Final Evaluation of the Project "Strengthening the Management of the Niayes and Casamance Lands and Ecosystems in a Context of Climate Change- Republic of Senegal" (PRGTE).

Final Report

Alexandre Diouf, Program Evaluation Consultant
Ibrahima Sall, Program Evaluation Consultant.

November 2020

1. Project Identification

Project Title:
Strengthening the Management of the Niayes and Casamance Lands and Ecosystems in a Context of Climate Change- Republic of Senegal (PRGTE).

Project Title	Strengthening the Management of the Niayes and Casamance Lands and Ecosystems in a Context of Climate Change- Republic of Senegal (PRGTE)
GEF project Number	5566
UNDP GEF PIMS	4964
Country	Senegal
Region	Africa
Focus Area	Adaptation to Climate Change
Investment fund	PMA
Strategic objective of GEF focus area	• CCA-1 Objective: reduce vulnerability to adverse effects of climate change, including variability, at local, national, regional and global levels • CCA-2 Objective - Strengthening Adaptation Capacity to cope with climate change impacts, including variability, at local, national, regional and global levels
FIP approval date	2014
Date of approval of the Chief Executive Officer	February 2015
Date of PRODOC signature	October 26, 2015
Launch workshop	November 28, 2016
Expected closure date	November 2020
Government Coordinating Agency	Ministry of Economy, Finance and Planning
Government Cooperation Agency	Ministry of Environment and Sustainable Development
Executing Agency	UNDP
Implementing partner	DEFCCS
Project budget:	
GEF Grant	4 100 000 USD
UNDP Senegal	500 000 USD
Government	800 000 USD
Government (in kind)	200 000 USD
Co-financing	i.
ANACIM	3 500 000 USD
UNDP Senegal	2 000 000 USD
Government	7 000 000 USD
Total	**18 100 000 USD**

2. Acknowledgements

Having completed this evaluation, the consultants would like to thank the producers who participated in this exercise by sharing their experience with PRGTE and the project's field partners who devoted their time, opened their offices and documents and shared their achievements to enable them to have full knowledge of their actions and a clear understanding of their ramifications. The consultants would also like to extend their appreciation to the project coordination and the IREFs for facilitating their work and sharing their experiences and achievements as well as their current and future challenges for the PRGTE and climate change adaptation projects in Senegal. The consultants further acknowledge the DODP and the State agencies as well as the decentralized structures that took an active part in this evaluation. Finally, the consultants would like to express their gratitude to the UNDP staff (Senegal Office and Regional Office) for their constant support and frank collaboration.

Ibrahima Sall, consultant.
Alexandre Diouf, consultant.

3. Table of contents

4. Acronyms and abbreviations

ACC	Adaptation to climate change
ACMAD	African Centre of Meteorological Applications for Development
IGA/AGR	Income Generating Activities
AGRHYMET	Regional Center for Agro-hydrometeorology
AMAT	Monitoring and Evaluation Tool for adaptive capacity
ANA	National Aquaculture Agency
ANACIM	National Agency Civil Aviation and Meteorology Agency
ANCAR	National Agricultural and Rural Consulting Agency
ANSD	Agence nationale de la statistique et de la démographie
CADL	Local Development Support Centers
CCNUCC/ UNFCC	United Nations Framework Convention on Climate Change
CDH	Centre for horticultural development
CILSS	Interstate Standing Committee for Drought Control in the Sahel
CNULD/ UNCCD	United Nations Convention to Combat Desertification
COMNACC	National Committee on Climate Change
COMRECC	Regional Committee on Climate Change
COPIL	Steering Committee
CRS	Regional Monitoring Committee
CSE	Ecological Monitoring Center
TC/CT	Technical Committee
DAMCP	Directorate of community-managed marine protected areas
DEFCCS	Directorate of Waters, Forests, Hunting and Soil Conservation
DGPRE	Directorate of Water Resources Management and Planning
DISEC	Monitoring and Evaluation Control System
DODP	Public Expenditure Authorization Directorate
DP	Directorate of Planning
DPPD	Multi-Year Expenditure Programming Document
DRDR	Regional Directorate for Rural Development
GEF	Global Environment Facility
FLDC	Fund for Least Developed Countries
GPF	Women's advancement groups
GTP	Multidisciplinary working group
HACT	Harmonized Approach to Cash Transfer
IREF	Regional Water and Forestry Inspectorate
LPSERN	Environment and Natural Resources Sectoral Policy Letter
MEDD	Ministry of the Environment and Sustainable Development
MEFP	Ministry of Economy, Finance and Planning
MP/ML	Moderately Likely
MPP/MU	Moderately Unlikely
MS	Moderately Satisfactory
NEPAD	The New Partnership for Africa's Development
NEX (NIM)	“National Execution" Modality
SDG/ODD	Sustainable Development Goals
MDG/OMD	Millennium Development Goals
NGO	Non-governmental organization
PADEC	Support Program for the Economic Development of Casamance
PADEN	Program for the management and Economic Development of the Niayes area
NAPA/PANA	National Action Plan for Adaptation
PERACOD	Program for the promotion of renewable energies, rural electrification and sustainable supply in domestic fuels
LDC/PMA	Least Developed Countries
UNDP	United Nations Development Program
PP	Unlikely

PRGTE	Strengthening the Management of the Niayes and Casamance Lands and Ecosystems in a Context of Climate Change
AWP/PTA	Annual Work Plan
SNEDES	National Strategy for Economic and Social Development
HU	Highly Unsatisfactory
ICT	Information and Communication Technology
HS	Highly Satisfactory
UNEG	The United Nations Evaluation Group
URAC	Union of Associative and Community Radios

5. Summary

GEF Project ID:	00094237		on approval (in millions of USD)	at completion (in millions of USD)
UNDP Project ID:	00087092	**GEF Grant:**	4 100 000	
Country:	Sénégal	**Executing agency/implementing agency funding:**	500 000	
Region:	West Africa	**Government:**	1 000 000	
Focus Area:	Climate change	**Other:**	12 500 000	
Objectives FA, (OP/SP):		**Total Co-financing:**	12 500 000	
Executing Agency:	UNDP Senegal	**Total Project Cost:**	18 100 000	
Other partners participating in the project:	Ministry of Environment and Sustainable Development	Signature of PD (Project Start Date):		26 October 2015
		Closing date (operational):	Proposed: 30 June 2020	Actual: 30 September 2020

The PRGTE, which is among the priorities of the NAPA of the Republic of Senegal, was designed to create the necessary conditions for the implementation of adaptive measures to cope with climate change, articulated around the management of ecosystems in the Niayes and Casamance through three effects:

- The establishment of information management systems to identify and monitor the effects of climate change on ecosystems for effective forecasting, readiness and decision-making;
- The reduction of climate change risks by adopting ecosystem management-based adaptation options in the two targeted areas (the Niayes and Casamance), including the adoption of resilient land and ecosystem management practices in a context of climate change and
- Building individual, family, and community capacity to better spread awareness of climate change responses and provide strong support for adaptation efforts.

Through these adaptive measures, this project would enable beneficiary local communities to adopt practices and systems that can help them cope with climate change and variability.

The following table shows the overall rating of the project after the final evaluation

Evaluation score:			
1 Monitoring and Evaluation	**Score**	**2 Executing agency/implementing agency**	**Score**
Designing Monitoring and Evaluation at the Entry Point	Moderately Unlikely	**Quality of UNDP implementation**	Moderately Satisfactory
Implementation of the monitoring and evaluation plan	Moderately Unlikely	**Quality of implementation: Executing agency**	Moderately Satisfactory
Overall monitoring and evaluation quality	Moderately Unlikely	**Overall implementation and execution quality**	Moderately Satisfactory
3 Evaluation of the outcomes	**of the executing agency/implementing agency:**	**4 Sustainability**	**of the executing agency/implementing agency:**
Relevance	Satisfactory	**Financial resources:**	Moderately Likely

Effectiveness	Moderately Satisfactory	**Sociopolitical:**	Moderately Likely
Efficiency	Moderately Satisfactory	**Institutional framework and governance:**	Moderately Likely
Overall score for project completion	Moderately Satisfactory	**Environmental:**	Likely
		Overall Likelihood of Sustainability:	Moderately Likely

The project aims to contribute to achieving poverty reduction (SDG1), improved gender equality (SDG3), conservation and preservation of terrestrial and aquatic biodiversity (SDG14 and SDG15) and climate preservation (SDG13). The PRGTE is in line with national and international strategic reference frameworks. Indeed, through its objectives, it fits in with agenda 2030, particularly by contributing to the achievement of MDGs 1, 4, 13, 14 and 15 relating respectively to poverty eradication, contribution to gender equality, preservation and conservation of terrestrial and aquatic biodiversity and climate preservation. At the national level, it is consistent with the long-term vision of Senegal's development set out in the Emerging Senegal Plan (PSE) and especially with the sectoral vision on the environment embodied in the green PSE and in the sectoral policy letter on the environment and natural resources (LPSERN). It is in conformity with Senegal's National Adaptation Program (PANA). The relevance of the project is deemed Satisfactory as it is aligned with national and international priorities in the fight against climate change.

During implementation, three (03) formal frameworks, namely the Regional Monitoring Committees (RMCs), the Steering Committee (COPIL) and the Technical Committee (TC) were set up to steer, monitor and control the implementation of planned activities. In the end, the RMCs did not meet on a regular basis and the monitoring of implementation was hampered by a lack of systematic monitoring and evaluation procedures and tools. Although by the end of the project the majority of partners had achieved their immediate targets, the quality of implementation and the sustainability of the actions implemented are still questionable. Implementation encountered several serious problems due to recurrent delays in budget disbursement, weak leadership at the local level and the absence of a quality assurance mechanism for the achievements; all of which made the project Moderately Satisfactory in terms of Effectiveness and Moderately Satisfactory in terms of Efficiency.

With regard to the sustainability of the PRGTE outcomes, it was noted that the project did not discuss and develop an exit plan and that the cessation of its activities was belatedly communicated to the partners. At the time of the evaluation team's visit, some of the partners and beneficiaries were still waiting for a notification from the project in relation to the upcoming crop year. No plan was proposed for any of the achievements that required reinvestment (i.e., a sequence of activities and identification of resources for its budget). From the standpoint of Sustainability, the PRGTE is considered Moderately Likely (ML)).

The evaluation reached the following conclusions:

The PRGTE was developed to contribute to the achievement of poverty reduction (SDG1), the improvement of gender equality (SDG3), the conservation and preservation of terrestrial and aquatic biodiversity (SDG14 and SDG15), and the preservation of the climate (SDG13). It fits perfectly into national and international strategic reference frameworks. Indeed, through its objectives, it is in line with agenda 2030, notably by contributing to the achievement of MDGs 1, 4, 13, 14 and 15 relating respectively to poverty eradication, contribution to gender equality, preservation and conservation of terrestrial and aquatic biodiversity and climate preservation.

At the national level, it is in keeping with the long-term vision of Senegal's development set out in the Emerging Senegal Plan (PSE) and, in particular, with the sectoral vision for the environment embodied in the green PSE and in the sectoral policy letter on the environment and natural resources (LPSERN). It also aligns with Senegal's National Adaptation Program (PANA). It was formulated following a request from

the Senegalese government and was developed through UNDP support to State structures, particularly the Water and Forestry Directorate.

The relevance of the project was judged satisfactory given its alignment with national priorities, the acceptable level of feasibility and flexibility and the themes addressed as well as the manner in which they are dealt with in the project document.

The PRGTE had to achieve the majority of its targets, at some point, before the end of the project. The outbreak of the Covid-19 pandemic coupled with several delays- criticized by the partners- in the disbursement of the budget meant that many of these activities were delayed and many of the achievements that were made were not being sustained. In addition, the PRGTE's regular field monitoring fell far short of what it was doing. In the end, an average of 89% implementation was calculated by averaging the implementation rates per component at the time of the final evaluation team's visit. As a result, from an Effectiveness perspective, the Project is Moderately Satisfactory (MS). While it is true that several targets have been surpassed, accessibility to the services produced by the project and, above all, continuity of service are still of concern. This situation is linked, on the one hand, to the project's strategy based on partnership, which did not provide for continuity measures and, on the other hand, to the weakness of the existing database (DISEC) and the fact that there is virtually no monitoring and evaluation system.

The distribution of the GEF budget among the different headings reveals that, in general, 95% of the financial resources were devoted to the implementation of activities in the field while 5% of these resources were devoted to project operations. On the other hand, considering the project's overall financial flow, it appears that 83% of the five million six hundred thousand USD were devoted to investment, as opposed to 17% for operations. This distribution conforms to the standards for planning public investment projects at the national level.

During the implementation of the PRGTE, the overall amount spent was USD 3,795,911, representing 74% of the overall amount budgeted and 96% of the total amount received. The low rate observed compared to the projections could be explained by the fact that the direct payments made by UNDP were not included in the PCU's financial monitoring. This is evidenced by the differences observed at the project's completion which prompted the PCU to believe that there was a balance remaining and to request its partners to establish a schedule, when this was not the case. In view of this performance (83% of the budget devoted to investment, despite delays and disbursement difficulties), it is concluded that the project has a moderately satisfactory level of efficiency. The level of assessment of the project's efficiency rate does not reflect the problems related to delays in the use of resources and the partners' lack of control over procurement procedures, which resulted in delays in the delivery of contracts.

Several PRGTE activities, implemented at the grassroots level, are not expected to be sustainable. At the time of the final evaluation, it was not possible to trace the beneficiaries of the first irrigation kits, for example. Similarly, the majority of seed producers did not have clear plans to pursue their activity because they could not access basic seeds since they were not certified seed producers. The beneficiary fishpond groups did not have the resources, let alone the enthusiasm, to pursue the activity. The analysis of the project's effects/impacts showed that the PRGTE had an effects/impacts coefficient of 4/6, meaning that it was classified in the category of Moderately Satisfactory projects (MS) for this criterion.

The PRGTE has made great strides in promoting the inclusion of women in its activities. This is a dimension of the gender component. A closer look at the beneficiaries reveals the presence of many women as direct beneficiaries of the activities. An in-depth analysis of the project's **gender strategy** finally concludes that the project's gender coefficient is 5/6, ranking the project in the **satisfactory category** for this component.

The field activities were fraught with problems. Several beneficiaries and implementing partners had grievances about actions initiated by the project, but there was no independent and transparent mechanism for reporting and handling complaints.

Several lessons can be drawn from the findings of this evaluation:

- ✓ **Importance of a procedures guide or management manual**: For the same activity, the criteria for selecting beneficiaries were not systematized. This meant that the attributes of beneficiaries for the same activity could be different depending on the region. Failure to clarify the criteria for selecting beneficiaries always leads to confusion during implementation.[1]

- ✓ **Importance of the Monitoring and Evaluation Manual**: For a project of this scale, it is important to have an operational Monitoring and Evaluation manual with an updated database of achievements.

- ✓ **Impact of the plurality of implementing agencies:** A judicious choice must be made between the number of providers to be hired through the protocols and contracts and the PCU's capacity to properly manage these protocols/contracts.

- ✓ **Importance of the exit and continuation plan**: The PRGTE has not discussed and developed plans with stakeholders for the continuation of activities beyond the program's lifespan. At present, there is no guarantee that project activities will continue after the project closes. A key requirement for projects of this type is to negotiate an exit/continuation plan at least six months prior to the official completion of the project.

- ✓ **Lack of motivation of beneficiaries of certain activities:** Development projects need to properly discuss technology choices with beneficiaries and mobilize their direct financial participation in the funding of technologies to ensure their subsequent mobilization for the successful completion of activities. The project always puts itself at risk when everything is fully subsidized without a substantial participation of its beneficiaries.

- ✓ **Long delays in the settlement of payment claims contribute to slowing down the implementation of activities**. Keeping track of these claims, recording them, and setting a deadline for payment upon receipt is important to avoid cash flow pressures and improve implementation quality.

- ✓ **Need to establish a transparent complaint management mechanism.** Listening to the views of all stakeholders is essential during the implementation of activities. Beneficiary producers have had several cases of complaints or need for information that they have not been able to raise adequately

---

- [1]The PRGTE coordination made a point of specifying that the selection criteria for the Irrigation Kits were: The groups of market garden producers are identified on the basis of technical criteria;
- The useful and appropriate surfaces are identified and take into account:
  - The availability of agro-market gardening land
  - The existence of a water point of sufficient quality and quantity (borehole, well, etc.)
  - The precise geographical limits to be taken in UTM coordinates;
  - The size of the plot to be developed
  - The producer's experience in horticulture
  - The ability to contribute to the funding of the irrigation kit.

The PCU had shared this with the implementing partners (IREF & DRDR).

due to the absence of a transparent mechanism to address their concerns. These recriminations finally came out with the final evaluation, which was a bit late for many of them.

At the end of this evaluation, the following recommendations were made to stakeholders to increase the project's benefits or improve the performance of similar projects in the future:

Recommendation	Recipients	Importance	Priority	Deadline
Finalize the installation of the micro-irrigation systems and verify the functionality of the weather stations for the Anacim.	UNDP	High	High	Urgent
Verify, prior to closure, that all the micro-irrigation kits have been returned to the beneficiaries as well as the financial contributions immobilized at the Water and Forestry Inspections level	UNDP	High	High	Urgent
Verify the complaints brought by the Wassamassal producers concerning the money that has been confiscated from their deposit payments on the irrigation system and take appropriate remedial action.	UNDP	High	High	Urgent
Verify whether the " Arona, Amadou and Abdoulaye Ka " brothers' site has been effectively installed, failing which, locate the destination of the kit confiscated by the PRGTE and bring it back to the real beneficiary's plot.	UNDP	High	High	Urgent
Conduct an official closure of activities	PRGTE	High	High	Urgent
Implementation of a contingency plan to finalize the work in progress or, failing that, to work with government structures for immediate follow-up after the project's term	PRGTE	High	High	Urgent
List all claims for payments already submitted and to be submitted (for contracts already initiated) and review them urgently	PRGTE and UNDP	High	High	Urgent
Immediately take stock with CAURIE Microfinance to evaluate the state of play of the 75 million francs disbursement and bring UNDP and the PMU around the table to define and finalize a plan for the use of the resources	PRGTE, UNDP and Government of Senegal	High	High	Urgent
Sign Memoranda of Understanding with institutions at regional level	UNDP and Water and Forestry Directorate	High	Medium	Planning a similar project in the near future
Include in the protocols a clause on the coverage of recurrent costs (operating costs that promoters incur when they want to resume a new production cycle).	PCU Decentralized technical services	High	High	Planning a similar project in the near future
Channel funding for information collection towards outcomes rather than resource savings	UNDP	High	High	Planning a similar project in the near future
Establish a transparent and fair mechanism for collecting and processing complaints from beneficiaries	UNDP, GEF	High	High	Planning a similar project in

				the near future

6. Introduction

The purpose of the final PRGTE evaluation is to establish the achievement of the project's results in relation to its three objectives, and to draw lessons that can both improve the sustainability of project benefits, and assist in the overall improvement of UNDP programming and similar projects initiated by the Government of Senegal. The evaluation assesses the project's performance in relation to the expectations set out in its logical framework and the project results framework. The evaluation follows the criteria of Relevance, Efficiency, Effectiveness, Sustainability and Gender. A mixed approach has been adopted for this evaluation. The primary data collected is primarily qualitative, however quantitative secondary data was obtained from progress reports, and documents produced by the project and other climate change actors in Senegal. The data was cross-checked with the results of the literature search and interviews for validation. The methodology adopted for this evaluation is based on the following eight points:

1. Virtual scoping meeting with the PRGTE and UNDP team
2. Literature Review
3. Identification of parties to be interviewed
4. Development of collection tools
5. Preparation of inception report
6. Data collection in Niayes and Casamance
7. Writing and submission of draft final report
8. Feedback workshop with stakeholders, online or in the field, as appropriate.

a.Scoping meeting with the PRGTE team and UNDP

The scoping meeting was held online. It convened the evaluation team with the PRGTE Coordinator, the Monitoring and Evaluation Officer and the UNDP Senegal team. The evaluation focal point explained the background and purpose of the exercise as well as UNDP requirements for final evaluations of GEF projects. The project coordinator made a presentation on the project: its plans, objectives and implementation status. He gave a quick overview of the project's results in the different areas and with the different stakeholders. This scoping meeting facilitated a common understanding of the Terms of Reference and allowed the consultants to outline their understanding of the mission and discuss timing. The scoping meeting ended with the identification of the key documents that the consultants would receive from the project at the end of the meeting and marked the official start of the evaluation.

b. Literature Review

The literature review covered all the documents received from the project. It included planning documents, annual reports, protocols and other documents relating to climate change in Senegal.

c.Identification of persons and institutions interviewed

Representatives of all the project's groups of stakeholders participated in the evaluation. These stakeholders include project staff, UNDP Senegal staff, representatives of the Ministries of Economy, Environment, Agriculture through IREFs, DRDRs and ANCAR, ANA, School

Inspectorates, DODP, representatives of beneficiaries (producers) and Caurie-Microfinance. Similarly, Anacim was consulted and provided with additional documents on its activities and results. The DGPRE was asked to participate but was finally unable to do so given the time constraints of its representative. However, it should be noted that the DGPRE representative took part in the validation meeting for the inception report and the presentation meeting for the first evaluation report. In addition, the evaluation team had to interview more stakeholders (beneficiaries and representatives of partner institutions) to cross-check information obtained during the field visits or during the bibliographical review.

d. Development of collection tools

Following the literature review, the consultants developed data collection tools. The evaluation used a qualitative approach online and by telephone to accommodate the constraints induced by the prevalence of Covid-19. In addition, quantitative data from secondary sources were collected. The data collection tools which were implemented include interview guides for the different stakeholders of the project. These interview guides are annexed to this report. The consultants also used direct observation in the development of the technologies that were put in place. These direct observations helped to measure the adoption, functionality and level of interest of beneficiaries.

e. Preparing the Inception Report

The consultants prepared an inception report that summarized all previous steps and explained the next steps in the process. The Inception Report, after approval by the PRGTE and UNDP, provided guidance for the evaluation framework.

f. Data collection in Niayes and Casamance

The consultants then traveled to the field in the Dakar, Thiès, Louga, Sédhiou, Kolda and Ziguinchor regions. These trips provided an opportunity for discussions with project partners and end-beneficiaries. The travel schedule is attached in the annexes to this report. Given the Covid-19 context and in order not to expose participants unnecessarily to risks of contamination, the consultants decided to refrain from conducting focus groups, when possible. Instead, preference was given to direct interviews. Similarly, wherever focus groups were to be organized, the consultants recommended the wearing of masks, physical distancing and the use of hydro-alcoholic gel during and after the interviews, as recommended by the authorities.

