



Terminal Evaluation Report

Terminal evaluation of the project
"Generating global benefits for the environment
through improved environmental information, planning
and decision-making systems (PGAGE)"

ID PIMS : 5272

GEF ID number: 6971

TE timeframe : May-June 2020

GEF Focal Area/Strategic program: Climate Change, Land degradation,
Biodiversity

Country and Region: Mali, West Africa

Executing Agency, Implementing partner and other project partners:
MEADD - AEDD

By

DONGMO NGOUTSOP Aimé, International Consultant, Head of Mission

GAREYANE Mohamed, National consultant

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Evaluation team

- Dr. Aimé Landry DONGMO, International Consultant (Team Leader).
- Dr. Mohamed GAREYANE, National Consultant (Team Member)

DISCLAIMER

This report is the work of an independent Evaluation Team and does not necessarily represent the views, or policies, or intentions of the United Nations Development Programme (UNDP) and/or of the Government of Nigeria.

Acronyms and abbreviations

AEDD	Environment and Sustainable Development Agency
AMM	Association of Municipalities of Mali
CAEF	Economic and Financial Affairs Advisor
CBD	Convention on Biological Diversity
CBO	Community-based organizations
CNOP	National coordination of farmers' organizations
CNP	Project National Coordinator
CREDD	Strategic Framework for Economic Recovery and Sustainable Development
CROCSAD	Regional Steering, Coordination and Monitoring Committee for Development Actions
DNEF	National Directorate of Water and Forests
DNPd	National Directorate of Development Planning
DRACPN	Regional Directorate of Sanitation and Pollution and Nuisance Control
DREF	Regional Directorate of Water and Forests
DRPSIAP	Regional Directorate of Planning, Statistics, Information Technology, Regional Planning and Population
FENACOF	National Federation of Coordination of Women's NGOs
GEBs	Global Environmental Benefits
GIZ	German Agency for International Cooperation
HCCT	High council of local authorities
IER	Institute of Rural Economy
MA	Ministry of Agriculture
MAECI	Ministry of Foreign Affairs and International Cooperation
MATD	Ministry of Territorial Administration and Decentralization
MATP	Ministry of Regional Planning and Population
MEADD	Ministry of the Environment, Sanitation and Sustainable Development
MEAs	Multilateral Environment Agreements
MEP	Ministry of Livestock and Fisheries

NAPA	National Adaptation Programmes of Action
NCSA	Self-assessment of national capacities for the management of the global environment
NGO	Non-Governmental Organization
PACT	Support Program for Territorial Communities
PANC	National Action Plan on Climate
PCU	Project coordination unit
PDA	Agricultural Development Program
PDESC	Economic, Social and Cultural Development Plans
PGRNCC	Natural Resources Management and Climate Change Project
PNCC	National policy to combat climate change
PNISA	National investment plan in the agricultural sector
PNPE	National Policy for the Protection of the Environment
PTM	Medium sized project
RNSE	National Environmental Monitoring Network
ROSELT	Long-Term Ecological Monitoring Observatory Network
SDGs	Sustainable Development Goals
SIGE	Environmental management information system
SNDD	National Strategy for Sustainable Development
SNGIE	National Environmental Information Management System
SNPA/DB	National Strategy and Action Plan for Biological Diversity
TE	Terminal Evaluation
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDAF+	United Nations Integrated Development Assistance Framework
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
USAID	US Agency for International Development

Summary

Project information table

Project Title:	Project for Generating Global Environmental Benefits Through Improving Environmental Information, Planning and Decision Making Systems (PGAGE)		
UNDP-GEF PIMS ID Number:	5272	PIF approval date	May 29, 2015
Atlas Product ID / Project ID number:		Planned start date:	August 1, 2016
		Expected initial closing date:	July 1, 2019
GEF ID number:	6971	Date of signature of the project document	March 3, 2017
Country :	Mali	Date of recruitment of the Coordinator	January-March 2018
Region :	West Africa	Date of the project launch workshop	April 12, 2018
Focal area:		Starting date	April 12, 2018
		Date of the first Steering Committee meeting	April 12, 2018
Executing agency:	MEADD / AEDD	Date of recruitment of support staff	January-March 2018
Other partners involved in the project	MAECI, MA, MEP, MATD, MATP, Mali-METEO, SECO-ONG, CNOP, HCCT, AMM, FENACOF, University of Mali, IER	Mid-term review date	Not planned Not carried out
		Revised closing date	September 2020

Project description

PGAGE is the result of a joint effort by the Government of Mali, UNDP and GEF to build the country's capacities and enable it to make better decisions and more effectively fulfill its obligations regarding the implementation of the 3 Rio conventions. PGAGE budget is 3,600,000 USD including 1,050,000 USD from GEF, 400,000 USD from UNDP and 2,150,000 USD from the Government of Mali (including 350,000 USD in cash). The project TE is required by GEF and UNDP to inform on the project implementation performance and promote the improvement of future interventions.

