achieved in an efficient and sustainable manner?

2. *Interview guidelines for PASNaCC national partners*

1. To what extent was the project aligned with national priorities and does it meet the needs of the target groups?
2. To what extent did the project contribute to national development priorities?
3. How was your administration involved in the implementation of the project? What are the results of this involvement?
4. Which facilitating factors enabled your administration to perform well in its involvement in the implementation of the project? Which limiting factors negatively affected its participation in the project?
5. How effective did the intervention teams appear to you to be in providing the planned services and delivering the expected project outputs?
6. To what extent were the project funds and activities in which you were involved delivered on time?
7. To what extent did the partnership strategy add value to the project? To what extent was the coordination between stakeholders sufficient and functional?
8. Are there any economic, social or political risks that could threaten the sustainability of the programme outputs or the project's contributions to the UNDP country programme outputs and outcomes?
9. To what extent do national stakeholders have sufficient ownership of the project's achievements?
10. How should UNDP and its partners adjust future programming, resource mobilization strategies, working methods and management arrangements to ensure that the intended results are fully achieved in an efficient and sustainable manner?

3. Interview guidelines for administrative and local authorities

1. How did you find out about the existence and implementation of the project?
2. What are the activities that the project has carried out in your locality? Were you involved in the implementation of the project? If yes, how?
3. In your opinion, were the objectives and activities of the project in line with the priority needs of the beneficiaries in your area/locality?
4. What are the main achievements or results obtained in your locality following the implementation of the Programme? What changes have you observed among the beneficiaries in your locality as a result of the implementation of the project activities?
5. Are you satisfied with the quality of the project activities carried out in your locality and the results achieved?
6. What do you think about the quality of the planning and programming of the project activities? To what extent were the deadlines communicated to you for the implementation of the activities respected?
7. What were the main constraints to the implementation of the project activities? Did you find the solution adopted to solve these problems timely and effective?
8. In your opinion, what are the successes and best practices to be highlighted in your locality at the end of the project implementation?
9. What do you think were the weaknesses of the project implementation modality?
10. What are the measures taken at your level to ensure the sustainability of the achievements and benefits of the Programme in your locality?
11. What are the main risks that could negatively influence the sustainability of the Project's achievements in your locality?
12. In your opinion, what are the urgent measures that have been taken to ensure the preservation of the project's achievements in your locality?

4. Interview guidelines for beneficiary communities

1. Did the activities proposed by the project respond to specific needs of your local population?
2. How did your local population participate in the identification of these activities? How do you rate the participation of the local community in the design of the project?
3. What are the project activities in which you participated?
4. In your opinion, what are the main difficulties and constraints that have affected the implementation of the project activities?
5. Identify the positive points and the difficulties/constraints that characterised the collaboration between the populations and the different stakeholders of the project (supervision teams, local administrations, NGOs). What influence did they have on the achievement of the project results?
6. Do you consider the quality of the training/awareness-raising sessions and support received under the project to be satisfactory?
7. How do you rate the participation of the beneficiaries in the implementation of this project?
8. What are the positive changes resulting from the implementation of the project that can be observed or anticipated at the end of the project?
9. What are the major risks associated with the environment (social, economic, political) that could negatively influence the sustainability of the support obtained in your region/locality?
10. How should UNDP and its partners adjust future programming and working methods to ensure that the expected results are fully achieved in an efficient and sustainable manner?