Data was collected both in the field and by telephone after field visits for verification purposes (confirmation or denial of certain information or perceptions).

g. Analyzing Data and Writing and Sharing the Evaluation Report

The evaluation team subsequently cross-checked the data:

- Triangulation of sources: The team compared information from different sources - for example, perspectives from different stakeholder groups, documentation, and observation.

- Triangulation of methods: the team compared information gathered through different methods (e.g., interviews, document review, focus groups, direct observation).
- Triangulation of evaluators: The team compared the information gathered by its different members.

- Geographic triangulation: The team compared information collected from different parts of the country to ensure differentiation between results that can be generalized and results that are limited to a particular context.

The results of the field phase were triangulated and validated through consultations with key stakeholders and evaluators. Evaluators consulted regularly with stakeholders on the data, with due consideration of the extent to which internal and external factors influenced and explained the findings.

The consultants then prepared a first draft of the evaluation report that was shared with UNDP, PRGTE, and implementing partners. This report was presented online by the consultants. The partners were asked to provide their impressions and suggestions regarding its finalization. Partners also asked questions for clarification and made suggestions. The evaluation team took note and promised to take all comments into account, appropriately. This final report is the outcome of this second work that was done by the evaluation team.

h. Ethics

The evaluation approach adhered to high ethical standards in full compliance with the Ethical Principles of the United Nations Evaluation Group (UNEG), including protection of the rights and confidentiality of information providers, respondents and stakeholders through measures to ensure compliance with legal and other relevant codes governing data collection and reporting.

Evaluators ensured the security of information collected before and after the evaluation, and protocols to ensure anonymity and confidentiality of information sources were instituted and monitored. Knowledge and data collected as part of the evaluation process will also be used only for the evaluation and not for any other purpose without the express permission of UNDP and its partners.

Given the context of Covid-19, the evaluators conducted their investigations in strict compliance with the preventive measures enacted by the authorities.

i. Limitations of the evaluation and solutions applied

The limitations of the evaluation are both natural and operational. The natural limitations relate to the methodology adopted, which means that the context of the evaluation and the nature of the tools adopted imply a possible divergence of views among interviewees. These discrepancies may sometimes be due to the diversity of stakeholder experiences or the bias that one or the other party may have. To address this problem, the evaluators triangulated the interview results several times to draw conclusions that were representative of the situation.

Similarly, the evaluation team encountered problems in verifying all the figures reported by PRGTE. Indeed, the project does not have a Monitoring and Evaluation system and the database that was supposed to systematize the results was not replenished and updated.

The evaluation team was confronted with the limited time devoted to the evaluation (20 days in total, including 10 days in the field to visit the two focus area of the project). To remedy this, the

team decided to conduct online and telephone consultations with the majority of stakeholders who had a good connection.

Finally, due to the prevalence of Covid-19 during this evaluation, the team did not organize focus groups to avoid the risks of contaminating participants in these gatherings. To compensate for this, the evaluators increased the direct observations made in the field as well as the individual interviews with the beneficiaries.

7. Project description

a. Background

Land degradation is both the cause and consequence of climate change. These two phenomena interact, as the intensification of production increases emissions while land and ecosystem degradation through vegetation significantly decreases carbon sequestration (carbon sinks). Today, it is established that the increase in the carbon content in the atmosphere feeds a vicious circle where land degradation leads to biodiversity loss and thus climate change. However, it is possible to transform this destructive spiral into a virtuous circle by reinforcing the positive elements of this interaction through emission management measures, on the one hand, and climate change adaptation initiatives, on the other. The adoption and dissemination of sustainable land and ecosystem management practices would have significant positive impacts in terms of climate stability as well as for farmers, consumers and the environment.

This observation was made by the international community which, through the United Nations, has set itself the objective within the framework of the Sustainable Development Goals (SDOs), in particular SDG 15, to preserve and restore terrestrial ecosystems, by ensuring their sustainable use, manage forests sustainably, combat desertification, halt and reverse the process of land degradation and halt the loss of biodiversity by 2030.

In response to this concern, the Global Environment Facility (GEF), whose vision is to be an advocate for the global environment, supporting transformative change with broad impact, has decided to work with member States to promote and fulfil this ambition. The GEF supports environmental projects in its member countries, particularly those eligible for the “Least Developed Countries” (LDC) Initiative through the Least Developed Countries Fund (LDCF.

As a member of the Least Developed Countries (LDCs), Senegal was therefore eligible for the Least Developed Countries (LDC) Fund managed by the GEF. Indeed, according to Senegal's National Adaptation Action Plan (NAPA), the country has experienced recurrent droughts that have led to considerable alteration of the hydrological regime and vegetation cover. This is compounded by periodic floods. These changes in climate variability, particularly in the Niayes and Casamance areas, can be summarized as follows: decrease in rainfall (200-400 mm from north to south); high inter-annual and intra-seasonal rainfall variability; average increase in 3-month rainfall breaks; and an increase in temperatures.

The combination of the effects of climate change and human activities in the project areas, as in the rest of the country, leads to a significant degradation of ecosystems that continue to be the only means of subsistence for the poor rural population, who make up the majority of the population.

Serious threats to production from the Niayes and Casamance eco-geographical areas due to the effects of climate change include: water scarcity, land degradation, salinization, silting of valleys due to soil erosion in mountainous regions, and degradation of the most productive and sensitive habitats such as mangroves and coastal areas. In conclusion, it should be noted that almost all social, economic and environmental aspects in the two areas targeted by the project are already deeply affected by the visible negative impacts of climate change. It is also clear that these impacts will worsen in the short term.

To assist the Republic of Senegal in this perspective, the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP) were involved in the Government's formulation of the project "Strengthening Land and Ecosystem Management under conditions of Climate Change in the Niayes and Casamance Regions (PRGTE)", which is part of Senegal's National Adaptation Action Plan (NAPA).

Initially scheduled to last five years (June 2015-June 2020), this project aims to develop an environment conducive to adaptation measures based on ecosystem management in the eco-geographical zones of the Niayes and Casamance. It is formulated on the basis of three components and three effects that focus on the implementation of alternative solutions that would promote the adoption by local communities of practices and systems likely to help them cope with climate change and variability. Indeed, the combination of the effects of climate change and human activities carried out in the project areas, as in the rest of the country, is causing significant degradation of ecosystems, which are the only means of subsistence for the rural poor, who represent the majority of the population. Serious threats to production, which are already visible in the eco-geographical areas of Niayes and Casamance, are looming over the populations of these regions. The latter are already affected by the visible negative impacts of climate change.

As the project has come to an end and in accordance with the GEF and UNDP evaluation policy, this evaluation was initiated to review the performance, methods and dynamics of this initiative in order to provide relevant elements of appreciation for the realization of objectives assigned to the project and the capitalization of achievements.

b. Problems that the project seeks to address

In its social, economic and environmental dimensions in the two target areas, PRGTE's actions aim to provide an adaptation response to the impacts of climate change that are visible in these localities, and whose populations are already suffering the consequences on a daily basis. Indeed, the degradation of vegetation strips annihilates its protective functions (fixing sand dunes, protection of market garden farms, houses, etc.) and production functions (firewood, timber, seeds, etc.). Moreover, lower rainfall and higher temperatures lead, on the one hand, to salinization and degradation of groundwater, especially in areas covered by sand dunes, thus generating a drop in the water table and, on the other hand, lead to the early depletion of surface water caused by strong evaporation. The same is true of mangroves, where its destruction leads to the disappearance of the buffer zone between the Atlantic Ocean and the interior of the Casamance River, thus accelerating coastal erosion, the upward movement of saline water towards the continent, and the loss of protection against the effects of wind, waves and sea currents. This increasing salinization has consequences for both flora and fauna. For example, the increasing salinization of rice fields

has led many women to abandon their fields. One of the major consequences of the rice fields being rendered unusable due to excessive salinity is the retreat of the populations on the plateau, whose massive deforestation exposes the land to uncontrolled logging and bush fires. This deforestation, in turn, leads to soil and water erosion, which causes the silting up of rice fields, with the resulting decline in the amount of land available for rice cultivation. Due to increased erosion in the project implementation areas and low rain fed crop yields, the economic activity sectors that are most sensitive and most affected by climate change, and therefore require adaptation measures, are rice cultivation, mangrove forest, and highland areas.

c. Project Description and Strategy

The PRGTE is part of the National Strategy for Economic and Social Development (SNDES) (2013-2017) established for Senegal, "Senegal Emergent Plan" (PSE) which is anchored in the vision of an emerging Senegal by 2035, No 2 General Objective of the Environmental and Natural Resources Sector Policy Letter (LPSERN), the Multi-annual Expense Program Document (DPPD) (2013-2015) of the Ministry of Environment and Sustainable Development (MEDD), as well as the implementation of the Agro-Sylvo–Pastoral Law (LOASP). It is in line with the National Adaptation Program of Senegal (NAPA), including its four priorities i.e. coastal protection, agroforestry and water resources, awareness and education, and is working in the Niayes and Casamance regions to protect the dunes, mangrove restoration and water management (component 2). In addition, the project provides relevant climate information to help technical services and communities better plan and manage climate risks (component 1); as well as individual, family and community empowerment to raise awareness of climate change responses and provide strong support for adaptation efforts.

This project complies with the criteria of the LDC Fund, including:

- Aligning behind the participatory approach initiated by a country;
- Supporting the practice-based approach;
- Promoting gender equality;
- Implementing a complementary approach.

This project was also designed in accordance with the GEF's general design and operationalization requirements, including the following:

- Promoting the sustainability;
- Implementing monitoring and evaluation;
- Promoting replicability;
- Involving stakeholders.

Finally, this project supports national development goals and seeks to achieve the Millennium Development Goals (MDGs) 1, 3 and 7 including, eradicating extreme poverty and hunger, promoting gender equality and women's empowerment, and ensuring sustainable environment, with management arrangement based on NEX procedures.

d. Project Implementation Agreements

As a member of the Least Developed Countries (LDCs), Senegal is eligible for the Least Developed Countries Fund (LDCF), which is managed by the GEF. Senegal joined the United Nations Framework Convention on Climate Change (UNFCCC) after ratifying the Convention in December 1994. The country has also been a signatory to the Kyoto Protocol since 2001. In accordance with the requirements of the UNFCCC, Senegal designed its first national communication in 1997 and completed its National Adaptation Action Plan (NAPA) in December 2006. These reports are prepared with the support of the National Committee on Climate Change (COMNACC) through a participatory approach involving a wide range of national stakeholders from all walks of life.

e. Schedule and major stages of the project

The main stages of this project are as follows:

- Starting date: June 2015;
- Effective start of activities: February 2016;
- Completion Date: June 2020, three-month extension till September 2020.
  CLEP Meeting Date: 10 August, 2015

f. Key stakeholders

Several stakeholders contributed to the implementation of the PRGTE, the main ones being:

- About twenty national institutions involved in rural development, environmental conservation and climate information production are participating as implementing partners in the execution of the PRGTE. These include the five Regional Water and Forestry Inspectorates (IREF) in Louga, Thiès, Ziguinchor, Kolda and Sédhiou, and the five Regional Directorates for Rural Development (DRDR) in the project area (Ziguinchor, Thiès, Louga, Kolda and Sédhiou), the National Agency for Civil Aviation and Meteorology (ANACIM), the Ecological Monitoring Center (CSE), the National Aquaculture Agency (ANA), the National Center for Forest Research (CNRF/ISRA), the Center for Horticultural Development (CDH/ISRA), and the NGO Enfance et Paix. The same is true of the Directorate of Marine Protected Community Areas (DAMCP), the Directorate of Water Resources Management and Planning (DGPRE), as well as the Union of Community and Associative Radios (URAC). The DEEC as well as CAURIE Microfinance, SOS Environnement in Kolda and Sédhiou also participated in the implementation.
- Regional and local authorities, technical teams of Louga, Thiès, Ziguinchor, Kolda, Sedhiou and chiefs of the targeted villages;
- Decentralized services of the Ministry of Education such as the Education and Training Inspectorates (IEF) and the School Inspectorates (IA) in the five regions.
- Grassroots community organizations (especially women's and youth associations) living in the targeted rural areas.

8. Evaluation results

Project design/formulation

Analysis of the intervention logic. The PRGTE was planned as a follow-up to consultations held between UNDP, representatives of MEDD, DEFCCS and other partners. Three experts, recruited by the UNDP, were involved in the planning process and the consultations that began in 2014.

The consultations on the project's content also included representatives of regional and local authorities, as well as development actors working on climate change adaptation. This content is outlined in the logical framework of the project contained in the Project Document (Prodoc). This logical framework defines a goal and a general objective that are in line with each other. Indeed, the objective to "strengthen an enabling environment for adaptation measures based on ecosystem management in the Niayes and Casamance eco-geographical areas", will contribute to the goal of improving the resilience of production systems and populations to the effects of climate change. Concretely, this translates, within the framework of the project, into the improvement or strengthening of soil and ecosystem management in the face of climatic hazards.

Thus, for example, Component N°1, which consists in reducing the weakness of institutional capacities for the production and dissemination of information on the climate, prepares the ground for the consequent implementation of Component N°2, where actions will be promoted to reduce the risks related to climate change in the target lands and ecosystems through the implementation of adaptive restoration measures. Component N°3 which supports knowledge and information acquisition mechanisms will subsequently facilitate the appropriation and involvement of stakeholders in the implementation of Components N°1 and 2. The components are subdivided into Outcomes.

Component N°1, which sought to establish a climate, hydrological and meteorological information management system to effectively anticipate climate change, has three outcomes, namely:

- **Output N°1:** The network for climate, meteorological and hydrological observations of the target areas and capacities are strengthened to generate reliable data required for the monitoring and analysis of hydro-climatic phenomena.
- **Output No. 2:** An integrated information system producing climate information and generating products required to identify risks related to climate change (e.g. mapping of risks, vulnerability, etc.) is set up to help identify effective adaptation options and strengthen stakeholders' adaptive capacities.
- **Output N° 3:** An information-sharing platform is established to support climate risk management and long-term adaptation planning.

These three outputs are complementary and contribute to achieving the first expected outcome. Indeed, to ensure the continuous availability of climate information for decision-making on adaptive solutions, it is logical to revisit existing climate information systems in the project area in order to strengthen and improve them with a view to: on the one hand, developing integrated systems ensuring that the information they provide is compatible with the demand for information

related to anticipatory decision-making on the adaptive solutions to be considered and, on the other hand, setting up an information sharing system accessible to all stakeholders.

Component N°2 aimed at the adoption of resilient land and ecosystem management practices in a context marked by climate change, has the following three outputs:

- **Output N°1**: At least 100 hectares of mangrove plantations are sustainably managed to restore this vital ecosystem as a livelihood (e.g. oyster farming) and reduce the impact of storms and coastal erosion.
- **Output N°2**: Climate-resilient multiple-use community forests are being tested in the Niayes market gardens to protect crops from wind erosion and prevent encroachment by sand dunes.
- **Output N°3**: At least 10 community groups, including women's groups, will be supported in Casamance to strengthen climate resilience through agro-pastoral and agro-forestry actions and sustainable water management practices in rice fields.

These three outputs are also complementary and are necessary and sufficient factors in achieving outcome 2. Indeed, it is also logical to focus on adaptive solutions in the different ecosystems of the project intervention area. The approach adopted consists first of all of restoring ecosystems, then developing sustainable exploitation and management techniques and, above all, supporting the people at the bottom of the social pyramid through pilot actions.

Component N°3 which aims at strengthening individual, family and community capacities in order to improve awareness of the responses to be applied to climate change and provide considerable support for adaptation efforts, comprises two outputs, namely:

- **Output N°1**: Local governments and decentralized technical services have the capacity to support communities to implement adaptation activities.
- **Output N° 2:** Benefits from the implementation of adaptation solutions are monitored and shared with government officials, target communities and partners to inform them of opportunities for replication of project outcomes.

These outputs are closely interrelated and consistent with the desired outcome N°3. Indeed, it seems logical to develop training modules and train trainers from the decentralized and deconcentrated services, to resort to the latter to intensify the training with the groups in order to reach a maximum of actors and guarantee the continuity of the activity. Besides, while monitoring the implementation of the various solutions, a decision was made to capitalize on good practices and disseminate them with a view to scaling them up.

The logical framework has defined a dozen indicators, including one (1) Impact, four (4) Outcomes and eight (8) Results. The analysis of the indicators shows that the indicator that was initially selected as an impact indicator is rather an outcome indicator that would be more appropriate if selected as outcome indicator No. 3. Considering the PRODOC, it appears that the project seeks to contribute to the achievement of poverty reduction (SDG1), the improvement of gender equality (SDG3), the conservation and preservation of terrestrial and aquatic biodiversity (SDG14 and SDG15) and climate preservation (SDG13). From this standpoint, the impact indicator should have been an index designed to capture all these contributions.