Key results

PGAGE has proven to be relevant and consistent in meeting Mali's needs regarding the effective implementation of the 3 Rio conventions and achieving the expected results and

effects at the national and local levels. It is well aligned with the strategic priorities of the Government, UNDP and GEF and is in line with the vision of building a green and resilient economy in Mali. Despite some shortcomings noted, the activities planned, the implementation strategy, the theory of change and the project's results framework are globally relevant and consistent to achieve the objective pursued. The strategic relevance of PGAGE is deemed highly satisfactory

PGAGE has made very remarkable progress towards achieving the expected results. However, several obstacles hindered the scope of realization of some activities and consequently the amplification of the results. Thus, the delay in starting the project, the non-mobilization of co-financing, the post-electoral crisis following the legislative elections in Kayes and Sikasso regions, limited the scope of the project's implementation and the generation of even greater results. Despite these constraints, the operationalization of the SNGIE bodes well for informed decision-making and the implementation of concrete actions to improve the governance of natural resources, strengthen the resilience of ecosystems and people, alleviate poverty, prevent risks and natural disasters and improve response capacities. All in all, the level of achievement of results is considered satisfactory.

PGAGE implementation, activity planning, stakeholder participation, the project monitoring and evaluation system, data reporting, and communication have been based on adaptive management and are results-oriented. However, weaknesses were noted in the management of the project, which negatively affected its efficiency. We can mention for example, the non-mobilization of government co-financing, the absence of advocacy activities at the top strategic level of the Government to influence policies, practices and investments in the field of the environment. The project's communication efforts were also limited in terms of sharing major achievements, as well as partnership with other projects and programs in the environmental sector. Although the lack of co-financing reduced the availability of financial resources, the project achieved remarkable results. All in all, efficiency is rated Moderately Satisfactory.

The project sustainability assessed on the basis of the analysis of financial risks, socio-economic risks, the institutional framework and governance risks and environmental risks shows that there are significant financial and socio-economic risks that may affect it. However, these risks are moderate at the institutional level, and are not significant at the environmental level. In short, the sustainability of PGAGE is globally considered Moderately Likely (ML) because there are moderate risks that could affect it.

Regarding cross-cutting issues, PGAGE has well integrated concerns related to gender and environmental protection. The environmental benefits that will result from the implementation of the environmental measures integrated into the new PDESCs will help to safeguard and improve the livelihoods of the most vulnerable groups in rural areas, made up mainly of women. Also the environmental impacts of PGAGE are mostly positive.

Summary assessment and performance table

GEF criteria and sub-criteria	Rating ¹	Comments ²
A. Strategic relevance		
A1. Alignment with GEF and UNDP strategic priorities	HS	4.1.1. Alignment with the strategic priorities of Mali and partners
A2. Relevance to national, regional and global priorities	HS	
A3. Complementarity with existing interventions	HS	
A4. Overall strategic relevance	HS	4.1.1. Alignment with the strategic priorities of Mali and partners 4.1.2.1. Methods of execution 4.1.2.2. Theory of change 4.1.2.3. Results framework
B. Effectiveness		
B1. Overall assessment of project results	S	4.2.1. Analysis of progress towards achievement of results 4.2.2. Constraints and obstacles to achieving results Annex 9 : Analysis matrix of the level of achievement of the project's expected results
B1.1 Delivery of results	S	
B1.2 Progress towards project results and objectives	S	
B1.3 Probability of impact	S	4.2.3. Actual or potential effects and impacts
C. Efficiency		
C1. Efficiency ³	MS	4.3.1. Strengths of management and efficiency 4.3.2. Weaknesses in management and efficiency
D. Sustainability of project results		
D1. Overall likelihood of risks to sustainability	ML	
D2. Financial risks	MU	4.4.1. Financial risks to sustainability
D3. Socioeconomic risks	MU	4.4.2. Socio-economic risks to sustainability
D4. Institutional and governance risks	MU	4.4.3. Institutional framework and governance risks to sustainability
D5. Environmental risks	L	4.4.4. Environmental risks to sustainability
D6. Catalysis and replication	-	-
E. Factors Affecting Performance		
E1. Project design and preparation ⁴	S	4.1.1. Project design

¹ See rating scheme at the end of the document.

² Include reference to the relevant sections in the report.

³ Includes cost efficiency and timeliness

⁴ Refers to factors affecting the project's ability to start as expected, such as the presence of sufficient capacity among executing partners at the project's launch.

E2. Quality of project implementation	S	4.3.1. Strengths of management and efficiency 4.3.2. Weaknesses in management and efficiency
E2.1 Project supervision (UNDP, Steering Committee.)	S	
E3. Quality of project execution	S	
E3.1 Project management and execution arrangements (PCU, financial management, etc.)	S	
E4. Co-financing	HU	4.3.1.3. Funding and co-funding
E5. Project partnerships and stakeholder involvement	S	4.3.1.5. Stakeholder participation
E6. Communication and knowledge management	S	4.3.1.6. Data communication 4.3.1.7. Communication
E7. Overall quality of monitoring and evaluation (M&E)	MS	4.3.1.4. Project level monitoring and evaluation systems
E7.1 M&E Design	MS	4.3.1.4. Project level monitoring and evaluation systems
E7.2 Implementation of the M&E plan (including financial and human resources)	MS	
E8. Overall assessment of factors affecting performance	S	4.3.1. Strengths of management and efficiency 4.3.2. Weaknesses in management and efficiency
F. Cross-cutting concerns		
F1. Gender and other dimensions of equity	S	4.5.1. Consideration of the needs of gender and marginalized groups
F2. Human rights issues	S	4.5.1. Consideration of gender and marginalized group needs
F3. Environmental and social safeguards	HS	4.5.2. Environmental and social protection
Overall project assessment	S	

Summary of findings

Finding 1: Despite a delay in its start-up and reduced funding, PGAGE was able to strengthen the SNGIE to meet the Government's needs concerning the effective implementation of the 3 Rio conventions and the needs of other national and international stakeholders interested in, or concerned by actions to generate benefits for the global environment.

Finding 2: The scale and quality of the results generated by PGAGE is remarkable thanks to good supervision by UNDP, a strong will and commitment from the Government, and involvement of stakeholders and adaptive management. The effectiveness and efficiency of PGAGE were however sometimes reduced by the delay in start-up and the non-raising of the co-financing planned by the Government.

Finding 3: The project has made a remarkable contribution to raising awareness and strengthening the knowledge and awareness of decision-makers at national, regional and local levels on the usefulness and use of the SNGIE and on the need to make it

sustainable to allow better monitoring of environmental indicators and their use for sustainable development planning at various levels.

Finding 4. The implementation of PGAGE has made it possible to integrate environmental indicators into the PDESCs associated with activities and measures which implementation at local level will help generate environmental benefits at the global level and also promote safeguarding and strengthening the livelihoods of the most vulnerable.

Table of recommendations

N°	Recommendations	Responsible entities
R 1	Initiate a second phase of the project focused on the development and implementation of a development and sustainability strategy for the SNGIE, the consolidation and replication of the achievements in terms of integrating the three Rio conventions into national and local planning and the development of advocacy at the strategic level oriented on the influence of practices, policies and investments in the field of the environment.	AEDD ; UNDP
R 2	<p>Complete the remaining activities and put in place the conditions to consolidate the results and make them sustainable. In this perspective, several technical, institutional and organizational actions deserve to be carried out:</p> <ul style="list-style-type: none"> • Set up a scientific committee for the national the SNGIE and make CROCSAD accountable for quality control of the SNGIE at regional level: the environmental indicators of the SNGIE must be subject to critical review by external experts in order to guarantee their consistency and quality and their adequacy with the needs and realities of the various actors. • Appoint heads of divisions or heads of statistics / monitoring-evaluation sections of national and regional structures as SNGIE focal points in order to guarantee the stability of human resources • Strengthen the link between the national SNGIE and the regional SNGIE for an improved harmonization of data and information before their integration into the database. • Strengthen the synergy between the three Rio conventions by ensuring the promotion of inclusive activities • Establish the unifying tool for integrating the objectives of the three Rio conventions as a unique tool for taking environmental issues into account in the PDESCs • Involve the administrative authorities of Circles in the monitoring and evaluation of the PDESC implementation in order to ensure that the objectives of the three Rio conventions are taken into account in the annual budgets. • Exploit the full potential of statistics production by integrating data and information from NGOs and the private sector in the 	PCU, AEDD, MEADD, Other ministries involved in the SNGIE ; Town halls; Regions ; NGOs