Pour ce qui est des indicateurs d'effets, il a été constaté que seule la composante 1 en disposait. C'est pourquoi au regard du fait que la composante 2 avait comme objectif l'adoption de pratiques résilientes et adaptatives en vue de réduire les effets des changements climatiques, nous proposons comme indicateur d'effet N°2 « amélioration du niveau de revenu des producteurs dans la zone d'emprise du projet » car les CC impactent les activités socio-économiques et, au-delà, contribuent fortement à la réduction des revenus des producteurs. Pour ce qui est de la composante 3 nous proposons d'utiliser l'indicateur d'impact initialement prévu qui, de notre point de vue, est mieux indiqué au niveau de l'effet3.
In terms of outcome indicators, only Component 1 was found to have them. This is why, given that the objective of component 2 was the adoption of resilient and adaptive practices in order to reduce the effects of climate change, we propose as outcome indicator No. 2 "improvement in the level of income of producers in the project area" because CC impacts socio-economic activities and, beyond that, contributes strongly to reducing the income of producers. For Component 3, we propose to use the impact indicator as initially planned, which, in our opinion, is more appropriate for outcome level 3

Relevance of indicators

With regard to the assessment of the quality of indicators, using the SMART criteria (specific, measurable, achievable, realistic and time-bound), seven indicators are SMART. However, 5 indicators are not SMART. These are the indicators below:

- "Number of people affected by the effects of climate change who have adopted CC-resilient technologies and practices (disaggregated by gender)", "Number of people (50% of whom are women), having access to appropriate climate information" and the outcome indicators of Component 3 whose target does not specify the breakdown of beneficiaries and the regions of implementation do not clearly indicate the distribution of the project's efforts to achieve this outcome, which leaves a blur in the appreciation of efficiency.
- The same applies to the results indicators for Component 2, which do not specify the areas in which the achievements will occur and where the 30 community groups will be recruited, as well as the breakdown of these results by region.

Furthermore, it is worth noting that the recommendation of the mid-term evaluation on the indicators was only partially taken into account, and the subsequent missions did not succeed in changing the situation. Indeed, the PCU revised and clarified the indicator on windbreaks / hedgerows around market gardening perimeters, which is currently measured in terms of planted linear lengths instead of planted areas. However, the suggestion to improve certain indicators that are vague on the criteria of specificity and measurability of the different targets was not addressed and continues to be valid from our point of view. In conclusion, it should be noted that, as an indication, suggestions were made to mitigate the weaknesses noted in the quality of certain indicators.

Project strategy analysis

The PRGTE is in line with national and international strategic reference frameworks. Indeed, by virtue of its objectives, it is in line with the 2030 agenda, notably by contributing to the achievement of MDGs 1, 4, 13, 14 and 15 relating respectively to poverty eradication, contribution to gender equality, preservation and conservation of terrestrial and aquatic biodiversity and climate preservation. At the national level, it is in line with the long-term vision of Senegal's development set out in the Emerging Senegal Plan (PSE) and especially with the sectoral vision for the environment embodied in the green PSE and the sectoral policy letter on the environment and natural resources (LPSERN). It fits in with Senegal's National Adaptation Program (PANA), particularly in its four priorities which are: coastal protection, agroforestry and water resources, awareness and education.

In addition, the project addresses issues that will contribute to the achievement of the emerging socio-economic development through the provision of relevant climate information to help producers make appropriate decisions to improve and/or maintain their production and productivity levels.

To materialize this objective, the project was formulated on the basis of a participatory and inclusive approach. As a result, the populations' demand with respect to improving their resilience to climate change has been taken into account and faithfully reflected in the PRODOC. Moreover, the desire to meet all the demands in all the areas visited during the diagnostic study led the experts to disperse the project activities, thus avoiding a concentration of technical solutions in a single eco-geographic area and serving as a showcase.

Moreover, the project, during its local project review committee (CLEP), had decided not to have regional branches and to rely on the expertise of the Water and Forestry Department at the regional level and, above all, on a strategy of "delegating responsibility". This approach led it to mobilize nearly twenty partners for the implementation of its activities. In addition to these implementation partners, three (03) formal frameworks, notably the Regional Monitoring Committees (RMCs), the Steering Committee (COPIL) and the Technical Committee (TC) were set up to steer, monitor and control the implementation of the planned activities.

Thus, this innovative approach was to ensure greater involvement and ownership of the activities by stakeholders in order to guarantee their sustainability. **While in theory this approach was good, in practice it fell far short of providing the expected added value.** In fact, apart from the significant results of the operation of the steering bodies at the national level (COPIL and CT), the regional level (CRS) has had mixed results. In fact, outside the Ziguinchor and Louga regions, where meetings of the regional monitoring committee were more or less held, this body was barely operational, thus preventing opportunities for exchanges and complementarity of actions between the various implementation partners.

This situation explains, to a large extent, the dispersion of efforts and the failure to implement a "convergence cluster" approach that would make it possible to concentrate all the technological options in the same eco-geographical zone in order to serve as a showcase.

In light of the above, it appears that with the non-functionality of the approach adopted by the project, the PRGTE's strategic approach has lost strategic gains in terms of:

- **The lethargy of the CRS** which should have played a leading role in the monitoring of activities in all project areas;
- **Poor coordination of activities at the local level**, which led the southern zone to resort to the services of UNVs;
- **Limited autonomy of action** in the sense that by using protocols, competition is limited because it relies solely on the partner;
- **Lack of a quality assurance mechanism** because very often the CRS did not play their role and the monitoring expected from the PRGTE was lacking, due to insufficient presence in the field.

Assumptions and Risks

The most important risks have been defined and analyzed in the project document. Nine (09) major risks were identified, including six (06) that required the implementation of a mitigation plan and monitoring (risks whose impact and probability column is in yellow), two (2) risks that, after analysis, did not warrant special attention because the impact, like the probability of occurrence, was deemed low (risk whose impact and probability column is in green) and one (1) risk that should have been identified as an activity in the implementation of the project because it had a high impact and a medium probability of occurrence (impact and probability column in red). The risk relating to the occurrence of extreme weather events, did not impact the project. However, the occurrence of an extreme health event has impacted the project activities. Indeed, the COVID-19 pandemic, which occurred in the last year of the project's life span, slowed down the implementation of some project activities due to the lockdown of populations and the measures and barriers imposed by the Government of Senegal.

Among the risks requiring a mitigation plan, three are organizational in nature and posed major challenges to be overcome throughout the project's life span, despite the implementation of the recommended mitigation solutions, namely capacity building, the adoption of the principle of subsidiarity and the search for partnership. Indeed, the difficulties noted in the implementation of the project's strategy, particularly the functioning of the steering bodies, did not facilitate the overcoming of these risks. The other risks are political, financial and strategic. Apart from the financial risk, which could not be mitigated during the project's duration despite the implementation of several measures, including an appeal for funds through a half-yearly planning instead of a quarterly planning, the other risks could be managed as recommended.

With regard to the political risk: "Political reforms and changes in personnel at different levels" which, after analysis, should have been managed within the project and not outside, constituted an impediment throughout the life of the project because of the numerous management changes in the regional technical structures, which at times caused delays in the implementation of the protocols and impaired the quality of the achievements. In addition, the cumbersome administrative procedures had a negative impact on the efficiency of the implementation of project activities, as evidenced by the procurement procedures (the procurement of the 2019/2020 irrigation system was underway during the final evaluation) and the cumbersome provision of accounting documents.

Gender-related risks, while not warranting special attention at the local level, were barely or not at all expressed during the project's life span. However, the project has built its approach on customs and habits thus enabling women to carry out activities in sectors reserved for them (market gardening, rice cultivation in the lowlands, processing of Non-Timber Forest Products (NTFPs), oyster farming, etc.) thus minimizing the risk of gender-related conflict.

With regard to the environmental impacts of the project, it was recommended that an Environmental and Social Management Framework (ESMF) be developed, but this was not done. We find this difficult to accept, especially since the project has an environmental focus and its activities are closely linked to the success of such an environmental and social management plan. At the time of the final evaluation, the activities initiated by the project did not have any significant adverse effect on the environment. However, it should be noted that environmental risks do exist. This is evidenced by the fear that could be caused if the tidal ponds were to remain non-functional.

Overall, the risks identified were not adequately attenuated, as the mitigation measures were not precise enough to limit the risks identified, particularly with regard to risks 1, 4 and 7 in the table below. An action plan to mitigate these risks would have been relevant, given the magnitude of the risks identified with regard to this project. In addition, some risks were not adequately identified, leading to other negative impacts on the project that could not be mitigated.

Table 2: Table of risks and responses

	Description	**Date indicated**	**Type**	**Impact & Probability (1-5)**	**Recommended mitigation**	**Response given**
1	Weak commitment and capacity of government/technical institutions at different levels, especially at the local (communal) level, to develop practices and integrate climate change adaptation into existing plans and policies	FIP	Organizational and operational	I=3 P=3	The project will build the capacity of government/technical bodies and communities at different levels to raise awareness of climate change issues and the need to develop adaptation plans and practices.	This response, as recommended, has led to a strengthening of stakeholders' capacities through the organization of training sessions
2	Social and political conflicts (e.g. land management, gender inequality, etc.). These include security issues due to the ongoing conflict in parts of Casamance.	FIP	Social, political	I=3 P=3	The project will fully involve the elected municipal leaders and the various stakeholders at the local level. This will facilitate the prevention and management of different types of conflict. The council in charge of affairs within the commune will be involved in the decision-making process related to the project activities carried out in its locality, especially on issues such as land management, gender inequalities and youth participation.	Recommended response provided and no conflicts were noted.

3	Cumbersome administrative procedures slow down project implementation	June 2014	Organizational and operational		The project will adopt a formalized and systematized partnership approach through the signing of written agreements that clearly define roles and responsibilities with a description of actions to be taken by whom, when, where, and with what means and approach. Wherever possible and relevant, partnership with most decentralized institutions will be promoted.	Response was adopted but did not resolve the risk
4	The limited financial and technical capacity of project stakeholders, including local communities and their institutions, and extension services	June 2014	Financial, technical and organizational	I=3 P=3	The project is designed to build the necessary stakeholder capacity for successful implementation	Revolving credit line set up but risk still present at the end of the project
5	The occurrence of extreme weather events that are unprecedented and largely unpredictable.	FIP	Environmental	I=4 P=2	The project will develop mitigation measures and strengthen communication on potential climate risks based on an improved quality of climate information	Measures developed but limited in scope
6	Policy reforms and staff changes at different levels.	June 2014	Political	I=4 P=3	The project is designed under an adaptive management approach to allow for major policy changes that could negatively affect its achievements. With respect to staff changes, the project will mitigate potential impacts by partnering with formal institutions rather than individuals. In addition, capacity building activities, such as training, will target several people so that when there is a change in personnel, there will always be people to ensure continued involvement in project activities.	
7	Villagers do not perceive the need to adopt new practices or the existence of social pressures that hinder the adoption of new practices	June 2014	Strategic	I=4 P=2	The project was developed under a participatory approach that involved broad consultations with all project stakeholders at different levels and on many occasions. This approach was chosen, despite it being expensive and time-consuming, in order to obtain the full commitment and optimal adherence of the project stakeholders. Moreover, the project certainly adopted a similar	The participatory approach coupled with a demand-driven approach has helped to mitigate this risk

					approach during its implementation in order to ensure that project beneficiaries were placed at the heart of the activities as much as possible.	
8	The risks of possible exclusion of women from project activities. Positive social benefits should be visible with the implementation of profitable income-generating activities.	June 2014	Social	I = 2 P =2	Gender mainstreaming, stakeholder commitment and participatory approaches adopted during the activities' design phase are intended to avoid negative impacts on gender equality	No action is required for this risk. However, steps have been taken in this direction
9	The anticipated negative environmental impacts of the project will arise primarily from activities related to the restoration of the mangrove ecosystem, the establishment of windbreaks around individual market gardens, and reforestation.	June 2014	Environmental	I = 2 P =2	During the project initiation phase, DEFCCCS will develop an Environmental and Social Management Framework (ESMF) that will provide guidance and actions with clearly defined roles and responsibilities, in addition to capacity building measures for effective implementation and efficient monitoring of the project.	No action is required for this risk. As a result, the ESMF has not been developed

Source: Prodoc and consultants' analysis

In addition to these previously identified risks, the mid-term evaluation highlighted ten (10) new financial, social, environmental and institutional risks (see table below). Their evaluation at the end of the project shows that the probability of occurrence and the impact of identified risks on the sustainability of the actions can be rated high for 20% of the risks (2/10); low for 60% of the risks (6/10) and mixed for 20% of the risks (2/10). The table below presents the assessment of the level of mitigation of the risks identified at the end of the project.

Table 3: Risks identified during the mid-term implementation of the project

Type of risks	Presentation of risk[2]	Probability of occurrence	Assessment at the end of the project
Financial	Community IGAs do not generate sufficient financial resources for the maintenance of the infrastructure and equipment made available to them.	Moderately likely	At the end of the project the lack of organization to set up a fund to cover the costs of upkeep, maintenance and/or repair is noted. Therefore, the likelihood that this risk will have a negative impact on the sustainability of the actions, is proven
Social	The reluctance of producers to appropriate new adaptive capacities to the detriment of age-old practices.	Moderately likely	At the end of the project, it emerged that the actors were satisfied with the new practices and are committed to adopting them if they are fully accessible to them.
	Conflicts between farmers and stockbreeders: Producers in the different production basins are confronted with the damage caused by the	Likely	At the end of the project, there was no conflict between the different actors. Given that this risk is still not to be ruled out, the probability of its occurrence and its impact on the sustainability of the actions can nevertheless be considered low.

[2]These risks, in this column, were identified in the mid-term evaluation

	cattle herds that destroy agricultural.		
	Displacement of small agricultural producers beneficiaries of the PRGTE who occupy the private estate of the concession holders in the Niayes Zone [3].	Likely	Given the monitoring system put in place and the actions taken to raise awareness of this risk when selecting beneficiaries, it should be noted that at the end of the project, the likelihood of its occurrence and its impact on the sustainability of the actions can be considered low
Environmental	The repopulation of restored mangroves and regenerated forests by harmful species that had disappeared (granivorous birds, and other carnivorous harmful animals (crocodiles).	Likely	At the end of the project, it was observed that there was still a risk of the appearance of harmful species, as evidenced by the destruction of floating cages by crocodiles. However, by implementing mitigation measures and building the capacity of the populations on these measures (sowing the same seeds and at the same time = reducing the impact of granivorous birds) the probability that this risk will negatively impact sustainability, although likely, can be deemed low.
	Increase in soil salinity as a result of seawater upwelling in the river or infiltration into the soil	Moderately likely	At the end of the project, this risk still exists, but the probability that it will have a negative impact on the sustainability of the activities can be considered low due to the choice of sites and especially the innovative strategy of the project
	The reduction of water at the groundwater level	Moderately likely	At the end of the project, this risk still exists, but the probability that it will have a negative impact on the sustainability of the activities can be considered low because of the actions taken by the project to save production water, reduce plant evapotranspiration and replenish the water table.
Institutional	The supply of defective basic seeds to seed multipliers	Moderately likely	At the end of the project, this risk still exists but the probability that it will have a negative impact on the sustainability of the activities can be considered low due to the fact that the basic seeds provided to producers are produced under the control of research and certified by DISEM
	Non-certification of seeds produced within the framework of PRGTE activities	Likely	At the end of the project, this risk still exists, but the likelihood that it will have a negative impact on the sustainability of the activities can be considered low as long as the DRDRs support this activity, but high in the absence of such support.
	The high mobility of DEFCCS staff due to postings.	Likely	This risk, which was already included in the risks identified in the FIP, has proven to be a liability throughout the project and will negatively impact the sustainability of project activities until a mechanism for "institutional memory" is put in place.

Source: Mid-term evaluation and consultant analysis

Incorporating lessons learned from other relevant projects (e.g., in the same focus areas) into the project design

Various stakeholders have sought to promote approaches that balance, to varying degrees, popular participation, environmental considerations and socio-economic development. Sometimes with sustainability in mind, these interventions use different inputs to try to implement approaches that reevaluate the local level and seek to mobilize actors around the sustainable development of natural and human resources. They need to be analyzed.

The analysis of the literature review showed that PRGTE drew from the existing situation to carry out its activities. Indeed, following PROGERT, the project has benefited from good practices in

[3]Several producers are on operating plans of concessionary holders (Industries Chimiques du Sénégal, etc.). Heavy financing should not be provided in these areas, because these facilities will have to be vacated.

SLM ((sustainable land management GDT) and improved financing of IGAs through a partnership with a micro-finance institution. The project was inspired by the "High End Climate Impact and eXtreme" project to ensure better communication and dissemination of weather and climate forecasting tools by the media at the local level (training of community radio workers). It was also inspired by the Programme d'Aménagement et de Développement Economique des Niayes (PADEN) for the promotion of horticultural value chains and the rational use of production water. The same applies to the experiences of the Programme d'Appui au Développement Economique de la Casamance (PADEC) in supporting small producers active in the value chains of non-timber forest products. Finally, the PRGTE drew on the existing situation regarding the provision of climate information through various projects under the supervision of ANACIM, on the one hand and on the other hand, on support for the development of adaptation technologies to strengthen the resilience of agricultural production systems set up by ANA and other technical partners such as Water and Forestry, Research and technical departments in charge of Agriculture, Livestock and Marine and Coastal Resource Management.

Expected Stakeholder Involvement

The project has developed a wide network of partnerships. Thus, several stakeholders participated in the implementation of the PRGTE, the main ones being the following:

- About twenty national institutions involved in environmental monitoring and climate information production participate as implementing partners in the execution of the PRGTE. These include the five Regional Water and Forestry Inspectorates (IREF) of Louga, Thiès, Ziguinchor, Kolda and Sédhiou, five Regional Directorates for Rural Development (DRDR), the National Agency for Civil Aviation and Meteorology (ANACIM), the Ecological Monitoring Center (CSE), the National Aquaculture Agency (ANA), the National Forestry Research Center (CNRF/ISRA), the Horticultural Development Center (CDH/ISRA), the Directorate of Water Resources Management and Planning (DGPRE) and the NGO Enfance et Paix, the Directorate of Community Marine Protected Areas (DAMCP), as well as the Union of Community and Associative Radios (URAC);
- The regional and local authorities, the technical teams of Louga, Thiès, Ziguinchor, Kolda, Sédhiou and the chiefs of the targeted villages;
- Community-based organizations (women's and youth associations) living in the targeted rural areas, including the participation of potentially vulnerable groups such as women.

In addition to these technical structures and organizations, it is also worth noting the participation of organizations created within the framework of the project in charge of facilitating, controlling and monitoring actions at the local level. These are the CRS and the PWGs.

An evaluation of the functioning of community organizations and the steering, coordination and monitoring bodies (CRS and PWGs) set up at the local level shows the potential importance of these structures within the organizational architecture of the project. However, these structures have not been able to fully play their role. In fact, apart from a few meetings, the CRS has been dormant, reducing the opportunities for exchange and complementarity of action among the various implementing partners. The same is true for the PWGs, which did not live up to the expectations set when they were established. The community organizations were only able to function in the presence of resources and technical facilitation, drastically reducing their degree of appropriation of the activities. This is evidenced by the enormous losses of fish in the aquaculture basins set up by the ANA in the southern region and which are linked to theft, the presence of fishing birds (such as pelicans) that should have been avoided by increased surveillance and minor development work (partial coverage of the basins with nets).