N°	Recommendations	Responsible entities
	<p>operationalization of the SNGIE and financing the integration of the three Rio conventions' objectives into national and local planning.</p> <ul style="list-style-type: none"> Strengthen communication and advocacy around the two major project's achievements, notably the operationalization of the SNGIE and the development of an approach to integrate the objectives of the three Rio conventions into national and regional planning. 	
R 3	<p>Make the necessary arrangements to ensure a timely start of the project, good planning of activities and fundraising and ensure the mobilization of cofinancing.</p> <ul style="list-style-type: none"> Speed up the process of mobilizing the project implementation team and limit the delay in starting future projects. If applicable, it will also be necessary in the implementation of any possible project acting as a relay of this project, to supplement the project team in order to ensure a close follow-up of activity implementation. Strengthen the computer programming capacities of AEDD for the operationalization of the SNGIE by recruiting a full-time computer programming specialist. Involve the project coordinators in budgetary arbitration with a view to taking charge of co-financing. 	UNDP, MEADD, AEDD

1. Introduction

1.1. Rationale and purpose of the evaluation

This terminal evaluation (TE) concerns the project “Generating global benefits for the environment through improved environmental information, planning and decision-making systems (PGAGE)”, funded by GEF, supported by UNDP and implemented nationally by the Environment and Sustainable Development Agency (AEDD) under UNDP National Implementation Modalities (NIM).

PGAGE is the result of a joint effort by the Government of Mali, UNDP and GEF to strengthen the country's capacities and enable it to make better decisions and more effectively fulfill its global environmental obligations. The project implementation period was initially scheduled from August 1, 2016 to July 1, 2019. The project officially started in April 2018 and its closing period was extended to September 2020.

The project TE is required by GEF and UNDP to inform on the project execution performance and promote the improvement of future interventions. Beneficiaries of the TE are: GEF, UNDP, co-financing partners, the steering committee, the project coordination unit (PCU), implementing partners, beneficiaries and other parties directly concerned by or interested in the project.

1.2. Evaluation scope, objectives and questions

The TE covers the project implementation period from the start date to the evaluation date, and all activities foreseen in the project document or arising from the steering committee reviews. The TE is interested in all stakeholders and beneficiaries of the project, and other stakeholders directly interested in or affected by the project objectives and activities. Since the project is dedicated to building management and planning capacities from central to local level, the TE adapts its approach to measuring the project's outputs and impacts accordingly. The TE also takes into account the fact that the project did not go through a mid-term evaluation.

The overall objective of the TE is to conduct a critical and in-depth review of the project, based on credible, reliable and useful factual information. The TE will provide an objective assessment of the strategic relevance, the level of achievement of objectives, the quality of implementation and the conditions put in place to promote the sustainability and amplification of the project's outcomes. The final evaluation will also consider the application of the United Nations common country programming principles⁵ and the integration of cross-cutting concerns in the project: respect for human rights, gender equality and women empowerment; sustainability and resilience; ethics of responsibility; environmental and social safeguard; effectiveness of co-financing; stakeholder

⁵ United Nations Evaluation Group 2016, Norms and Standards for Evaluation. New York : UNEG

involvement; etc. Finally, the TE will make useful recommendations to strengthen the sustainability of the project's positive outcomes and outputs, and draw lessons to consider when designing and implementing future GEF and UNDP projects.

The project TE is based on the DAC⁶ criteria (relevance, consistency, effectiveness, efficiency, impact, viability / sustainability) and internationally recognized good practice in evaluation. Five evaluation questions (EQs) were formulated (Box 1, Annex 2).

Box 1 : Key Evaluation Questions (EQs)

EQ1. To what extent is the project relevant and consistent with the strategic priorities of the Government of Mali and its partners (UNDP and GEF) and with the country's needs for the effective implementation of the three Rio Conventions?

EQ2. To what extent has the project achieved the objectives planned? - What are the real and concrete effects of the project on improving the processes of strategic decision-making, planning and implementation of local development actions contributing to the objectives of the Rio conventions?

EQ3. To what extent have the mechanisms for project implementation and management (management, activity planning, financing and co-financing, monitoring and evaluation, stakeholder participation, data reporting and communication) improved or reduced the project's efficiency and effectiveness?

EQ4. What are the conditions and prospects for the sustainability of the project's outcomes and outputs after its completion?

EQ5. To what extent have gender, equity and cross-cutting aspects been taken into account in the project implementation?

1.3. Methodology and limitations

The Terminal Evaluation (TE) process is guided by the evaluation norms and standards of the United Nations Evaluation Group (UNEG) and the Terms of Reference (TOR, see Annex 6). The TE relies on a systemic and participatory approach but in a context marked by the Covid-19 pandemic which reduces travel and requires social distancing. The TE methodology was adjusted accordingly, favoring electronic interviews and limiting physical meetings to the strict minimum. Face to face discussions were carried out only by the national consultant on the sites visited. This limitation was compensated for by a more in-depth analysis of the project documents and more in-depth discussions (recurrent discussions, requests for clarifications) with the key players in the project implementation and supervision.

⁶ OECD 2019. Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. OECD/DAC Network on Development Evaluation (EvalNet). Adopted at DAC at its December 10, 2019 meeting.

1.4. Data collection and analysis

Internal project documents (project document; activity reports; project progress reports; study reports from service providers and partners; annual work plans and budgets, monitoring tools for the relevant GEF focal area) and the main policy, strategy and planning documents of the Government of Mali and partners (UNDP, GEF) were collected and analyzed. Primary data were collected through individual or group interviews carried out remotely (via Zoom, Skype, WhatsApp, telephone) or directly (face to face when possible) with each category of project stakeholders. The people surveyed (see Annex 8) were identified by the TE in consultation with the PCU, by seeking their representativeness in relation to the list of project stakeholders (See Annex 4, Annex 5).

The analysis was organized around five points corresponding to the EQs. Appreciation and rating of evaluation criteria is based on the GEF rating scale presented in Annex 10.

The project strategy analysis (EQ1 and EQ2) focused on the project design quality and the quality of the results framework and theory of change. Design quality is estimated by assessing among other things: the relevance of the problem targeted ; the realism of the basic assumptions made; the project alignment with Mali's priorities and its obligations regarding the 3 Rio conventions⁷; project consistency with other environmental protection initiatives; the realism of the activities planned in relation to the expected results; the quality of the actors involved and the decision-making processes put in place. The quality of the results framework and the theory of change is assessed by questioning the validity and practicality of the objectives, activities, expected output and outcomes and indicators and targets. The TE also measures the level of gender consideration in the project indicators and targets.

Analyzing the achievement of project objectives (EQ3) is based on the measurement of the level of achievement of expected results and targets of indicators. Obstacles hindering the achievement of the project objectives for the remaining period will be highlighted and recommendations formulated. The TE also assesses the extent to which the project is achieving impacts or progressing towards achieving them.

The analysis of project implementation and adaptive management (EQ4) is based on several factors: effectiveness of management mechanisms; the quality of activity planning including the compliance or not with the deadlines (efficiency) and their causes; the application of the results framework as a management tool; the effectiveness and quality of financing and co-financing; the quality of the project financial management, including the cost - effectiveness ratio of interventions; the effectiveness of the monitoring and evaluation system; participation of direct and indirect stakeholders; data communication (UNDP, GEF, steering committee); communication with stakeholders.

⁷ Convention on Biological Diversity (CBD); United Nations Framework Convention on Climate Change (UNFCCC); United Nations Convention to Combat Desertification (UNCCD)

The analysis of sustainability (EQ5) is based on the identification of the conditions (financial, socio-economic, environmental, institutional and governance) put in place or necessary to ensure the adoption and ownership of the adaptation strategies proposed.

The analysis of cross-cutting issues (EQ6) makes it possible to assess the level of consideration of concerns related to gender, vulnerable groups and environmental protection; etc. UNDP and GEF policies in this area serve as a framework for analysis.

1.5. Ethics

The TE was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and the GEF and UNDP M&E policies.

The TE team was made up of two independent consultants including an international consultant expert in the evaluation of capacity building and environmental safeguard projects and a national consultant experienced in project management with a good knowledge of the 3 Rio conventions.

2. Project intervention background

2.1. Background and challenges

Mali is a vast Sahelian country with a land mass of 1,241,238 km² located between the 10th and 25th parallels of North latitude and between 4° East longitude and 12° West longitude. It is landlocked in the heart of West Africa with more than 7,000 km of border with 7 neighboring countries. It represents a transition zone between North Africa and sub-Saharan Black Africa.

The Malian population is estimated in 2019 at 19,930,645 inhabitants with a growth rate of 2.97%. The incidence of poverty (proportion of poor individuals in the population) is estimated at 44.9% at the national level in 2017 (INSTAT, 2018). It is estimated at 4.7% in Bamako against 32.9% and 53.6% respectively in other cities and in rural areas.

The Human Development Index established in 2018 by the United Nations ranks Mali 182nd out of 188 countries. Poverty is exacerbated by war, drought and a low-income, undiversified economy exposed to fluctuations in commodity prices.