With regard to the implementation of the protocols, it should be noted that in their great majority, they were executed in accordance with the selected targets. In general, the targets were largely exceeded. **However, it should be noted that the management of the protocols was directed more towards the actions to be carried out than towards the results to be obtained and the outcomes to be produced**. In fact:

The protocols signed with the School Inspectorates in the project area were intended to strengthen the capacities of teachers, create school woods and integrate environmental education in the Basic Education Curriculum. To this end, there were plans to hold training sessions, build about thirty school woods and prepare a guide for the integration of environmental activities in teaching. All these actions have been accomplished, but apart from capacity building, which was considered to be of high quality, the two other activities were considered to be average. Indeed, the quality of the guide was deemed low and the work for its improvement was not finalized due to lack of resources. As for the school woods, it should be noted that only 10% of the sample visited could be considered as well done. The reason given was the COVID-19 pandemic which meant that the seedlings could not be rigorously cared for and monitored. Cleaning equipment and materials were donated but they were not used very often for the same health reasons. **Therefore, in terms of reaching the targets, the protocol can be positively assessed, but from a RBM perspective, the outcomes of the implementation of the protocol are somewhat mixed.**
The protocol with ANA was aimed at establishing production itineraries in order to make fishery products available in a context of declining catches linked, among others, to the effects of climate change. To do so, it was decided to create tidal ponds (at the level of five sites) and about ten floating cages, to strengthen the capacities of beneficiaries, monitor production and ensure that the inputs and equipment are accessible (alevins, feed, motor pump unit, dugout canoes). At the end of the project, the selected actions were implemented but the results fell short of expectations. Indeed, the quantities harvested represented a little less than half of those expected due to theft and especially to poor management of the anti-bird nets. Besides, **there is the high subsidy provided for this activity which, instead of being an economic activity, ends up being a harvesting activity where the ANA, through the project funding, initiates the activities while the beneficiaries simply harvest, sell, share the revenues and wait for a second cycle with full subsidy. From this point of view, although the activity is useful, the issue of its relevance and sustainability arises.**

The protocol with Caurie MF was meant to provide access to financial resources for the implementation of IGAs. Thus, it was decided, through a protocol that was signed between PRGTE and Caurie-microfinance, to set up a line of credit at a subsidized rate in the amount of CFAF 275 million. In addition, support for the design of bankable projects and an appraisal of the proposals by a financing institution as well as the monitoring of loans were also included. At the end of the project, a financing line of CFAF 75 million was put in place with a subsidized interest rate of 8%. This line provided funding for several women's groups and is in its second financing cycle. A reimbursement rate of close to 90% has been reported. **These encouraging results have left a taste of incompleteness because the line of credit was only funded to the tune of 27% of the projections due to the unfavorable conclusions of an audit that did not take into account the contrasting views of Caurie-MF. It should be noted that the implementation of this specialized line of credit enabled the financial institution to expand its customer base and improve the quality of its portfolio, but it was unable to respond, in accordance with the same criteria, to the explosion of demand for credit due to the low volume of the line of credit.** The financial institution tried to explain to credit applicants that outside the line of credit they could benefit from credit but with non-subsidized conditions. This was incomprehensible to the beneficiaries because they thought that Caurie-MF applied the principle of "double standards". Thus, the implementation of this protocol produced appreciable results, but the desired objective was not achieved.

With regard to the protocols with IREFs, the objective was to promote the adoption of resilient land and ecosystem management practices in a context marked by climate change. In order to do so, it was decided to proceed with the restoration of certain ecosystems, the increase in the productive capacities of forestry and agricultural areas, the strengthening of capacities in CES/DRS, the facilitation of the CRS and the strengthening of capacities in terms of adaptive solutions. At the end of the project, the targets were largely achieved in terms of restoration and conservation of terrestrial and aquatic biodiversity. Furthermore, in Ziguinchor, support was provided for the promotion of the processing of non-timber forest products, and in Louga and Thiès, by making micro-irrigation kits available to producers, and extended to the southern region as recommended by the mid-term evaluation.

However, the introduction of the water management technique in the project area is a test case. This is evidenced by the fact that the Ziguinchor area received 5 irrigation kits for 367 women. It should also be noted that the strategy used to select the beneficiaries of the irrigation kits and to mobilize their financial participation caused several problems and confusion among them. The majority of producers who received the irrigation kits seem to be already well established with substantial investments in their farms, which makes them non-vulnerable producers.

In the Thies and Louga area, the identification of beneficiaries of the drip systems and the management of the activity has been chaotic due to poor communication from PRGTE to beneficiaries:

1- In both Thiès and Louga, the list of beneficiaries selected to receive the irrigation kits was reduced by half because of budget shortfalls that PRGTE was late to notice. Discussions held with producers and the Water and Forestry Department revealed that the producers who were to finally receive the kits were selected on the basis of criteria that had not been discussed or validated by the project authorities and explained to the beneficiaries. Similarly, the majority of those who were removed from these lists were not notified and continue to ask what happened to their irrigation kits. In both regions, 50% of the initial beneficiaries were removed from the final lists.

2- Financial contributions were requested from the kit beneficiaries, although this was not reported in the project' s progress reports: It is now established that the project wanted to charge a financial participation of 25% to the first group. Some paid but the majority did not. The second group of beneficiaries, in the Tivaouane and Louga areas, was required to mobilize a 25% financial participation that was to be paid to the IREFs in several installments. All beneficiaries had made payments during the evaluators' visit. This money was deposited directly with the Water and Forestry offices in Tivaouane and Louga. Its destination was not discussed with the project steering and monitoring bodies. The producers reported these payments during the evaluators' visit. An additional verification revealed that the practice concerned almost all the beneficiaries of the second phase in Louga and the two phases in Tivaouane.

3- After the evaluators' visit, the PRGTE hastened to return the money collected to the producers. The amounts involved ranged from 350 to 500 thousand F. A remote audit showed that in the Thies area all the beneficiaries who had given money had been reimbursed in full. In Louga, the process was more problematic because some producers made it clear that they had been asked to pay 125,000 F to Water and Forestry Directorate after their money had been returned. PRGTE shared documents signed to substantiate this repayment; some producers also provided documents given to them by Water and Forestry Directorate but with different amounts. When the receipt held by Water and Forestry Directorate was opposed to them, they pointed out that: 1- They cannot read or write, and 2- They too had received receipts from Water and Forestry Directorate, which they shared and which contain different amounts from those they paid and those they received. Further verification by the evaluators found that the producers finally received the full amount of the initial payment.

4- In Leona, in the village of Wassoumassal, beneficiary No. 5 which is the group formed by "Arona ka, Amadou Ka and Abdoulaye Ka" was designated as the final beneficiary of the Kit for a surface area of 16,179 m2. The PRGTE informed the evaluators that they had installed this site and their names are on the list of beneficiaries whose kits were purchased and received. This kit was confiscated by PRGTE just a few hours after its delivery by the company that never installed it. To date the kit has completely disappeared but the project continues to mention in its official documents that the kit was installed in the plot of the real beneficiary. The PRGTE has indicated that it installed the kit in the village of Keur Malick Fall for the benefit of the village GPF, which is not included in the list of potential beneficiaries of these immobilizations.

5- Several producers met in the field or subsequently consulted remotely, indicate various grievances regarding kits that were not fully installed or that some parts are missing to make their kits complete

In fact, for their part, the beneficiaries did not complain to the steering committee or the local authorities. This may be due to the non-functioning of the CRS and the limited role of COPIL.

Regarding reforestation, it was very difficult for us to assess the plantation completion rate estimated by IREF at nearly 90% on average; in the palm plantation plots visited we have a survival rate of 85% and in the quickset and windbreak plantations we have seedlings of several generations, planted by different projects. This is evidenced by the fact that replenishment actions are often carried out in the planted plots (living hedges, palm plantations, etc.) and the entire operation (planting and replenishment) is charged to the PRGTE account. This makes it very difficult to appreciate the real effect of PRGTE's achievements, although IREFs have maintained that the area is planted on behalf of the project. In this regard, it should be noted that there was a problem of quality assurance because generally the actors were both judge and jury; there was also a problem of CRS facilitation. **Thus, despite these shortcomings, the implementation of these protocols with the IREFs is considered moderately satisfactory**.

The protocol with the DRDRs was intended to provide producers with quality basic seeds adapted to the edapho-climatic conditions. Thus, there were plans to identify seed producers, to make basic seeds available to them, to monitor them, to ensure the added value of the seeds introduced and to assist these producers to obtain accreditation. It is worth noting that at the end of the project, quality seeds were actually produced (groundnut, maize, cowpea, rice) and were distributed to producers who appreciated their quality. However, apart from Sédhiou and Ziguinchor where some producers were accredited, in the rest of the regions, the accreditation process is at a standstill and is hindering the producers' access to basic seeds. If the process is not finalized in time, producers will return to seeds sold on the local market that do not meet the technical quality standards for selection. **Thus, we believe that the results of the implementation of this protocol are moderately satisfactory and raise a problem of sustainability.**

The protocol with ANCAR-BMC was intended to support and monitor the implementation of adaptive actions and especially to support the implementation of the system of rice intensification (SRI). **At the end of the project, all the actions adopted within the framework of this protocol were successfully implemented, according to the statements of ANCAR officials. During the field phase, the team of evaluators could not visit the SRI implementation areas because of their inaccessibility.**

The protocols with non-governmental actors (SOS environnement and Enfance et Paix) aimed to select beneficiaries, implement reforestation actions and strengthen the capacities of actors. It should be noted that at the end of the project, the actions adopted within the framework of these protocols were all implemented and the targets largely exceeded. However, there is a problem of added value in the signing of these protocols. In fact, with the exception of the NGO Children and Peace, which was to replenish mangroves in the same way as DAMP, the NGO SOS Environment implemented exactly the same activities as the IREF of Kolda. The NGO SOS Environment relied on IREF to carry out its activities, using its means as well as its technicians. **Thus, although the targets have been met, the utility of signing these protocols is questionable;**

The protocol with ANACIM aimed at ensuring the continued availability of climate information for decision-making on adaptive solutions. To this end, it was decided to revisit the existing climate information systems in the project area in order to strengthen and improve them and set up an information sharing system accessible to all stakeholders. At the end of the project, it must be acknowledged that the equipment required to obtain climate information has been acquired. An organization for the collection, analysis and provision of this information as well as an information sharing system using ICTs (sms and voice message on weather and climate forecasting), have also been set up thanks to a start-up (Jokolanté) and Orange. In addition, many training sessions on climate change and adaptation measures have been held for technicians, locally elected representatives and grassroots community organizations. Eight local PWGs have been set up and are functional, producing climate awareness bulletins that are often relayed through community radios in the project area. From this standpoint, the outcomes of the implementation of this protocol are considered satisfactory; The protocol with ANACIM aimed at ensuring the continued availability of climate information for decision-making on adaptive solutions. To this end, it was decided to revisit the existing climate information systems in the project area in order to strengthen and improve them and set up an information sharing system accessible to all stakeholders. At the end of the project, it must be acknowledged that the equipment required to obtain climate information has been acquired. An organization for the collection, analysis and provision of this information as well as an information sharing system using ICTs (sms and voice message on weather and climate forecasting), have also been set up thanks to a start-up (Jokolanté) and Orange. In addition, many training sessions on climate change and adaptation measures have been held for technicians, locally elected representatives and grassroots community organizations. Eight local PWGs have been set up and are functional, producing climate awareness bulletins that are often relayed through community radios in the project area. **From this standpoint, the results of the implementation of this protocol are considered satisfactory**;

Monitoring and Evaluation: Design at Entry (*), Implementation (*), and Overall Monitoring and Evaluation Assessment (*)

The monitoring and evaluation plan initially recommended for the project includes: the inception report, project implementation reviews, quarterly and annual implementation reports, a mid-term evaluation and a final evaluation. The project opted not to set up an operational manual for Monitoring and Evaluation; instead, a database known as " Monitoring and Evaluation Control System (DISEC) " was developed with the support of an IT Consultant, the members of the technical partners trained to manipulate this monitoring and evaluation tool, filling in forms for each theme prepared and handed over to the focal points.

However, for a variety of reasons, the partners were unable to feed the computerized system with data from the forms, as planned: lack of computer equipment (laptop or desktop), lack of internet, staff instability, etc. Nevertheless, some partners filled out these forms at the same time as they submitted their activity reports.

Joint UNDP/Ministry of Finance/PCU/MEDD missions have been undertaken annually and project sites were visited. At the PCU level, the activities were not regularly monitored. The implementation of certain activities was left in the hands of certain entities from beginning to end without external validation. This is the case, for example, of the installation of micro-irrigation kits with regard to which several problems were reported by the beneficiaries during the installation: number solar panels that do not correspond to the number defined in the protocols, quality of the installed equipment criticized by the beneficiaries themselves, non-operationality of installed equipment, all these without the PCU having been able to detect them beforehand.

The final evaluation team did not find any systematic monitoring reports from the PCU. The final evaluation team also notes that the PCU staff was only able to visit very few areas during the project's implementation. Discussions with some of the producers interviewed revealed that the PCU visited each locality on average once or twice during the project lifespan. However, this did not prevent the implementing partners from monitoring their activities directly.

A mid-term evaluation of the project was conducted in 2018. It was an independent evaluation that determined the progress made towards achieving the expected results and made recommendations for the way forward. The recommendations from the mid-term evaluation have been partially implemented.

This final evaluation was conducted in August-September 2020, just before the end of the project. This evaluation assessed the performance of the project according to criteria such as quality of design (relevance and flexibility), effectiveness, efficiency, sustainability, impact and gender mainstreaming. It also made recommendations for future UNDP and GEF interventions.

Annual audits were conducted by independent firms hired by UNDP. The reports of the 2018 and 2019 audits have been shared by the PRGTE, it appears that most of the recommendations have always been addressed.

Finally, in January 2020, the project team prepared an annual report for the last project year without preparing a Final Project Report (FPR). As a result, the reporting system did not provide a comprehensive overview summarizing the results achieved, problems encountered and areas where results could not be achieved.

Thus, in order to rationally assess the overall quality of the monitoring-evaluation system set up and used by the "Quality Satisfaction Coefficient" (QSC) indicator. This indicator can be broken down into two factors (a, b,). It is rated on a scale of 1 to 6, with the following interpretation grid: 6= Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU).

Table 4: Monitoring-Evaluation Ratings

Monitoring-evaluation system	Rating
(a) Design of the M&E system at inception	3/6 (MU)
(b) Implementation of the M&E Plan	3/6 (MU)
Overall M&E quality	3/6 (MU)

Based on the global assessment, **the overall quality of the M&E system is rated as moderately unsatisfactory (MU).**

Technical implementation

An update on the status of implementation of activities is presented by this component.

Component N°1: An information platform on climate change and socio-environmental aspects to identify vulnerabilities induced by climate change and propose effective adaptation options in the Niayes and Casamance regions

The aim of this component is to set up a climate, hydrological and meteorological information management system to effectively anticipate the effects of climate change on ecosystems in order to support effective decision-making on production patterns and systems. The following measures were taken to that effect:

- Acquisition and installation of hydro-meteorological equipment (01 automatic static level recorder and physicochemical parameters, 04 hydrometric stations, automatic water level recorder and physicochemical parameters, differential GPS, etc.);
- Acquisition and installation of 10 automatic rain gauges;
- The establishment of eight (8) multidisciplinary working groups (Thiès, Louga, Tivaouane, Kébémer, Bignona, Ziguinchor, Sédhiou, Kolda), and their operation through GTP meetings and the production of agri-climate newsletters;
- The establishment of ten (10) innovation platforms in the regions of Louga and Thiès;
- Identification and sensitization of inter-village committees and characterization of all partners involved in the operation and management of basins;
- Collection of climate information and their dissemination to farmers;
- Strengthening the technical capacities of actors in the handling of cartographic tools (GPS, etc.);
- Assessment of the vulnerability and effects of climate change on the livelihoods of the populations and on the ecosystems of Casamance and Niayes;;
- Participatory evaluation of the impact on the sensitivity and exposure of the Niayes area to climate change;
- Setting up an ICT-based information-sharing platform.

Table 5: Component 1 achievement rate

Activities	Achievement rate December 2019
Activity 1.1.1: Participatory identification of the needs of potential users in terms of climate information and diagnosis of the climate network, meteorology, hydrology and hydrodynamic observations.	**100%**
Activity 1.1.2: Acquisition and installation of hydro meteorological instruments	**100%**
Activity 1.1.3: Training of technical staff (meteorological, hydrological, agricultural, etc.) and producers on data collection, processing and analysis.	**100%**

Activity 1. 2. 1: Create a climate database (correlated with socio-economic and environmental data) and tools for assessing vulnerability to climate change.	**50%**
Activity 1.2.2: Undertake a participatory analysis of the sensitivity and exposure of the targeted ecosystems (Niayes, mangrove, Kalounayes forest, etc.) and past and future livelihoods (in 2030, 2050 or 2100), then assess their impacts in a context of climate change.	**50%** **I.**
Activity 1.2.3: Identify adaptation options for local communities and ecosystem resilience and analyze the costs and benefits of the various options.	**50%**
Activity 1.3.1: Identify the sharing platforms that exist (e.g. GTP, Info Clim, Siena, etc.), and evaluate their effectiveness and sustainability and study models of collaboration.	**100%**
Activity 1.3.2: Establish an operational and sustainable system for sharing information and assessments regarding vulnerability to climate change for the benefit of local actors (local authorities, technical services, producers and households.	**100%**
Activity 1.3.3: **Create a network between the sharing system mentioned in the above project activity and other well established food security and environmental information systems**	**0%**

Source: Mid-term evaluation and annual report 2019

Based on these scores, the average implementation rate for this component is close to 72%. This rate is mainly driven by operational activities (acquisition and installation of equipment) and was adversely affected by enabling activities (studies which exist but are generally not validated). Similarly, detailed reports describing the process are not sufficient to determine the effectiveness of these activities.

Component No. 2: Reducing the risks of climate change in target lands and ecosystems with adaptive restoration measures

The specific objectives of this component involved the adoption of resilient land and ecosystem management practices in the context of climate change. The main results achieved at the end of the project are summarized below:

- The restoration of 160 ha of mangrove in the regions of Ziguinchor and Sédhiou, against the 100 ha initially planned.
- The planting of 60 ha of windbreaks around individual market gardens to protect them from silting against the planed 50 ha;
- The adoption of resilient agricultural technology solutions by providing producers with drought-resistant varieties and adaptive agroforestry practices to producers
- The installation of 5 processing units for non-timber forest products;
- The installation of 5 tidal ponds and 10 floating tanks for aquaculture production

Table 6: Component 2 Achievement Rate

Activity	Achievement rate December 2019
Activity 2.1.1: Regeneration/restoration of 100 ha of mangroves in Tobor (Ziguinchor) and Diendé (Sedhiou	**160%**
Activity 2.1.2: Developing and applying sustainable mangrove farming techniques in Ziguinchor and Sédhiou forest reserves to prevent their felling and degradation.	**100%**
Activity 2.2.1: Iidentify the best adapted forest species and the appropriate technologies for the improved protection of market gardening basins against silting as well as technical market gardening packages adapted to the biophysical context	**100%**

Activity 2.2.2: Planting 60 km of windbreaks around individual market garden ponds to protect them from silting and the establishment of close protection of crop plots from the harmful effects of winds (harmattan and trade winds).	**120%**
Activity 2.2.3: Establish 60 ha of micro-irrigation systems to save water in pilot market gardens.	**66%**
Activity 2.3.1: Reforest and apply natural regeneration techniques of 100 ha of the palm grove with adapted varieties, in order to strengthen natural stands, considering the strong erosion of these plant genetic resources caused by climate change and human pressure. .	**100%** **II.**
Activity 2.3.2: Support at least 10 women's groups involved in income-generating activities (market gardening, poultry farming, small livestock breeding, marketing of forest products, salt production, etc.).	**100%**
Activity 2.3.3: Adoption of resilient agricultural technology solutions (drought-resistant varieties, agro-forestry practices, etc.).	**130%**
Activity 2.3.4. Restoration of 100 ha of community forests in the watersheds of the Soukou Valley (CR of SaréBidji in Kolda) to protect the banks of the watercourse from land erosion.	**100%**
Activity 2.3.5: Controlling bush fires in the Kalounayes forest to support the effort to regenerate valuable forest species adapted to the biophysical context.	**160%**

Source: Mid-term evaluation and annual report 2019

The **average implementation rate for component 2 is 114%.** This high level of implementation is mainly due to the co-financing approach, which often prevents a fair assessment of the contribution of the PRGTE. Indeed, the IREFs, which are mostly responsible for this component, have a budget that allows them to carry out these activities in the area of intervention. Even when the project had problems mobilizing its budget on time, these activities continued thanks to the possibility of pre-financing by the IREFs

Component No. 3: Support for knowledge and information acquisition mechanisms

The goal of this component is to build individual, family and community capacities in order to raise awareness of the responses to climate change and generate considerable support for adaptation efforts. Achievements under this component were as follows:

- Training community councilors (60 members) from eight municipalities on integrating climate change risks and opportunities and adaptation options;
- Strengthening the technical capacity of decentralized service officials;
- Capacity building for members of producer organizations;
- Capitalization of project achievements and experiences, as well as the design of relevant strategies and means of communication adapted to local communities.

Table 7: Component 3 Achievement Rate

Activity	**Achievement rate December 2019**
Activity 3.1.1: Training community councilors (60 members) from eight municipalities on the integration of the risks and opportunities related to climate change and on adaptation options.	127%
Activity 3.1.2: Training 200 extension staff from ministries (responsible for water resources, agriculture, environment, livestock, etc.) on climate risk management and utilization the results of risk and vulnerability assessments, in order to make adjustments to policies and plans that govern land and ecosystem management.	100%
Activity 3.1.3: Training members of 100 community organizations, including 50 women's organizations, in the use of climate information and technology adoption.	150%
Activity 3.2.1: Capitalizing on the project's achievements and experiences and design relevant strategies and means of communication adapted to local communities.	50% (étude de capitalisation en cours)

Activity 3.2.2: Sharing the project's experiences with communities through the organization of exchange visits or intra- or inter-community forums; information broadcast on radio and television at the local, regional and national levels; and also through awareness and information sessions.	60%
Activity 3.2.3: producing three textbooks on climate risk management to be reproduced in 1000 copies and providing training for teachers and other school staff to support the integration of climate change into the school curricula with a view to promoting a culture of resilience to climate change	25%
Activity 3.2.4: Make the project's results measurable at regional and international meetings, as well as through written reports and technical and scientific publications.	50%

Source: Mid-term evaluation and annual report 2019

A review of the implementation rates of Component 3 activities shows that the average implementation rate for Component 3 is 81%. Training sessions have been held. The identity of the beneficiaries as well as the content and duration of the training sessions could not be evaluated due to a lack of information on the activity. No reports or training manuals were produced to justify these activities. However, consolidated tables are available at the partner level, showing the number of people reached and the topics covered in a consolidated manner.

.

Analysis of the five key indicators monitored by the project

Analysis of the five key indicators monitored by the project

The project in its implementation has regularly monitored the indicators listed in the table below. To rationally monitor the achievement rates of these indicators, a scoring methodology was used. The scale adopted in this context varies from 1 to 3, with the interpretation grid below: 3= Fully achieved (FA), 2=Partially achieved (PA), 1=Not achieved (NA).

On the basis of this approach, the assessments of the main indicators are given in the table below. The overall assessment that emerges is that the level of achievement of the main results is partial. In fact, only two indicators out of the five can be considered as achieved: capacity building of technical staff and that of teachers. Concerning the teachers, although they have been trained, the support to ensure the sustainability of their training (guide) has been provided but has not yet validated (because of a problem concerning the quality of the guide). The gender-disaggregated indicators are considered to have been partially achieved because while exceeding the numerical target, it never managed to satisfy the part reserved for women. The indicators concerning the areas of the natural environment managed and developed to better resist the effects of climate change are also considered to be partially achieved because they focused on the management dimension (reforested areas, etc.) and did not in any way address the management aspects.

Analysis of the five key indicators monitored by the project

The project during its implementation has regularly monitored the indicators listed in the table below. To rationally monitor the achievement rates of these indicators, a scoring methodology was used. The scale adopted in this context varies from 1 to 3, with the interpretation grid below: 3= Fully achieved (ER), 2=Partially achieved (PR), 1=Not achieved (NR).

On the basis of this approach, the assessments of the main indicators are given in the table below. **The overall assessment that emerged was that the level of achievement of the main results is partial**. In fact, only two indicators out of the five can be considered as achieved: capacity building

of technical staff and that of teachers. Concerning the teachers, although they have been trained, the support to ensure the sustainability of their training (guide) has been provided but has not yet been validated (because there is a problem related to the quality of the guide). The gender-disaggregated indicators are considered to have been partially achieved because while exceeding the numerical target, it never managed to satisfy the part reserved for women. The indicators concerning the areas of the natural environment managed and developed to better resist the effects of climate change are also considered to be partially achieved because they focused on the management dimension (reforested areas, etc.) and have not in any way addressed the management aspects.

Table 8: Assessment of the level of achievement of the main indicators monitored by the project

INDICATORS	INDICATORS	Project target	Achievements 2016/2019	%	Assessment
Project objective: Strengthen the enabling environment for the implementation of appropriate adaptation measures based on ecosystem management in the Niayes and Casamance regions	**Indicator 1:** (AMAT 4): Number of people affected by the effects of climate change who have adopted CC-resilient technologies and practices (disaggregated by gender	At least 3,500 people (50% of whom are women) have implemented resilient practices	5,452 including 1,639 are women	155.8% of whom 30% are women	2
Outcome 1: Information management systems to identify and monitor the effects of climate change on ecosystems are implemented for forecasting, preparation and efficient decision-making	**Indicator 2:** Number of people (50% women) in the Niayes and Casamance regions with access to improved climate information.	At least 3000 people (50% of whom are women) will have access to appropriate climate information.	4650 including 1972 women	155% of whom 42.4 % are women	2
Outcome 2: Adaptation options focused on ecosystem management in the two target areas (Niayes and Casamance), including the adoption of resilient land and ecosystem management practices in a context of climate change, reduce the risks of climate change in such areas.	**Indicator 3:** Improved management/development of Ha of the natural system to make them resilient to the effects of climate change	100 ha de mangrove	163.27	163,27%	2
		110 ha BV (110 km)	283.59 (km)	257.51%	2
		100 ha of reforestation in the Soukou valley to protect the watershed from erosion	265,32 ha	265%	2
	Indicator 4: Number of people benefiting from the adoption of diversified and climate resilient livelihoods (a percentage of whom are women)	At least 30 community groups (about 1,500 people, 80% of whom are women) have been engaged in IGAs.	37 groups (1,587 individuals including 1,484 women)	102 %	3

INDICATORS	INDICATORS	Project target	Achievements 2016/2019	%	Assessment
Outcome 3: Individual, family and community capacities will be strengthened to increase awareness of climate change responses and provide strong support for adaptation efforts.	**Indicator 5:** Category and number of people with increased awareness of climate change impacts, vulnerability and adaptation (disaggregated by gender)	At least 200 members of the local technical services	209	105%	3
		1,000 people from community-based organizations (CBOs), 50% of whom are women.	339 members of community -based organizations (CBOs	33.9%	1
		100 teachers were provided with relevant knowledge on climate risks.	272	272%	3
Overall assessment of the main results of the project					2

Source: 2019 Annual Report completed by the consultants

Financial implementation of the project

Financing of the project

The total project budget (18.1 million USD) includes:

- 4.1 million, or 22.7%, from GEF/FPMA grants,
- 8 million dollars including 200,000 in kind from the Government of Senegal
- 500,000, or 8.9%, from UNDP
- and 3.5 million USD in co-financing from ANACIM.

The financial flow of the actual budget allocated stands at 5.6 million dollars and derives from grants from the GEF/FPMA (73.2%), the Government of Senegal (17.8%) and the UNDP (8.9%).

The distribution of the GEF budget (Table No. 9) among the various headings reveals that, generally speaking, 95% of the financial resources were devoted to the implementation of activities in the field while 5% of these resources were used for project operations. However, considering the total financial flow of the project, it appears that 83% of the five million six hundred thousand USD was devoted to investment while 17% was spent on operations.

Table 9: Breakdown of project budget by activities

Budget/Type of activity	Budget/Type of activity Allocated budget indicated in the Project Document ($)	%
Activities of Component 1 : Setting up a climate change information platform and effective adaptation options	1 400 000	**34%**
Activities of Component 2: Reducing Risks of Climate Change in Target Lands and Ecosystems with Adaptive Recovery Measures	1 828 000	**45%**

Activities of Component 3: Support for knowledge and information acquisition mechanisms	6 75 000	**16%**
Activities contributing to the management of the project	197 000	**5%**
Total	**4 100 000**	**100%**

Source: PRGTE Project document

Budget implementation status

Using the data available at the time of this evaluation, a breakdown of expenditures was made in the following table:

Table 10: Difference between estimated budget and the budget actually received (September 2020) by activity component (in XOF)

Source	Year	Budgeted	Allocated	Spent	TEF/FER	TEB/BER
GEF	2016	330 356 570	238 594 570	213 484 235	89%	65%
	2017	338 546 829	287 224 895	281 025 101	98%	83%
	2018	811 433 521	590 710 476	573 390 000	97%	71%
	2019	989 653 128	760 618 020	720 502 359	95%	73%
	2020	256 785 006	100 688 468	78 916 942	78%	31%
	Total FEM	2 726 775 054	1 977 836 429	1 867 318 637	94%	68%
UNDP	2016	43 655 608	38 163 638	37 010 765	97%	85%
	2017	44 744 425	44 714 559	44 714 559	100%	100%
	2018	46 400 000	5 525 000	5 494 133	99%	12%
	2019	35 865 128	20 889 133	20 759 618	99%	58%
	2020	54 533 996	29 733 996	23 440 431	79%	43%
	Total UNDP	225 199 157	139 026 326	131 419 506	95%	58%
Government	2016	15 000 000	15 000 000	15 000 000	100%	100%
	2017	80 000 000	80 000 000	80 000 000	100%	100%
	2018	39 000 000	39 000 000	37 705 391	97%	97%
	2019	60 665 012	60 745 235	58 665 012	97%	97%
	2020	60 095 235	60 095 235	53 839 688	90%	90%
	Total Government	254 760 247	254 840 470	245 210 091	96%	96%
Total Budget	2016	389 012 178	291 758 208	265 495 000	91%	68%
	2017	463 291 254	411 939 454	405 739 660	98%	88%
	2018	896 833 521	635 235 476	616 589 524	97%	69%
	2019	1 086 183 268	842 252 388	799 926 989	95%	74%
	2020	371 414 237	190 517 699	156 197 061	82%	42%
	General Total	2 835 320 221	2 181 185 526	2 087 751 173	96%	74%
	General Total in USD	5 155 128	3 965 792	3 795 911	96%	74%

Source: Annual project reports

A review of the budget by source shows that 83% of the total budget executed comes from GEF funds, 6% from UNDP and 11% from the Government. The **overall financial execution rate is 96% compared to a budget execution rate of 74%.** Nearly 30% of the resources were allocated to component 1, while component 2 received 40%, and 13% was assigned to component 3, and 17% to management. This breakdown shows that most of the financial resources were directed towards investment.

.

Co-financing

A review of the documents shows that the total expected co-financing of the project amounted to 14.850850 USD million, nearly 9% of which was in cash and 91% in kind. Table N°11 of this document (below) shows that for every US 1 USD invested by the GEF there were 5 USD in co-financing. Although it is difficult to assess the level of implementation of this co-financing at the end of the project, because no clear method has been adopted in the project document for its estimation, it is nevertheless possible to estimate the rate of implementation of the financial counterpart at **53% of the amount of co-financing indicated in the Project document** (corresponding to State of Senegal 445,836.53 USD and UNDP Senegal 238,944.56 USD).

As for the counterpart in kind, consisting of 10 million US$ contributed by projects such as PADEN, PADEC, the Program on the Governance of Coastal and Marine Resources in West Africa and the Forestry Training Centers on the one hand and on the other hand, from proceeds of the valorization of the expertise and experience capitalized by the DEFCCS and the CSE as well as the provision of ecological information by the MEDD, its implementation rate can be estimated at more than 95% since all the projects have been implemented and their results are currently being scaled up and have been useful for the implementation of PRGTE activities.

Concerning the ANACIM counterpart estimated at 3.5 million USD, again, it was very difficult to precisely calculate the implementation rate of this counterpart. On the other hand, given the contribution of the projects under the responsibility of ANACIM in providing meteorological and climate information as well as the time spent by ANACIM staff in the analysis and interpretation of data (which can be estimated at two days per month), we believe the implementation rate to be close to 75%.

Table 11: Breakdown of co-financing according to initial projections

	UNDP	GOVERNMENT	Others (projects, training center, technical management, etc.	Total
In cash	500 000	800 000		1 300 000
In kind		200 000	13 350 000	13 550 000
Total	500 000	1 000 000	13 350 000	14 850 000

Performance according to major evaluation criteria

Relevance (*)

In general terms, the aim was to compare and contrast the general objective, specific objectives and effects of the project with the needs or problems to be solved by the beneficiary populations, as reflected in the development policies and strategies of the country, UNDP, GEF and Agenda 2030. Attention should be drawn to the following:

The objective of the project is to "develop an enabling environment for the implementation of appropriate adaptation measures based on ecosystem management in the Niayes and Casamance regions". Its success will help achieve MDGs 1, 3, 13, 14 and 15, in particular the eradication of poverty (MDG1), the improvement of gender equality (MDG3), the conservation and preservation of terrestrial and aquatic biodiversity (MDG14 and MDG15) and the preservation of the climate (MDG13).

The project also contributes to the achievement of the UNDP country program results through Effect 1: "By 2016, farmers in the targeted areas increase their incomes by using new knowledge, technologies and high value-added investments. "and Effect 7: "By 2016, climate change adaptation efforts facilitate adequate access to basic social services for affected people and the development of sustainable livelihoods. ». The same is true for GEF Strategic Objectives 1 and 2 on: "Reducing the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of climate change" and "Enhancing institutional and technical capacities for effective adaptation to climate change", respectively".

The project is fully aligned to the framework and the National Strategic Plan for the Fight against Climate Change. It contains the recommendations of the plan, in particular the reduction of greenhouse gas emissions by combatting bush fires, the promotion of low-emission production methods and the improvement of carbon sequestration. It is also compatible with the National Strategy and Plan to Combat Desertification and the SLM strategy. In addition, the project is consistent with the objectives, axes and activities of the national sustainable development strategy and the Emerging Senegal Plan.

The measures contained in the Project are also in synergy with the provisions of the three post-Rio conventions, namely: The Convention to Combat Desertification (CCD), the Convention on Biological Diversity (CBD), and the United Nations Framework Convention on Climate Change (UNFCCC).

In addition to articulating the project with policies and strategies, it should be noted that in its actions, the PRGTE has attempted to target vulnerable people, generally those at the base of the social pyramid. From this standpoint, in order to get closer to these targets and to meet their expectations while being at par with the issue, PRGTE has developed a flexibility in its approach by accepting to introduce activities - like water control and saving - that were not initially contained in the Project document.

Thus, in order to rationally assign a score to this criterion of relevance, the final evaluation team used the "Relevance Coefficient" (RC) indicator. This indicator can be broken down into four factors (a, b, c, d,). It is rated on a scale of 1 to 6, with the following interpretation grid: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately

Unsatisfactory (MUS), 2=Unsatisfactory (U), 1= Highly Unsatisfactory (HU). This indicator is calculated as follows:

Table 12: Relevance rating

Factors for assessing the project's level of relevance	Rating
Factor « a »: Degree of alignment of project objectives and activities with national, international and regional environmental, GHG emission control, CC and SLM priorities;	1,5/1,5
Factor « b »: Degree of access to project benefits by actual target groups	0,5/1,5
Factor « c »: Degree of alignment with the actions implemented by other structures working in the country in the area of climate change	1,5/1,5
Factor « d »: Degree of quality and flexibility of the intervention logic	1/1,5

The Relevance Coefficient (RC) is obtained as follows:

RC = 11.5 + 0.5 + 1.5 + 1 = **4.5/6**

On the basis of the rating, the quality of the design can be considered **satisfactory** because the project has **an acceptable level of feasibility and flexibility** and the themes addressed and the way they are addressed seem relevant to us. However, it should be noted that although the quality of the design appears to be generally satisfactory, shortcomings have been noted in the implementation. Indeed, it appeared that for **many activities the groups targeted by the project are not the beneficiaries** and that the innovations and organizations put in place to improve the populations' resilience **did not benefit all stakeholders because of the selective approach and poor communication.**

Effectiveness (*)

To be able to assess the effectiveness of the project, the relationship between projections and achievements was established. Effectiveness was thus assessed with the indicator "activity completion rate (APR)":

TRA = Activities completion / Activities projected X 100

The following tables provide Activity Completion Rates (TRA/ ACRs) by component at the end of the project.

By averaging the completion rates of all components, an Average Completion Rate (TRAM/ACR) is obtained, which represents the overall efficiency of the project.

Average implementation rate (TRAM) = TRA(C N°1) + TRA(C N°2) + TRA(N°3)
Average implementation rate = 72%+114%+81% = 94.88%.

Table N 13: Activity completion rates by component

Components	Activity completion rate
Component N° 1	72%
Component N° 2	114%
Component N° 3	81%
Overall project	89%

Source: Estimated by the consultants based on data contained in the project activity reports

The cumulative completion rate of all component activities (TRAM) represents the project's efficiency rate, which is therefore 89%.

The following grid is used to assess the project's score in relation to this effectiveness criterion:

- 100% or more: Highly satisfactory (HS), no shortcomings;
- 95 to 99%: Satisfactory (S); minor shortcomings;
- 80 to 94%: Moderately Satisfactory (MS);
- 50 to 79%: Moderately Unsatisfactory (MU): Major shortcomings;
- 40 to 49%: Unsatisfactory (U): major problems;
- Less than 40%: Highly Unsatisfactory (HU): serious problems.

In view of this performance (89%) it is concluded that the project has a **Moderately Satisfactory (MS)** level of effectiveness. This is supported by the fact that most of **the recommendations made in this direction during the mid-term evaluation have not been implemented** or have been implemented very summarily. In addition, there has been an acceleration in the pace of progress in recent months to achieve targets instead of consolidating the achievements.