Mali's climate varies from north to south following an increasing rainfall gradient. It is Saharan in the north (less than 200 mm of rain), Sahelian in the center (200 mm to 600 mm of rain), Sudanese (600 mm to 1000 mm of rain) and Sudano-Guinean in the south (1000 mm). However, since the onset of drought periods in 1970, we have observed the establishment of a more arid climate over the whole of the territory, a trend of an overall decrease in useful rainfall by 20% and a shift of isohyets by 200 km southwards. Extreme climate events (droughts, floods; strong winds and sand winds) have particularly

increased in recent decades. In 27 years (1980-2007), the country has experienced five major drought episodes and two major floods which affected nearly 3 million people.

Mali has abundant water resources, but their distribution is very uneven. The availability and quality of water is a problem in many parts of the country. The Niger River plays a key role in the development of Mali, providing water for agriculture, fishing, energy and transport.

The country is facing climate change which is projected to worsen with a very likely sharp increase in temperature, decrease in rainfall, and in general an increase in intra-seasonal variability. These climatic effects have a negative impact on key economic sectors (agriculture, livestock, forestry, energy, health and infrastructure), already affecting vulnerable groups in particular.

Climate change is affecting the environmental and economic conditions in Mali and has reduced the area of farmland in a country that depends on agriculture for food security and household income. The northernmost border of land suitable for the production of sorghum and millet, for example, has shifted southwards by 50 km over the past 60 years due to changes in rainfall levels and temperatures, exacerbating pressure in already vulnerable regions. Furthermore, more than 20,000 ha of productive land have been lost in Mali due to the acceleration of wind erosion. Climate change has also exacerbated weather events - episodes of drought, flooding, strong winds and sand winds - of increasing severity, frequency and duration. Between 1980 and 2007, Mali experienced five major drought episodes and two major floods, affecting three million people. Due to the variability in rainfall levels, water scarcity in Mali has increased, especially in areas far from major rivers or hydraulic infrastructure. Other root causes of environmental and natural resource degradation include poverty and lack of human capacity, weak local environmental governance, and conflict.

Mali's agricultural production is highly dependent on rainfall and as climate change increases its variability and weather systems, uncertainty in the timing and level of rainfall levels can negatively impact crops in terms of volume and quality. In addition, the most prevalent crop pests in Mali, particularly cotton pests, thrive in hot and drought conditions. As average temperatures rise and rainfall levels fluctuate, pests and diseases will threaten agricultural productivity. In addition, as agricultural programs and practices develop, degradation in the quality of soils and farmland reduces crop production and quality.

Resilience is low, mainly due to environmental degradation, the heavy dependence of rural livelihoods on climate-sensitive economic activities, the absence of social safety nets and the low capacity to cope with the impacts of climate change. Adaptation to Climate Change (CC) therefore represents a very big challenge for Mali.

Mali has ratified several Multilateral Environmental Agreements (MEAs) resulting from the United Nations Conference on Environment and Development held in June 1992 in Rio de Janeiro (Brazil). In order to improve its climate governance and meet the challenges

linked to climate change, the Government of Mali adopted in 1998 a National Environmental Protection Policy (PNPE) and jointly developed a National Environmental Action Plan (PNAE). The PNPE takes into account all environmental issues and National Action Programs (NAPs) aimed at implementing the United Nations Convention to Combat Desertification (UNCCD).

In 2011 Mali also developed a coherent political framework and a National Climate Change Strategy (SNCC). However, the implementation of this SNCC and its National Climate Action Plan (PANC) has remained very limited due to insufficient capacities of the various actors (communities, private sector and government). The lack of information on climate (mainly at the sub-national level) and the absence or insufficient knowledge on climate-related risks and on good practices for adaptation to climate change are also major constraints.

The Malian government has undertaken successive initiatives to improve the state of management of environmental and natural resources at all levels. The Strategic Framework for Economic Recovery and Sustainable Development (CREDD 2016-2018) developed in 2016 was updated in 2019 (CREDD 2019-2023) as a medium-term reference document based on a new long-term vision, Mali 2040. In this context, the government is working to promote the green economy through the sustainable management of natural resources and the effective fight against global warming. It also ensures the integration of environmental considerations into policies, plans and programs in other sectors.

2.2. Project rationale and description

2.2.1. Project rationale

Although the Government of Mali has developed several strategies and policies to overcome the degradation of the environment in the country, the coordination and monitoring of issues relating to global environment management remains uncertain and uncoordinated.

In order to better understand the dynamics underlying threats to the environment in Mali in relation to environmental management at the global level, the Government of Mali, with the support of UNDP-GEF, carried out the self-assessment of its capacity to implement the Rio Conventions. The National Capacity Needs Self-Assessment (NCSA⁸) process,

⁸ The purpose of the National Capacity Needs Self-Assessment (NCSA) is to identify country-level priorities and capacity building needs to address global environmental issues, in particular biodiversity, climate change and land degradation, as well as synergies between them, with the objective of catalyzing internal and / or external action to meet these needs in a coordinated and planned manner.

completed in 2007, led to the development of a National Strategy and Plan of Action for cross-cutting capacity building for the implementation of the Rio Conventions.

During the discussions on the follow-up to the NCSA exercise, the Government of Mali decided to focus on two particular deficits: (i) the absence of a coordinated system of collection, analysis, storage and making available accurate and reliable information and data related to all three Rio Conventions and their direct use by decision makers; and (ii) a low capacity to generate benefits for the environment at the global level as required within the framework of the implementation of the Rio Conventions, due to a series of policies and strategies, financial instruments and action plans that focus on sectoral issues.

Environmental data / information exist, but are generally incomplete, scattered and available in a form that is intended only for the user (scientific or technical) and is sector specific. Given the increased demand for environmental information by technical agencies, projects and other institutions, initiatives to create databases have been developed by various agencies or partners. The National Environmental Protection Policy (PNPE) recommended the creation of a National Environmental Information Management System (SNGIE), in particular through the creation of means of production and / or collection, the processing and distribution of this information at all levels (national, regional, local).

The SNGIE was intended as a permanent mechanism to gradually meet the information needs of all national and international users. It is supposed to facilitate decision-making and allow the flow of information to and between all those involved in environmental protection and improving the quality of life. Unfortunately, the SNGIE as the main coordinated effort that would be a reference and monitoring framework for environmental management, does not pay enough attention to the Rio Conventions or harmonized approaches and is not user friendly enough.

NCSA has shown that in Mali, insufficient capacity to plan, finance and execute development processes does not allow to contribute to the implementation of the recommendations of the Rio Conventions and to generate global environmental benefits.

Under the auspices of the Ministry of Territorial Administration and Local Authorities, local authorities have, within the framework of their attributions, competences in environmental protection matters, with regard to occupation plans and development operations of communal space, and management of state lands, organization of agricultural, forestry and pastoral activities. Through the High Council of Local Authorities, they have the right to be consulted and to give advice on government draft regulations concerning the environment. Thus, local authorities play a key role in the implementation of national policies for sustainable development at local level.

In order to reduce the increasing pressure on natural resources and prevent the accelerated degradation of ecosystems, local authorities and village communities have

increased local development initiatives across the country with the advisory support of public services and technical and financial partners. However, the multiplicity of approaches to developing local conventions and the non-clarification of their legal frameworks have not made it possible to get the most out of these decentralized natural resource management instruments. This has resulted in the juxtaposition of several local conventions in the same territory, insufficiently supported by the development process, leading to shortcomings in their implementation. In view of this situation, a "National methodological guide for the development of local conventions" was developed in order to harmonize approaches to the development of local conventions for the management of natural resources.

Another weakness in capacity is that most elected officials have a low level of education, are unfamiliar with environmental legislation, obligations under the Rio Conventions and rarely have the skills and, in particular, the financial means to integrate the environment into their development plans. Environmental information is still not an integral part of existing plans. Local authorities do not participate sufficiently in the production of information / data. As a result, opportunities to generate cross-cutting global environmental benefits are missed, due to insufficient capacities to mainstream environmental issues into development frameworks.

2.2.2. Project description

The objective of the project is to improve environmental information, planning and decision-making systems through the strengthening at the highest political level of coordination and consultative processes that will promote sustainable and environmentally sound development thus enabling the joint achievement of socio-economic priorities and global environmental objectives within the framework of the Rio Conventions.

The project budget is US \$ 3,600,000 including a GEF grant of US \$ 1,050,000. Other co-financing partners are: UNDP (US \$ 400,000), Government of Mali (US \$ 350,000 in cash and US \$ 150,000 in kind); Mali Météo (US \$ 1,650,000 in kind).

The project is structured into three components including two operational components described below and one management component. Each component aims at an expected result.

Component 1 "Information management systems for global environmental issues" aims to significantly strengthen the existing system of environmental data collection and information management, in particular to report on the state of the environment and the implementation of the various environmental conventions that Mali has ratified over the years. The new system will also be more responsive to the needs of potential users, and more accurate, regularly updated and more accessible.

Expected Result N°1 of component 1 is as follows: A functional and sustainable system is set up for the collection, analysis, storage and provision of accurate and reliable data and information concerning all three Rio Conventions and this data and information is likely to be used directly by decision-makers and for convention reporting purposes.