Recommandations faites à la revue à mi parcours	options stratégiques proposées pour le prise en compte des recommandations	éléments de réponses de prises en compte des recommandations données par le PRGTE	Appécriation de la revue finale
Il faut effectuer dans un délai de 03 mois au plus, la mise en œuvre des recommandations des études de base sur la demande des producteurs des zones des Niayes et Casamance en matière de techniques d'économie d'eau et de petites infrastructures d'irrigation qui tiennent compte non seulement des conditions hydro-pédologiques, mais aussi des conditions climatiques	• Exploiter les études réalisées dans le cadre de la conception et la mise en œuvre du projet, ainsi que les rapports du suivi évaluation pour mieux identifier les besoins des bénéficiaires en matière de gestion de l'eau. • S'assurer que les besoins des bénéficiaires de toutes les zones de mise en œuvre du projet soient pris en compte dans la mise à disposition des technologies de petite irrigation	les techniques d'économie en eau et les petites infrastructures d'irrigation ont été étendues dans la zone Sud de la Casamance et ont intéressé des GPF dans les trois régions Ziguinchor, Sedhiou et Kolda	Oui les kits d'irrigation ont été étendu à la zone SUD mais lors des visites dura,t l'évaluation finale les kis étaient juste installés et n'avait pas encoree fait l'objet d'utilisation, Aucun élément ne nous permet d'apprécier objectivement leur rentabilité, Toutefois à dire d'acteurs dans les régions de Thiés et Louga, les problèmes de pressions ont dejà été
Dans un souci de permettre l'implication et la participation de tous, notamment les hommes, les femmes et des jeunes à ses différentes activités, l'adaptation du PRGTE au contexte culturel, économique, environnemental des bénéficiaires au niveau local doit être renforcée	Intégrer dans le choix des bénéficiaires des critères liées aux us et coutumes pratiqué dans le cadre la propriété foncière (exemple : bénéficiaire qui exploite d'une propriété familiale, etc.).	Tous les groupes (hommes, femmes et jeunes) peuvent jeunes et les femmes participent aux activités du PRGTE sans aucune restriction depuis le début. Cependant, ils ne participent pas à égalité parfaite. Selon, quelques consultants (Analyse genre par exemple), il semblerait que les femmes et les jeunes participent moins que les hommes qui sont les détenteurs de terres et moyens d'exploitation. Pour certaines activités comme les AGR les femmes sont	IL nous semble que le projet a su mettre en lace une discrimination positive pour faire participer les femmes à travers le financement d'activité réservé aux femmes. Comme soulevé dans le rapport leeur participation dans les instances de décisions bienqu'existant est faible. Pour ce qui est de jeunes
Les critères de spécificité et mesurabilité des différentes cibles du projet doivent être revus afin qu'elles soient totalement SMART.	ND	L'évaluation ne donne pas de précisions utiles sur les critères de spécificité et mesurabilités des différentes cibles à améliorer. C'était un peu trop vague comme recommandation. En ce qui concerne l'UCP les critères donnés pour certaines cibles étaient assez clairs ou SMART. Un indicateur a été même revu et clarifie par les membres du premier comité de pilotage en 2016 pour les brise-vent /haie-vive autour des périmètres maraichers qui se mesurent en	Il nous emble que la recommandation n'était bien comprise au regard de la réponse du PRGTE. **De ce point de vue, la recommandadtion n'a éteprise en compte**
Les capacités du personnel de l'ANACIM en matière de production et la diffusion de l'information météorologique pour le développement dans les différentes régions de mise en œuvre, y compris celles de l'ensemble des partenaires de mise en œuvre doivent être renforcées.	Organiser les séances de renforcement des capacités du personnel l'ANACIM ainsi que celui des autres partenaires impliqués dans la mise en œuvre du projet au niveau des régions. A cet effet de l'expertise de l'ACMAD pourra être mise à contribution	Les capacités du personnel de l'ANACIM en matière de production et diffusion de l'information météorologique sont bien renforcées par le PRGTE qui a eu à financer des ateliers de travail pour le personnel de l'ANACIM notamment les Chefs de service régionaux de la météo sur l'ensemble du territoire national, des formations ciblées à l'étranger (au Maroc pour un cadre de haut niveau) ou à l'intérieur (formation organise à Dakar par AGRHYMET pour des cadres et agents de l'ANACIM). Des séances de renforcement de capacités au niveau régional pour les membres de l'ANACIM, DGPRE et autres partenaires ont été	**La recommandation a été bien prise en compte**
Les moyens supplémentaires en matière de coordination et de suivi doivent être définis, afin que l'UCP puisse effectuer un suivi de proximité dans le cadre de la mise en œuvre des activités du projet sur le terrain	Mettre en un planning mensuel et budgétisé de visites de terrain pour le personnel du projet et définir les moyens nécessaires à cette entreprise	Encore une fois, le problème de moyens de déplacement des membres ne se posent pas. Les visites de terrain pour le suivi des activités sont suffisamment dotes en ressources. C'est plutôt un problème d'organigramme qui s'est pose à l'UCP avec une absence notoire d'unité locale du projet dans des zones d'intervention très vaste, la mise en place tardive des fonds d'une période a l'autre : une contrainte posée du début à la fin du PRGTE, etc… Le planning d'exécution d'une période est souvent perturbée du fait du retard de mise en place des crédits, l'exécution des activités dans les délais impartis, la demande de fonds par les partenaires et l'UCP pour la période à venir, etc. voilà un cercle vicieux ou il était quasi impossible de sortir. Néanmoins, on a fini par s'adapter (partenaires techniques et UCP) et travailler pour atteindre certains résultats	Dés lors que le PRGTE ne trouve pas pertinente la recommandation qui de notre point de vue l'est, **aucune action n'a été prise pour donner corps à la recommandation**

Recommandations faites à la revue à mi parcours	options stratégiques proposées pour le prise en compte des recommandations	éléments de réponses de prises en compte des recommandations données par le PRGTE	Appécriation de la revue finale
Il faut mettre en place un système de gestion prévisionnel de trésorerie dans la suite de la mise en œuvre du projet et veiller à ce que la cohérence soit établie entre les besoins de financement du projet le calendrier des activités du projet et les délais de libération des fonds	• Former le personnel du service financier et comptable des partenaires de mise en œuvre sur les procédures NEX ainsi que la présentation des pièces justificatives dans un délai d'un mois.	selon le PRGTE des sessiosn de formations ont été organisé mais qui n'ont pas permis de réglerr le problème	Le PRGTE a mis en œuvre les options stratégiques proposées pour cette recommandation et vue que le projet n'a pas été satisfaite , elle s'est contenté juste de le déplorer. **Ainsi, la recommandation a été prise en copte mais les résultats escomptés n'était pas au rendez vous**
• Il faut renforcer la coordination et le suivi du projet dans les régions de mise en œuvre par le recrutement de 02 VNU nationaux supplémentaires pour couvrir les régions de Louga et Thiès ; • Et s'assurer que tous les VNU du projet possèdent les moyens nécessaires pour mener à bien le travail opérationnel de coordination et de suivi sur le terrain	• Se fixer un délai de 02 mois pour effectuer ce recrutement et s'assurer que tous les VNU nationaux du projet possèdent les moyens opérationnels pour assurer valablement le suivi des activités de coordination sur le terrain. A cet effet, des fonds additionnels pourront être recherché au niveau du PNUD ou un autre partenaire.	Le PNUD n'a pas pu recruter ces deux autres VNU pour la ZEG des Niayes.	**Recommandation non prise en compte**
Opérationnaliser la stratégie de communication du projet par l'adoption d'une approche qui inclut à la fois des objectifs de visibilité institutionnelle et de développement (changement de comportement) et que la communication pour le développement favorise la participation et le changement social et politique	Actualiser et enrichir le site internet du PRGTE par la mise en ligne des différentes études produites dans la cadre du projet, ainsi que les autres réalisations sensibilisation	Il est dommage que le projet n'a pas pu actualiser et améliorer le site internet du PRGTE en l'absence d'un personnel adéquat pour assurer la gestion de ce site et superviser périodiquement ce dernier. Néanmoins, le PRGTE a la possibilité d'utiliser le site web de la DEFCCS ou du MEDD	**Recommandation non prise en compte**
Il faut explorer et tirer parti des possibilités de contribution des particuliers membres des communautés bénéficiaires au financement des activités du PRGTE dans le cadre d'un processus de co-financement.	Se fixer un délai de 02 mois pour effectuer ce recrutement et s'assurer que tous les VNU nationaux du projet possèdent les moyens opérationnel pour assurer valablement le suivi des activités de coordination sur le terrain. A cet effet, des fonds additionnels pourront être recherché au niveau du PNUD ou un autre partenaire.	Le PRGTE a essayé de demander une contribution financière aux bénéficaires	Cette recommandation a connu un début de solution mais faute de strétgie harmonisée le PRGTE a été obligé de retourner les contributions sollicités, Il faut noter que cette contribution n'était sollicitée que pour les KITs aucune autre réflexion n'a été fait pour l'élargir aux autres activités. **De notre point de vue cette recommantion n'a pas été suivi d'effet**
Il faut accroitre la recherche de partenariat avec les acteurs de la micro finance pour soutenir les AGR mis en place dans le cadre des activités du projet afin d'assurer leur rentabilité.	Option stratégique : • Privilégier les produits financiers qui associent le crédit à la formation. • Renforcer les capacités des bénéficiaires en gestion des micro-entreprises notamment dans la conduite des exploitations piscicoles, ostréicole, agricole, etc. • Renforcer les capacités des bénéficiaires des AGR en Marketing et gestion financière	Le PRGTE n'a pas cherché d'autres partenaires dans le cadre de la micro finance en dehors de CAURIE-MF. Cependant, en l'absence d'autres lignes de crédit rendues impossibles à cause de la réduction des ressources du projet ; celui-ci a exhorté Caurie-Microfinances à faire du crédit-revolving en refinançant les GPF /GIE ou similaires qui en expriment le souhait. Aussi, la formation des bénéficiaires des AGR en marketing et gestion financière, planifiée une fois mais non exécutée par le PRGTE, est une nécessité.	**Recommandation non prise en compte**
Il faut intégrer parmi les critères de sélection des bénéficiaires du PRGTE dans la zone des Niayes, que leurs exploitations agricoles ne soient pas inclus dans le domaine privé des concessions.	ND	En effet, à part le cas de Salouma Camara à Darou Khoudoss qui a eu l'accord verbal ou écrit des ICS aucune autre exploitation bénéficiant de l'appui du PRGTE ne se trouve dans une concession privée à notre connaissance.	**Recommandation prise en compte**

Efficiency(*)

The analysis of efficiency was done by comparing the results obtained with the means used. These means can be of three types:

- human means;
- material means;
- financial means.

Given the information available, the efficiency assessment was made in relation to the financial resources.

Specifically, we have compared the technical execution rate of the activities to the financial execution rate. Three cases can be presented:

- The financial execution rate is higher than the technical execution rate: The efficiency in this case is low, and depending on the variances, can range from fairly good to average or poor.
- The financial execution rate corresponds to the technical execution rate: In this case, the efficiency is described as good.
- The financial execution rate is lower than the technical execution rate: In this case, the efficiency is described as very good.

The budget execution rate (TEXB/BEXR), as shown in Table 10 in the section on financial implementation, is: BEXR = 74%.

In addition, the project's technical execution rate, represented by the Average Cumulative Execution Rate (TRAM), as shown in Table No. AA is: 89%.

The efficiency rate (TEFF) is the relationship between the level of financial execution and the level of technical execution, i.e.:

TEFF = TEXB / TRAM x 100 = 74/ 89 x 100 = 83 %.

The following grid is used to assess the score of the project in relation to this efficiency criterion:

- 100% or more: Highly satisfactory (HS), no shortcomings;
- 95 to 99%: Satisfactory (S); minor shortcomings;
- 80 to 94%: Moderately Satisfactory (MS);
- 50 to 79%: Moderately Unsatisfactory (MU): Major shortcomings;
- 40 to 49%: Unsatisfactory (U): major problems;
- Less than 40%: Highly Unsatisfactory (HU): serious problems.

Based on this performance (83%), it is concluded that the project has **a moderately satisfactory level of efficiency**. The level of assessment of the project's efficiency rate does not reflect the problems related to delays in the deployment of resources, which were reflected in delays in the delivery of contracts. This is compounded by the fact that **the quality of both the accounting records and the physical activities often leaves much to be desired.**

Effects/Impacts (*)

The aim here is to assess the effects and/or impacts of the project. To that end, we will first try to assess the effects by components before assessing the overall effect of the project.

Assessment of effects by component

Effects and impacts of Component N°1: An information platform on climate change and socio-environmental aspects to identify vulnerabilities induced by climate change and propose effective adaptation options in the Niayes and Casamance regions.

The actions carried out within the framework of this component resulted in the availability of climate, hydrological and meteorological information in order to effectively anticipate the effects of climate change. Thus, for example:

- Equipment and automatic stations have been acquired to fine tune the information to be provided to producers and, above all, to launch the implementation of a fine-scale forecast;
- PWGs have been set up and capacities have been developed to produce regular climate information bulletins;
- Tools developed around ICTs have been made available to producers to enable them to have regular weather information.

Effects and impacts of Component N°2: Reducing the risks of climate change in target lands and ecosystems with adaptive restoration measures

- The actions carried out under this component concern the adoption of resilient land and ecosystem management practices in a context marked by climate change. These activities had the following impacts:
- A strong regeneration of plant resources with, in particular, the rejuvenation of certain local species threatened with extinction;
- Diversification of means of production especially by restoring vital ecosystems (mangroves) and adopting technology to increase the volume of aquaculture products captured;
- Improving the resilience of agricultural production systems by adopting quality and adapted seeds;
- Adding value to non-timber forest products through the installation of modern processing units compliant with agri-food standards;
- - Creating direct employment for women, youth and adults, generated by integrated land use, natural resource management and biodiversity conservation;
- An increase in market gardening yields, vegetable production and cash income;
- Reduced vulnerability of women and youth to the adverse effects of climate change;
- Strengthening of community organizations through the grouping of male and female producers in associations and mutual assistance in the implementation of new farming techniques;
- A strong participation of women in the production and marketing of market garden, aquaculture and non-timber forest products.

Effects and impacts of Component No. 3: Support for knowledge and information acquisition mechanisms

The actions carried out under this component have strengthened individual, family and community capacities in order to raise awareness of the responses to climate change, to consolidate their social organization for considerable support to adaptation efforts and improve citizen control. For example,

- Training sessions on the impacts of climate on livelihoods and on the maintenance and upkeep of meteorological tools and equipment provided for agents of decentralized, deconcentrated technical services and for members of producer organizations;
- Implementation of ICT-based tools to facilitate access to climate, weather and water information;
- Establishment of communication mechanisms on the effects of climate change using community relays (radio, etc.);
- The institutional capacity to help populations formulate and seek additional resources, in relation with the private sector and civil society, has been strengthened, for producers' rapid adaptation to the effects of climate change on their livelihoods.

Rating according to the "Effects/Impacts" criterion »

The "Effects/Impact Coefficient" (EIC) indicator was used to rationally assign a score to this "Effects/Impacts" criterion of the project. This indicator can be broken down into three factors (a, b, c,). It is rated on a scale of 1 to 6, with the following interpretation grid: 6= Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HS).

Table 14: Effects/Impacts Rating

Evaluation of effects	Rating
a) Relevance	2/2
b) Effectiveness	1/2
c) Efficiency	1/2
Overall Assessment of Project Effects (CEI/ EIC)	4/6

The Effects/Impacts Coefficient (EIC) is obtained as follows:
EIC = a + b + c =2+1+1= 4/6
It is concluded that the level of achievement of project effects and impacts is **Moderately Satisfactory** (MS).

Gender

The project had to develop activities specifically for women. These included:

- Providing seeds for farming mainly reserved for women (rice cultivation in the lowlands, developing multi-purpose gardens for the benefit of women's groupings);
- Support for the processing of non-timber forest products: production of juice, syrup and jam from non-timber forest products.
- Support for aquaculture production.

In addition, women are members of organizations set up for the smooth running of the project and participate actively in them;

In order to rationally assess the consideration of the gender dimension within the framework of the project, the "Gender Coefficient" (GC) indicator was used. This indicator can be broken down into two factors (a and b). It is rated on a scale of 1 to 6, with the following interpretation grid: 6= Highy Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1= Highly Unsatisfactory (HU).

Table 15: Gender Rating

Gender mainstreaming level assessment factors	**Rating**
Factor "a": Degree of gender mainstreaming in project design, implementation, and monitoring and evaluation	2/3
Factor "b": Degree to which the project contributes to the promotion of gender equality, women's empowerment and the emergence of inclusion mechanisms	3/3

The Gender Coefficient (GC) is obtained as follows: CG = 2 + 3 = 5/6

The project has a satisfactory level of gender mainstreaming.

Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*) and overall likelihood (*)

The projects' sustainability was assessed through 7 components, namely:

1. The economic viability of the project's results raises a problem related to the fact that services requiring institutional support will not have the necessary resources to ensure their continuity. Within the framework of community investments, the target groups do not have a plan for freeing up resources to cover recurring investment costs. Finally, the project has not been able to establish an exit strategy to guide the continuation of activities after its completion.

2. Stakeholder ownership and involvement: it should be noted that the project, because of its strategy, had to carry out substantial actions. Indeed, given its structure, the project had to involve the institutional partners in its planning and had to especially train the actors at the grassroots level on the issues and stakes of CC. The project had to set up an organizational and technological mechanism for the sharing of climate information. A model of PCD incorporating CC issues was prepared. The development of this model is a positive move but it has not been replicated elsewhere. The project did not have a communication strategy capable of selling the experience and its potential results to other development actors. Also, given the nature of the investments, the populations will be able to benefit from the results of the project, especially the exploitation of short-cycle forest species.

3. The institutional anchoring of the project and the involvement of communal and administrative authorities: Given its strategy, materialized by the protocols; the project had to integrate the deconcentrated and decentralized institutional structures involved in the GRNE. Non-governmental actors were also involved.

4. Considering socio-cultural aspects: This can be perceived in the choice of introduced forest species that are in phase with existing stands and especially in the approach and choice of seed varieties.

5. Considering gender equality: Indeed, the choice of crops, production areas such as rice in the lowlands and the processing of NTFPs assigns an important place to women. As for men, the introduction of certified seed varieties grown during the rainy season such as groundnut, cowpea and maize is an example. Through its approach and design, the seeds of a strong autonomy of women are being sown. However, given that the project's actions have been limited in scope and that their up-scaling is not guaranteed, there is a strong likelihood that we will soon revert to the initial situation.

6. The quality of technologies introduced: The technologies introduced are flexible and understandable, however, they have a problem of accessibility and scalability. As an illustration, let us take the case of R1 seeds introduced within the framework of the project and made available to producers. At the moment, the question of renewal of these seeds is raised. The same goes for microcredit and all actions related to the improvement of livelihoods. The introduced short-cycle forest species (oil palm) are also in the same situation.

7. The economic viability of the project's results raises a problem related to the fact that services requiring institutional support will not have the necessary resources to ensure their continuity. Within the framework of community investments, the target groups do not have a plan for freeing up resources to cover recurring investment costs. Finally, the project has not been able to establish an exit strategy to guide the continuation of activities after its completion.

For this criterion of sustainability the indicator "Coefficient of Sustainability" (CS) was used. This coefficient can be broken down into six factors (a, b, c, d, e, f). It is rated on a scale of 1 to 4 and is calculated as follows:

Table 16: Sustainability rating

Project sustainability level assessment factors	**Rating**
Factor « a »: Economic viability	0,5/1
Factor « b »: Consideration of socio-cultural factors	0,25/0,5
Factor « c »: Consideration of the environment and the GRNE	0,5/0,5
Factor « d »: Degree of ownership or use by beneficiaries of the tools developed or provided by the project	0,25/0,5
Factor « e »: Quality of the technologies introduced	0,25/0,5
Factors « f »: The institutional anchoring of the project and the involvement of the communal and administrative authorities	0,5/1

The Coefficient of Sustainability (CS) is obtained as follows:

CD = 0.5 + 0.25 + 0.5 + 0, 25 +0.25+0.5=2.25/4

The grid for interpreting the scores is as follows:

4: Likely (L): negligible risk to sustainability;
3: Moderately Likely (ML): moderate risk;
2: Moderately Unlikely (MU): significant risks;
1: Unlikely (U): serious risks.

Based on the rating, it appears that the sustainability of the project's achievements is **moderately unlikely**. Actually, the project has not implemented a strategy to cover the recurring operating costs of investments. Actions for positive discrimination of women have been taken, but without a strategy to ensure sustainability. The technologies introduced are understandable, but given their limited scope and the absence of a consolidation strategy, it is highly likely that they will have very limited effects in space and time. Finally, although the project is being driven by the environmental sector, studies on the environmental impacts of the technologies introduced have not been carried out.

9. Key Findings, Conclusions, Recommendations and Lessons Learned

a. Key Findings

At the end of this evaluation, the following conclusions were drawn:

At the end of this evaluation, the following conclusions were drawn:
The PRGTE was launched to contribute to achieving poverty reduction (SDG1), improved gender equality (SDG3), conservation and preservation of terrestrial and aquatic biodiversity (SDG14 and SDG15) and climate preservation (SDG13). It is in line with national and international strategic reference frameworks. Indeed, through its objectives, it fits in with the 2030 agenda, particularly by contributing to the achievement of MDGs 1, 4, 13, 14 and 15 relating respectively to poverty eradication, contribution to gender equality, preservation and conservation of terrestrial and aquatic biodiversity and climate preservation.

At the national level, it is in keeping with the long-term vision of Senegal's development set out in the Emerging Senegal Plan (PSE) and, in particular, with the sectoral vision for the environment embodied in the green PSE and in the sectoral policy letter on the environment and natural resources (LPSERN). It also aligns with Senegal's National Adaptation Program (PANA). It was formulated following a request from the Senegalese government and was developed through UNDP support to State structures, particularly the Water and Forestry Directorate.

The relevance of the project was considered satisfactory given its alignment with national priorities, the acceptable level of feasibility and flexibility, the themes addressed and the manner in which they are addressed in the project document.

The PRGTE had to achieve the majority of its targets, at some point, before the end of the project. The outbreak of the Covid-19 pandemic coupled with several delays- criticized by the partners- in the disbursement of the budget meant that many of these activities were delayed and many of the achievements that were made were not being sustained. In addition, the PRGTE's regular field monitoring fell far short of what it was doing. In the end, an average of 89% implementation was calculated by averaging the implementation rates per component at the time of the final evaluation team's visit. **As a result, from an Effectiveness perspective, the Project is Moderately Satisfactory (MS).** While it is true that several targets have been surpassed, accessibility to the services produced by the project and, above all, continuity of service are still of concern. This situation is linked, on the one hand, to the project's strategy based on partnership, which did not provide for continuity measures and, on the other hand, to the weakness of the existing database and the fact that there is virtually no monitoring and evaluation system.

The distribution of the GEF budget among the different headings reveals that, in general, 95% of the financial resources were devoted to the implementation of activities in the field while 5% of these resources were devoted to project operations. On the other hand, considering the project's overall financial flow, it appears that 83% of the five million six hundred thousand USD were devoted to investment, as opposed to 17% for operations. This distribution conforms to the standards for planning public investment projects at national level.

During the implementation of the PRGTE, the overall amount spent was USD 3,795,911, representing 74% of the overall amount budgeted and 96% of the total amount received. The low rate observed compared to the projections could be explained by the fact that the direct payments made by UNDP were not included in the PCU's financial monitoring. This is evidenced by the differences observed at the project's completion which prompted the PCU to believe that there was a balance remaining and to request its partners to establish a schedule, when this was not the case. In view of this performance (83% of the budget devoted to investment, despite delays and disbursement difficulties), it is concluded that **the project has a moderately satisfactory level of efficiency**. The level of assessment of the project's efficiency rate does not reflect the problems related to delays in the use of resources and the partners' lack of control over procurement procedures, which resulted in delays in the delivery of contract.

Several PRGTE activities, implemented at the grassroots level, are not expected to be sustainable. At the time of the final evaluation, it was not possible to trace the beneficiaries of the first irrigation kits, for example. Similarly, the majority of seed producers did not have clear plans to pursue their activity because they could not access basic seeds since they were not certified seed producers. The beneficiary fishpond groups did not have the resources, let alone the enthusiasm, to pursue the activity. **The analysis of the project's effects/impacts** showed that the PRGTE had an effects/impacts coefficient of 4/6, meaning that it was classified in the category of **Moderately Satisfactory** (MS) projects for this criterion**.**

The PRGTE has made great strides in promoting the inclusion of women in its activities. This is a dimension of the gender component. A closer look at the beneficiaries reveals the presence of many women as direct beneficiaries of the activities. An in-depth analysis of the project's **gender**

strategy finally concludes that the project's gender coefficient is 5/6, ranking the project in the **satisfactory category** for this component.

The following table gives a separate and consolidated rating of the PRGTE:

Table 17: Consolidated rating

Evaluation scores:			
1 *Monitoring and Evaluation*	***Rating***	**2 *Executing agency/implementing agency***	***Rating***
Designing Monitoring and Evaluation at Entry	MU	Quality of implementation by UNDP	MS
Implementation of the monitoring and evaluation plan	MU	Quality of implementation: executing agency	MS
Overall monitoring and evaluation quality	MU	Overall quality of implementation and execution	MS
3 Outcome Evaluation	**of the executing agency/implementing agency:**	**4 Sustainability**	**of the executing agency/implementing agency:**
Relevance	S	Financial Resources:	ML
Effectiveness	MS	Sociopolitical:	ML
Efficiency	MS	Institutional framework and governance:	ML
Overall score for project completion	MS	Environmental:	L
		Overall sustainability likelihood:	ML

b. Lessons Learned

At the end of this evaluation, several lessons can be drawn from the conclusions reached:

- ✓ **Importance of a procedures guide or management manual**: For the same activity, such as the installation of micro-irrigation kits, the criteria for selecting beneficiaries have not been systematized. As a result, depending on the region, the attributes of the beneficiaries of these kits could be different. The majority of beneficiaries of these irrigation kits did not meet the vulnerability criteria that should have qualified project beneficiaries as described in the project document. Failure to clarify the criteria for selecting beneficiaries always leads to confusion during implementation. The same is true for all the processes to be used

by the implementing authorities: these processes must be systematized, discussed and validated to avoid such confusion.

- ✓ **Importance of the M&E manual**: The PRGTE has opted not to develop an operational M&E manual. This manual describes in detail the procedures and tools to be used in the implementation, monitoring, reporting and evaluation of a program. The absence of this manual and thus of harmonized procedures and tools to capitalize on the project outcomes made the final evaluation work difficult. The figures put forward by the PRGTE and its partners often appear aggregated form without the possibility of finding the individual beneficiaries behind these figures. A project of this scale should put in place an operational manual for Monitoring and Evaluation to which an updated database of achievements is attached.

- ✓ **Impact of Multiple Implementing Agencies**: The PRGTE has signed memoranda of understanding with about twenty State and non-State structures and contracts with more than a hundred service providers. The management of these protocols and contracts quickly proved to be too difficult to properly handle, since the PRGTE had opted to centralize everything at the PCU level. The project's two focus areas being far apart, coupled with the fact that the project did not have regional branches, made the management of some of these protocols impossible. The work of some partners in the field was often accepted without verifying the quality of the delivery in the field. There is need to make a judicious choice between the number of providers to be hired through the protocols and contracts and the PCU's capacity to properly manage these protocols/contracts.

- ✓ **Importance of the exit and continuation plan**: Activities initiated by the project that are cyclical or not completed run the risk of being halted immediately after 30 September, 2020. This is due to the fact that the PRGTE has not discussed and developed plans with stakeholders for the continuation of activities beyond the program's lifespan. At present, there is no guarantee that project activities will continue after its closure. It is important for projects of this type to negotiate an exit/continuation plan at least six months before the official end of the project by identifying credible channels for funding activities, otherwise all results achieved would be immediately and adversely affected.

- ✓ **Lack of motivation of beneficiaries of certain activities**: The first group of beneficiaries of the irrigation kits were quick to abandon the technology because of maintenance problems (iron, salinity, perforated ducts, pressure that became low, etc.) that occurred later on. Similarly, beneficiaries of the fish ponds almost all showed a certain lack of interest in the activity; their only moment of collective enthusiasm came when the harvest was due to take place. In some cases, for example, the ANA agent had to perform certain tasks directly in the field in place of the beneficiaries. This attitude could be explained by the fact that none of these beneficiaries have money to start the activity. These activities were entirely financed by the PRGTE. It is important for development projects to properly discuss technological choices with beneficiaries and to mobilize their direct financial participation in the funding of the technologies in order to ensure their subsequent mobilization for the success of the activities. The project always puts itself at risk when everything is fully subsidized without a substantial participation of beneficiaries.

- ✓ **Long delays in the settlement of payment claims contribute to slowing down the implementation of activities**. Several technical partners have complained about the delays registered by the PRGTE to reimburse or pay for services provided. The circuit followed by these requests is standard, but the processing time for these claims is sometimes much too long. There is need to keep track of these claims, to record them and to define the deadline for payment upon receipt to avoid cash flow tensions and improve implementation quality.

- ✓ **The need to simplify certain procedures**: The accounting and administrative procedures adopted by PRGTE seemed to complicate the task for the implementing partners. Many acknowledged that they had been trained on these procedures but that they were relatively different from the procedures that were already applied by their structures. This partly the cause of delays noted in the mobilization of the necessary resources for the implementation of activities. Streamlining administrative procedures, to be discussed and understood by all in the same way. It is important to simplify procedures and train stakeholders in their use, especially when they are new and have been using different procedures.

- ✓ **Need to align technologies with scale-up plans or define a clear demonstration plan with sufficient communication**: When a project like the PRGTE starts to install technologies, new or not, the purpose of the action should be specified: Is this a demonstration to participate in the outreach effort or is the goal to scale up the technology. If it is a demonstration, the technology should be implemented in an area where it is unknown or where it is not being used appropriately. In this case, the project should have a clear dissemination and communication plan to reach as many people as possible. In the case of participation in scaling up, the project should then make significant investments or implement a strategy that attracts substantial investment. Not defining the purpose of such technology promotion activities and not having a valid scale-up plan always ends up leaving a taste of incompleteness among beneficiaries and external observers: the project has not brought something new to the area and the project has not reached a critical number of people to make a difference.

- ✓ **Impact of the absence of PCU regional representations on the effectiveness of the monitoring of activities**. The PRGTE chose not to have regional branches or staff at the regional level to directly monitor its activities. The IREFs that could have played this role had not received an official mandate. As a result, at the zone level, each provider and partner carried out its program without a clear system of supervision and coordination. With regional and communal steering committees barely functional, several partners could find themselves in the same area without knowing exactly what each was doing. As a result, the quality of each partner's interventions was not sufficiently monitored. In cases where there are no staff in the intervention areas, a structure should be officially designated and entrusted with field monitoring and quality assurance of interventions. Reporting of activities should go through this structure for field verification.

c. Recommendations

As a result of this evaluation, the following recommendations were made to stakeholders to increase the benefits of the project or improve the performance of similar projects in the future:

1. **Finalize the installation of the micro-irrigation systems and verify the operability of the ANACIM station:** At the time of the field evaluators' visit, the second wave of beneficiaries of the irrigation systems was still waiting for functional systems. The company awarded the contract was in the process of installing the systems in Thies and had not started work in Louga. The situation has since changed, but the installation was not fully completed. The company has promised to provide several producers with the missing or defective parts. In other cases, watering has started but the system is not installed on the plot. It is therefore important to ensure that these installations are finalized, received and handed over to the selected beneficiaries before the project closes. If this is not done, the Water and Forestry Inspectorate and UNDP might run the risk of having their reputation damaged.

Similarly, ANACIM was still finalizing the installation of one of its stations during the evaluators' visit. While this report was being finalized, the PRGTE submitted a completion report with regard to this installation with supporting photos. The evaluation team was therefore unable to verify the commissioning and operability of the station. It would therefore be necessary for the auditors to receive the acceptance report and verify its accuracy.

Recommendation made to: UNDP
Importance: High
Priority: High
Deadline: Urgent

2. **Verify the total effectiveness of the restitution to the beneficiaries of the micro-irrigation kits, of the financial contributions immobilized at the Water and Forestry Inspectorates**: At the time of the evaluators' visit, the beneficiaries of the irrigation systems had all disbursed the amount of CFA F 1,076,000 before the installation began in their plots. Even in Louga, where the company awarded the contract had not yet arrived, the beneficiaries interviewed stated that they had already deposited this money with the Regional Water and Forestry Inspectorate. The same case occurred in Thies. The evaluation team was unable to find any evidence that the decision to take money from the beneficiaries had been discussed and accepted at the level of the project's steering committee. After this report was written, the PRGTE indicated that it had returned all the money to the beneficiaries. The team was not able to meet with the beneficiaries of the Ziguinchor Kits, but it should be possible to verify this with the final audit.

Recommendation made to: UNDP
Importance: High
Priority: High
Deadline: Urgent

3. **Identify the specific problem relating to the "Arona KA / Amadou KA, Abdoulaye KA" plot in the village of Wassoumassal, in Louga.** In all its documents, the PRGTE maintains that it has delivered and installed the irrigation system in this plot covering an area of

16,179 m2. The PRGTE has confirmed in its documents that it has received the material that was delivered to the beneficiary and immediately confiscated by the project. For the sake of transparency, light should be shed on this case, the material should be traced and handed over to the rightful beneficiary. The PRGTE indicated that it had installed it in the village of Keur Malick Fall for the benefit of the village's GPF although it was not designated to receive this type of facility.

Recommendation made to: UNDP, Government, GEF
Importance: High
Priority: High
Deadline: immediately

4. **Organize an official closure of activities:** several PRGTE implementing partners, as well as the majority of beneficiaries met in the field have not been officially notified of the closure of the PRGTE. Some of them, like the seed multipliers, are still wondering what would happen this year. Several producers are also in the same situation since they have been designated as beneficiaries of irrigation systems but have not yet been formally notified of their final non-selection. It must be ensured that all stakeholders are aware that the project has come to an end. Sustainable activities must now continue without PRGTE support as of 30 September.

Recommendation made to: PRGTE
Importance: High
Priority: High
Deadline: Urgent

5. **Implementation of an emergency plan to finalize the works in progress or work with State structures for an immediate follow-up after the project's closure**: Even if the PRGTE comes to an end, it is important to continue to support the beneficiaries at certain levels. The desired impact has not yet been achieved, therefore seed multipliers, for example, still need support to access basic seeds, and women involved in fish farming still need support from ANA to access inputs and carry out their activities. Even if the budget is not available, it would be useful for all these structures to be invited to work with the groups of beneficiaries to provide them with a minimum of supervision while they finalize a continuity plan for their activities. There is a risk that fish ponds may no longer be used, for example, if these plans are not put in place. The same is true for seed production or training that was provided by the structures of the Ministry of Education.

Recommendation made to: PRGTE
Importance: High
Priority: High
Deadline: Urgent

6. **List all payment claims already submitted and to be submitted (for contracts already awarded) and proceed with their urgent review**: Several technical partners have submitted invoices or payment claims to the PRGTE. Similarly, the DODP has submitted several invoices or payment requests to UNDP. In several cases, the time taken to review these documents is far too long. There is need for PRGTE, DODP and UNDP to make an updated list of all the payment requests/reimbursement requests they have received and to proceed immediately with their liquidation to ensure that providers are not forgotten when the project accounts are closed. This

is especially important since several partners have reported claims that have been in the circuit for over two months.

Recommendation made to: PRGTE and UNDP
Importance: High
Priority: High
Deadline: Urgent

7. **Immediately take stock with CAURIE Microfinance to evaluate the state of play of the 75 million Francs disbursement and bring UNDP and the PMU around the table to define and finalize a plan for the use of the resources** in order to perpetuate this experience: CAURIE-Microfinance has received 75 million F out of the 275 million F provided for in its protocol with PRGTE. This money was used to finance some activities of the selected beneficiaries at an interest rate of 8%. The repayment rate of this fund exceeded 90% and the initial capital is still held by CAURIE Microfinance. It is urgent and vital for PRGTE, UNDP, CAURIE and the representative of the Ministry of Finance to meet, to take stock of this activity and decide on what to do with this sum after the end of the project.

Recommendation made to: PRGTE, UNDP and Government of Senegal
Importance: High
Priority: High
Deadline: Urgent

8. **Sign memoranda of understanding with institutions at the regional level:** The memoranda with IREFs and DRDRs were signed at the regional level. This allowed more flexibility in the conduct of activities and day-to-day management compared to the protocols that were signed at the national level with ANA, ANCAR, DAMP. In future, if the partner's contribution at the regional level is limited to the implementation of the project activities, it is desirable not to involve the authorities of these institutions at the national level in the signing of the memoranda of understanding.
Recommendation made to: UNDP and Water and Forestry Directorate.

Importance: High
Priority: Medium
Deadline: Next planning

9. **The PCU should be much more transparent in its communication with implementing partners,** discussing its plans with them and attending to their information needs within a reasonable period of time, not to exceed one week.
Recommendation made to: UNDP and Water and Forestry Directorate.
Importance: High
Priority: Medium
Deadline: Next planning

10. **Include in the protocols a clause on the assumption of responsibility for recurring costs**: to ensure the sustainability of the project's structuring investments and guarantee a lasting effect for the beneficiaries, the protocols should include clauses explaining how to take charge of maintenance, upkeep and/or repair costs of the investments. The beneficiaries, with the help of

the supporting structures, could make a provision for any positive financial results to finance these future needs.

Recommendation made to: PCU, Decentralized Technical Services.
Importance: High
Priority: High
Deadline: Next planning

11. **Channel funding for information collection towards outcomes rather than resource savings:** the remoteness of the areas of intervention and especially the quest for savings precluded regular monitoring of the implementation of activities, which had an impact on the feedback and the quality of the information.

Recommendation made to: PCU, Decentralized Technical Services.
Importance: High
Priority: High
Deadline: Next planning

12. **Implementing a "convergence cluster approach":** the dispersal of efforts and the desire to reach out to all areas has led to a scattering of actions thus preventing a concentration of efforts in order to have a showcase for scaling up.
Recommendation made to: PCU, UNDP, Government
Importance: High
Priority: High
Deadline: Next Planning

13. **Establish a transparent and independent complaint and whistle-blowing mechanism.** Producers and other end-user beneficiaries have complained about several irregularities concerning the Irrigation Kits. These complaints relate to attempts to divert money, irregularities noted in the selection of beneficiaries, and the conduct of activities. They sometimes reported cases and were ignored. In future, UNDP should monitor the implementation of the projects it supports through transparent and credible complaints registration mechanisms. Complaints should be summarized and discussed with all parties and appropriate measures taken. The decisions resulting from this review of complaints should be shared with the complainants and the parties concerned and their implementation verified.

Recommendation made to: UNDP, Government, GEF
Importance: High
Priority: High
Deadline: Next planning

10-Annexes

a. Responses from the PRGTE

The PRGTE would like to clarify the following points raised by the evaluators:

1) On the sustainability of activities

Evaluators' reservation on sustainability expressed as follows:
there is the problem of accessibility to the services produced by the project and especially the continuity of the service. This state of affairs is linked, on the one hand, to the project's strategy based on partnership, which did not provide for continuation measures and, on the other hand, to the weakness of the database set up (DISEC) and the virtual non-existence of a monitoring-evaluation system.

PRGTE's responses:
1°) On sustainability
Strength: all the partners are perennial structures in general (traditional technical services); this strategic option aims at sustainability and perpetuation through:

- the continuation of their commitment to PRGTE target populations in particular at the end of the project (period when additional resources would not be available)
- the populations' taking ownership of the project's achievements because they see advantages and their interests in it; for example, if this is the case for kits and seeds, there are no difficulty in accessing basic inputs unless the producers cannot afford to buy them.

All these considerations refer to the risks that have been raised in the project document (See PRODOC).
It seems to me that the option of basing project activities on perennial structures takes into account these sustainability concerns. However, it must be ensured that these assumptions are structurally integrated and not solely dependent on the people involved during the project's life span. The interest generated by the use of selected seeds or PRGTE solar kits are reasons for appropriation by the populations who will make it their regular practice. At this stage, the project has achieved its objectives because it has integrated sustainable and economic practices for local producers.
The main activities developed are strategic priorities that will be pursued as best as possible after the withdrawal of the Project, with which local producers have acquired attitudes of non-dependence in terms of support and free financing.
The documents on the capitalization of achievements are also good sources of information, training and capacity building.

Points to be improved (limits): taking this risk into account, ensure that in this last stage of the project, in the absence of a complementary phase of extension and consolidation (at least 3 years), the strategy for promoting and expanding the achievements is well implemented
.

2) The functionality of PWGs

Two reservations were highlighted by the evaluators:

- the functioning of the PWGs (local?)
- the high (intellectual) level of the climate information bulletins.

PRGTE's Response:

- It is certain that the GTPs (local and national) operate properly (at least the 7 out of the 8 created by Prefect's decree), meet and issue publications relayed in local languages by community radios using appropriate communication techniques.
- The content of the newsletters has remained within the limits understandable to any literate layman, not to mention those literate in French; it should be improved by simplifying it or by adding other languages such as Wolofal Arabic and literate Wolof; This may be a recommendation of the evaluation for the future, but for the moment the level is satisfactory and adapted to the intervention sites (in Casamance the level of schooling is very high, almost everyone speaks and reads French well, while in the Niayes, the levels of French and Arabicization remain quite good for indigenous producers).

b. Terms of reference

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. These Terms of Reference (ToR) set out the expectations for the TE of the full- or medium-sized project titled Project Title (PIMS #) implemented through the Executing Agency/Implementing Partner. The project started on the date on which the Project Document was signed and is in its X year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (insert hyperlink).

2. PROJECT BACKGROUND AND CONTEXT

Provide a brief introduction to the project being evaluated, including but not limited to the following information: project goal, objective and key outcomes, location, timeframe, justification for the project, institutional arrangements, total budget, planned co-financing, key partners, key stakeholders, observed changes since the beginning of implementation and contributing factors, linkages to relevant cross-cutting aspects (i.e. vulnerable groups, gender, human right, etc.), relevance of the project to the partner Government's strategies and priorities, linkages to SDGs, and linkages to UNDP corporate goals. Identify the critical social, economic, political, geographic and demographic factors within which the project operates that have a direct bearing on the evaluation. This section should be focused and concise (a maximum of one page) highlighting only those issues most pertinent to the evaluation.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

(Expand on the above text to clearly explain why the TE is being conducted, who will use or act on the TE results and how they will use or act on the results. The TE purpose should explain why the TE is being conducted at this time and how the TE fits within the Commissioning Unit's evaluation plan.)

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to (list); executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to (locations), including the following project sites (list).

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.
The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.
(Note: The TOR should retain enough flexibility for the evaluation team to determine the best methods and tools for collecting and analyzing data. For example, the TOR might suggest using questionnaires, field visits and interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.)
The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (insert hyperlink). (The scope of the TE should detail and include aspects of the project to be covered by the TE, such as the time frame, and the primary issues of concern to users that the TE needs to address.
The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.
The asterisk "(*)" indicates criteria for which a rating is required.
Findings
i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted Recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The Recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging,

etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, Recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for (project title)

Monitoring & Evaluation (M&E)	Rating[4]
M&E design at entry	
M&E Plan Implementation	i.
Overall Quality of M&E	
Implementation &Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	i.
Effectiveness	v.
Efficiency	v.
Overall Project Outcome Rating	i.
Sustainability	Rating
Financial resources	i.
Socio-political/economic	i.
Institutional framework and governance	k.
Environmental	k.
Overall Likelihood of Sustainability	i.

6. TIMEFRAME

The total duration of the TE will be approximately (average 25-35 working days) over a time period of (# of weeks) starting on (date). The tentative TE timeframe is as follows:

Timeframe	Activity
(date)	Application closes
(date)	Selection of TE team
(date)	Preparation period for TE team (handover of documentation)
(date) XX days (recommended 2-4)	Document review and preparation of TE Inception Report
(date) XX days	Finalization and Validation of TE Inception Report; latest start of TE mission

[4]Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

(date) XX days (recommended 7-15)	TE mission: stakeholder meetings, interviews, field visits, etc.
(date)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(date) XX days (recommended 5-10)	Preparation of draft TE report
(date)	Circulation of draft TE report for comments
(date)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(date)	Preparation and Issuance of Management Response
(date)	Concluding Stakeholder Workshop (optional)
(date)	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: (by date)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (by date)	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: (by date)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: (by date)	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[5]

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is (in the case of single-country projects, the Commissioning Unit is the UNDP Country Office. In the case of regional projects and jointly-implemented projects, typically the principal responsibility for managing the TE resides with the country or agency or regional coordination body – please confirm with the

[5] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

RTA in the region – that is receiving the larger portion of GEF financing. For global projects, the Commissioning Unit can be the Nature, Climate and Energy Vertical Fund Directorate or the lead UNDP Country Office.)
The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project. The team leader will (add details, as appropriate, e.g. be responsible for the overall design and writing of the TE report, etc.) The team expert will (add details, as appropriate, e.g. assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.)
The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.
The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas: (Adjust the qualifications as needed and provide a weight to each qualification. In most cases, the qualifications for the team leader and those for the team expert will differ. Therefore, there should be two different lists of qualifications or separate ToRs.)
Education

- Master's degree in (fill in) or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to (fill in GEF Focal Area);
- Experience in evaluating projects;
- Experience working in (region of project);
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and (fill in GEF focal area); experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.
- Add language, if needed

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

  Criteria for issuing the final payment of 40%[6]:
  - The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
  - The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
  - The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS[7]

(Adjust this section if a vetted roster will be used)
Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[8] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form[9]);
c) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference "Consultant for Terminal Evaluation of (project title)" or by email at the following address ONLY: (insert email address) by (time and date). Incomplete applications will be excluded from further consideration.
Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh

---

[6] The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details: https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

[7] Engagement of evaluators should be done in line withguidelineswithguidelines for hiring consultants in the POPP https://popp.undp.org/SitePages/POPPRoot.aspx

[8] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[9] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

13. TOR ANNEXES

c. Itinerary of the evaluation mission

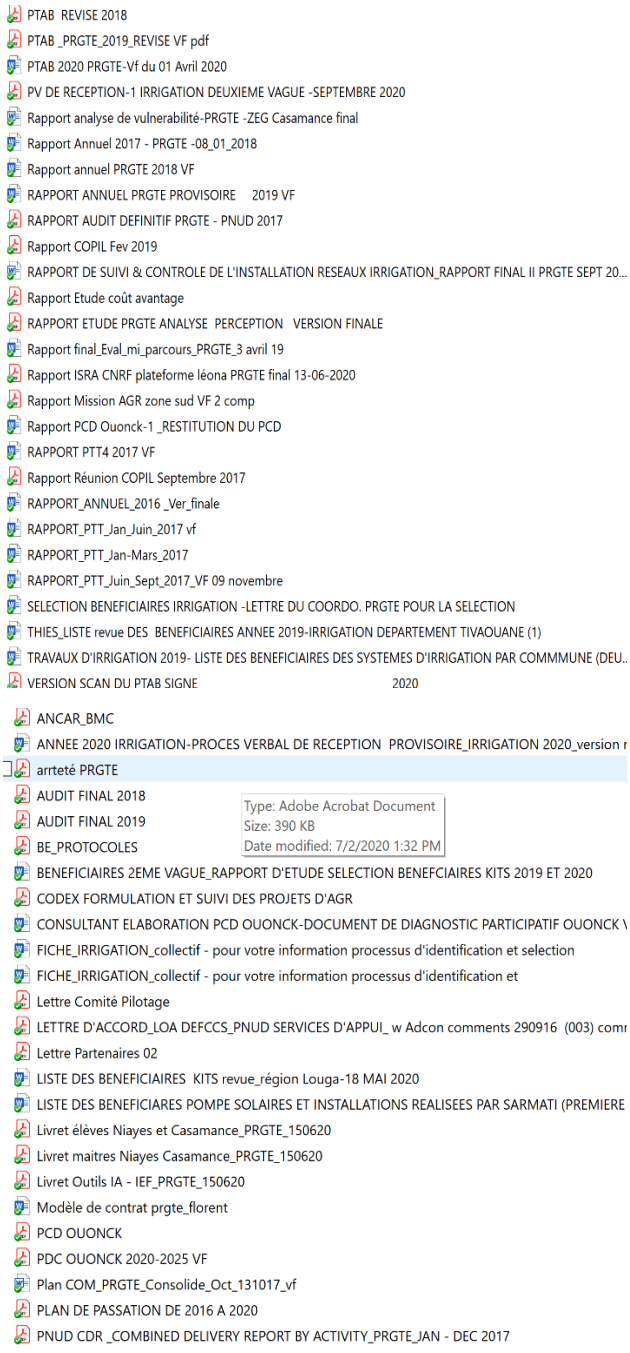
	Start	End
Dakar	20 July	25 July
Thies	27 July	28 July
Louga	29 July	30 July
Kolda	9 August	10 August
Sédhiou	10 August	12 August
Ziguinchor	12August	14 out

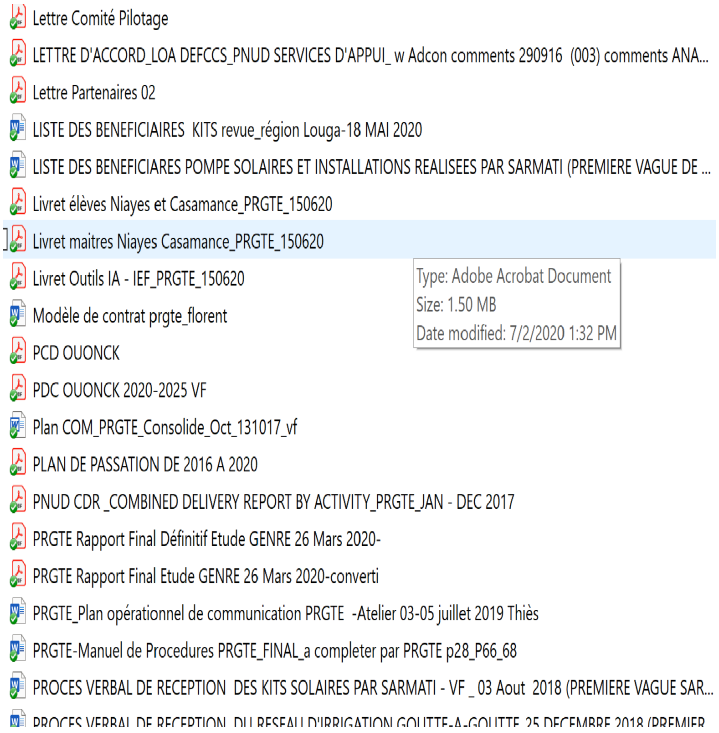
d. List of interviewees

Location	Full Names	Functions	Tel/Fax	E-mail
Ministry of Education				
TH	NGOSSE FALL	IA/THIES	771018677	ngossefall@yahoo.fr
LG	SACOURA GUEYE	IA/LOUGA	776578740	gueyesacoura@yahoo.fr
ZG	Ismaila Diouf	IA ZG	77 658 50 70	iddiouf@yahoo.fr
ZG	Samba sarr	IE/ point focal	77 540 56 05	bathieis2@gmail.com
Tivaouane	Sory Fall	Director of Keur Magor School		
Mboro	Group of 5 teachers			
WATER AND FORESTRY DIRECTORATE				
TH	LT AMY DIAGNE	IREF/PF	77 10 71 32	diagneamy83@yahoo.fr
TH	Youssoufa Diouf	IREF		
SD	Cdt Ismaila NIANG	IREF	77 521 30 00	barniang@yahoo.fr
ZG	Lt Colonel Babacar Dione	IREF		
ZG	Lieutnant Mamadou Fall	Eaux et Forets		
REGIONAL RURAL DEVELOPMENT DIRECTORS				
LG	Jean Paul BAMPOKY	DRDR	77 572 60 80	drdrlouga@yahoo.fr drdr.louga@maer.gouv.sn
SD	Omar MBENGUE	DRDR		drdrsedhiou@yahoo.fr

ZG	Casimir Adrien Sambou	DRDR		
ZG	Boubacar Badji	Agent DRDR		
End-User Producers				
TH	5 beneficiaries			
LG	5 beneficiaries			
SD	5 beneficiaries			
ZG	5 beneficiaries			
Technical Partners				
DK	MAMADOU NGOM	ANA	776334423	mamadoungom599@gmail.com
ZG	MBAR SECK	ANCAR/BMC	774556189	mbseck77@gmail.com
DK	MA ANTA MBOW	ISRA/CDH	775,516,768	maanta1810@yahoo.fr
DK	DIABEL NDIAYE	ANACIM	77 645 51 72	diabel.ndiaye@anacim.sn
KD	Ablaye cissé	SOS environnement		sosenvi@gmail.com
DK	Point Focal	Ministry of Economy	i.	i.
DK	Louise	Ministry of Cooperation	v.	v.
DK	Manon Ebel	UNDP Senegal	i.	i. Project Manager
DK	Ndeye Fatou Guene	UNDP Senegal	i.	x. Team Lead
DK	Clotilde Goeman	UNDP Regional Office	x.	Adaptation Program Adviser
ZG	VNU en charge de la mise en oeuvre	UNDP Senegal		
DK	Arona Dia and 2 additional agents s	DODP	i.	i.
LG	Madoune Diagne	DRDR Louga	i.	v. Rural Development Adviser
ZG	Moussa Diehdhiou A	ANA	v.	i.
ZG	Ibrahima Badiane	ANCAR	i.	i.

e. List of documents reviewed





f. Evaluation Question Matrix

Criteria for Evaluation Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area and to local, regional and national environment and development priorities?			
• o what extent do the objectives of the program correspond to the needs of the beneficiaries, Senegal's priorities (with respect to the aspirations of the NAPA, PSE, SDGs, other development policies and strategies) and stakeholders?	• Level of satisfaction of stakeholders • Alignment of Program Objectives with National Priorities	• Project staff, Producers, IREF, DRDR, DEEC, DEF, UNDP, ANCAR, Representatives of local authorities, beneficiaries	Documentary studies, interviews, testimonies of producers, representatives of public institutions Triangulation
• Are the interventions, including the assumptions on which the program's intervention logic was based and the results consistent with the intended impact?	• Level of alignment of intervention logic with project impact.	• Project staff, IREF, DRDR, DEEC, DEF, ANCAR, IEF, NGO partners, local authority representatives	Documentary studies, interviews with producers, representatives of public institutions Interviews with representatives of institutions Triangulation
• To what extent are the actions implemented by the project complementary with the actions of other structures and projects working in the country in the area of climate change?	• Level of complementarity of activities • Analogy of activities with other partners' activities	• IREF, DRDR, DEEC, DEF, ANCAR, IEF, representatives of local authorities, UNDP	Documentary studies, interviews, representatives of institutions Triangulation
• To what extent have the information management and sharing platforms promoted by the project provided added value compared to existing systems on climate change adaptation in Senegal?	• Effectiveness of the platforms set up	• Project staff, ANCAR, IREF, DRDR, DEEC, DEF, IEF, NGO partners, UNDP	Documentary studies, interviews with representatives of partner institutions
Effectiveness: To what extent were the intended outcomes and objectives of the project achieved ?			

Criteria for Evaluation Questions	Indicators	Sources	Methodology
• Did the project meet the objectives set out in the ProDoc, ToC and logical framework? What are the nature, quantity and quality of the results compared to those expected?	• Establishment of a knowledge management platform • % of producers using two or more climate change practices • Effectiveness of climate change practices	• Producers, IREF, DRDR, DEEC, DEF, NGO partners, ANCAR, UNDP, representatives of local authority	Documentary studies, interviews, testimonies of producers, representatives of partner institutions, direct observation, triangulation
• What were the most effective coordination and management strategies used by the project and what were the main drivers and assumptions needed to influence the achievement of the planned results and development objective ?	• Number and nature of strategies in place	• Producers, IREF, DRDR, DEEC, DEF, UNDP, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of partner institutions, triangulation. .
• o what extent has the program established and used an effective monitoring and evaluation system for program management and learning ?	• Effectiveness of the Monitoring and Evaluation System	• Producers, IREF, DRDR, DEEC, DEF, UNDP, project staff, NGO partners, representatives of the local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions, direct observation
• Have institutional partnerships been selected as the most appropriate to achieve the program's objectives? Have all required partners been adequately committed? ?	• Number of partnerships established • Number of unsuccessful partnerships	• Producers, IREF, DRDR, DEEC, DEF, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions
• How has the program addressed gender issues regarding access to and control of program benefits ?	• Percentage of women beneficiaries • Representation of women in the governance bodies of the project's organs	• Producers, IREF, DRDR, DEEC, DEF, project staff, UNDP, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions
Efficiency: Efficiency: Was the project implemented efficiently, in accordance with national and international norms and standards ?			
• To what extent did the project affect the lives of beneficiaries in the participating communities ?	• Percentage of beneficiaries who say they improved their lives as a result of the project	• Producers, IREF, DRDR, DEEC, DEF, ANCAR, project staff, NGO	Documentary studies, interviews, testimonies of producers,

Criteria for Evaluation Questions	Indicators	Sources	Methodology
		partners, representatives of local authorities	representatives of partner institutions, Direct observation, triangulation
• Are participants using the best practices identified by the program to mitigate/adapt to climate change on their farms and plots? If not, why not ?	• Percentage of producers who have adopted at least two practices promoted by the project	• Producers, IREF, DRDR, DEEC, ANCAR, NGO partners, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions
• To what extent has the project established institutional capacity to coordinate regional interventions, monitor project impacts, and disseminate and exchange information?	• Percentage of functional regional steering committees	• Producers, DRDR, DEEC, DEF, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions
• How effective were the partnerships established for the implementation of the project?	• Percentage of effective partnerships	• Producers, DRDR, DEEC, DEF, ANCAR, NGO partners, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of partner institutions, triangulation
Sustainability: To what extent are there financial, institutional, socio-economic or environmental risks to the long-term sustainability of project outcomes ?			
• Are the positive program outcomes and benefits likely to continue after the project ends?	• List and nature of positive benefits • Percentage of potential beneficiaries	• Producers, IREF, DRDR, DEEC, , ANCAR, , NGO partners, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of partner institutions, triangulation
• To what extent are the activities institutionalized?	• Work plan that includes approved project activities beyond the project scope for partners	• Producers, IREF, DRDR, DEEC, DEF, ANCAR, representatives of local authorities	Documentary studies, interviews, testimonials from producers, representatives of partner institutions, direct observations, triangulation .
• To what extent the technologies promoted by the project will or will not provide environmental benefits to beneficiaries	• Environmental impacts of the project	• Producers, IREF, DRDR, DEEC, DEF, ANCAR,	Documentary studies, interviews, testimonials from producers, representatives of partner

Criteria for Evaluation Questions	Indicators	Sources	Methodology
	• Negative impacts on the environment	representatives of local authorities	institutions, direct observations, triangulation
• Has the project developed an exit and sustainability strategy for its actions? What are the key measures and their level of implementation?	• Exit strategy in place and implemented	• Producers, IREF, , , DEF, NGO partners, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions
Impact: Is there evidence that the project has contributed to (or enabled) progress in reducing environmental stress or improving ecological status ?			
• What are the good practices and lessons learned from the project's implementation?	• List of good practices promoted by the project	• Producers, IREF, DRDR, DEEC, DEF, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions, direct observation
• What were the negative impacts (anticipated and unanticipated) of the project and how did the project reduce the effect on activities and beneficiaries?	• List of anticipated and unanticipated Impacts	• Producers, IREF, DRDR, DEEC, DEF, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions, direct observation
• To what extent has the project been successful in initiating and developing partnerships with government structures and the private sector to raise awareness of climate change issues and threats?	• Number of partnerships established	• Producers, IREF, DRDR, DEEC, DEF, representatives of local authorities	Documentary studies, interviews, testimonies of producers, representatives of public institutions

e. Rating scales

Ratings for Outcomes, Effectiveness, Efficiency, Monitoring and Evaluation, and Surveys	***Sustainability Ratings:***	***Relevance Ratings***
6 Highly Satisfactory (HS): No shortcomings 5 Satisfactory (S): Minor shortcomings 4 Moderately Satisfactory (MS) 3 Moderately Unsatisfactory (MU): Major shortcomings 2 Unsatisfactory (U): major problems 1 Highly unsatisfactory (HU): serious problems	4 Likely (L): negligible risk to sustainability 3 Moderately Likely (ML): moderate risk 2 Moderately unlikely (MU): significant risks 1 Unlikely (U): serious risks	2 Relevant (R) 1 Not relevant (NR) ***Impact Ratings:*** 3 Satisfactory (S) 2 Minimal (M) 1 Negligible (N)
Additional ratings, if necessary: Not Applicable (N/A.) Evaluation impossible (E.I.)		

g.Audit trails

1- Audit of numbers and payments for Irrigation Kits

The numbers of beneficiaries reported could be subject to an audit exercise. More specifically, the numbers of beneficiaries who received irrigation kits should be examined more closely. For this, the PCU will need to:

a. Provide the complete list of beneficiaries of the first batch of micro-irrigation kits with their telephone numbers.
b. Provide a complete statement of the payments made by these beneficiaries in order to benefit from these kits.

2- **Verify the accusations that 125,000F were deducted from the sums initially collected by IREF from the beneficiaries and subsequently returned**.

3- **Verify whether the irrigation system of 16172 M2 was installed in Wassamassal for the benefit of the trio "Arona KA /Amadou KA /Abdoulaye KA**". The latter continue to say that PRGTE confiscated the system delivered to them while the project continues to report that they are the beneficiaries who have received and installed the irrigation kit

4- Protocol with Caurie-MF

CAURIE-MF received 75 million from PRGTE to carry out the microfinance section of the project. According to the information available to us, the first audit that was conducted did not take into account Caurie-MF's observations before it was finalized. The second audit will have to take stock of this operation and listen to Caurie-MF's explanations. The team should visit the site to speak directly with the structure. PRGTE, UNDP and the Government of Senegal should decide together what to do with the core capital (75 million) that is still held by Caurie-MF.

5- Non-existence of a Monitoring and Evaluation system

The non-existence of a Monitoring and Evaluation system makes it rather difficult to track down some of the beneficiaries of the activities. The audit could try to confirm the trends given by the

final evaluation with regard to the effectiveness of the program. Do the figures provided in the progress reports correspond to reality or should they be reduced by a stable coefficient?

6- **The co-financing section** could not be looked at due to lack of information. The audit could look into this aspect.

7- **The protocols with DGPRE, DAMP and ISRA CNRF** could not be evaluated. The audit could investigate the effectiveness of these protocols and the results attached to them.