Component 2 "Integrate the global environment into planning and development at local level" aims to contribute to the implementation of the decentralized approach to sustainable development adopted by Mali. The decentralized approach in Mali consists in empowering and giving mandate to local communities (local authorities: CT). Under this approach, tools are developed and capacities that can be used are created to sustainably strengthen consultation processes at local level. This allows CTs and regions to better manage their local affairs with regard to the management of natural resources for sustainable development. These tools will be available for all local communities and will thus have a national impact. The project will place particular emphasis on concerns regarding the recommendations of the Rio Conventions and other Global Environmental Benefits (GEBs) and their integration into Economic and Social and Cultural Development Plans (PDESC) should foster the production of global environmental benefits.

Expected Result N°2 of component 2 is as follows: Institutional capacities are strengthened with a view to planning, financing and implementing decentralized development processes contributing to the implementation of the recommendations of the Rio Conventions and generating global environmental benefits.

Component 3 relates to Knowledge Management and Monitoring-Evaluation and aims for the following **Result 3**: "a project learning and coordination mechanism is operational, concerning knowledge management and Monitoring-Evaluation"

The key stakeholders of the project are the ministries, their subsidiary bodies, the departments responsible for the management of natural resources as well as the non-governmental stakeholders, in particular civil society organizations (Annex 5).

The following rural municipalities participate in the implementation of PGAGE: Sanso, Sibirila, Guandiaka, Koussan in Sikasso region: Bamafele, Koundian, Gadougou 1, Tambaga in Kayes region.

The project implementation period was initially scheduled from August 1, 2016 to July 1, 2019, but has officially started in April 2018 and its closing period was extended to September 2020. This no cost extension was requested to mitigate the delay accrued in starting the project and in the recruitment human resources and the acquisition of equipment and materials that took the whole first year.

3. TE findings

3.1. Project strategy

PGAGE is appropriate and consistent to meet Mali's needs regarding the effective implementation of the 3 Rio conventions and to achieve the expected results and outputs at national and local levels. It is well aligned with the strategic priorities of the Government, UNDP and GEF and is in line with the vision of building a green and resilient economy in Mali. Despite some shortcomings noted, the activities planned, the implementation strategy, the theory of change and the project's results framework are globally relevant and consistent to achieve the objective pursued. The strategic relevance of PGAGE is deemed Highly satisfactory

3.1.1. Alignment with the strategic priorities of Mali and partners

PGAGE is well aligned with the priorities of the Strategic Framework for Economic Recovery and Sustainable Development (CREDD 2019-2023). This is the reference framework for the design, implementation and monitoring of the various development policies and strategies, which is based on the Mali 2025 vision. More specifically, the project contributes to two specific objectives (SO) of Strategic axis 4 of CREDD which respectively aim to: strengthen capacities for prevention and management of risks and natural disasters (SO 4.2.1); and improve the adaptive capacity of populations and the resilience of systems (SO 4.2.2)

PGAGE comes in support to the efforts and the will of Mali for the effective implementation of the Rio conventions and proposes an approach to respond to the country's priority needs in the field of the environment. The project is part of the process of improving compliance with certain key requirements of the 3 conventions, namely: the United Nations Framework Convention on Climate Change (UNFCCC) respectively signed and ratified on September 22, 1992 and on September 28, 1992. September 1994; the United Nations Convention to Combat Desertification (UNCCD) signed on October 15, 1994 and ratified on October 31, 1995; the Convention on Biological Diversity (CBD) signed on September 30, 1992 and ratified on March 29, 1995.

Regarding UNCCD, the project contributes to the application of Article 16 according to which the parties agree, according to their respective capacities, to integrate and coordinate the collection, analysis and exchange of relevant data and information covering short and long periods to ensure systematic observation of land degradation in affected areas and better understand and assess the phenomena and effects of drought and desertification and Article 19 which recognizes the importance of capacity building (i.e. strengthening institutions, training and development of relevant local and national capacities) to combat desertification and mitigate the effects of drought.

Regarding UNFCCC, the project is in line with the recommendations of Article 6, in particular those relating to the facilitation of public access to information on climate change and its effects; and public participation in reviewing climate change and its effects and developing appropriate responses to it.

In relation to the CBD, the project contributes to the implementation of Article 13 which relates to education and public awareness for the conservation of biological diversity including through promotion by the media, and Article 17 which deals with the exchange between the Contracting Parties of information from all publicly available sources relevant to the conservation and sustainable use of biological diversity taking into account the special needs of developing countries.

PGAGE is aligned with the National Environmental Action Plan (PNAE) and the National Action Programs (NAP) aiming at the implementation of the United Nations Convention to Combat Desertification (CCD) jointly developed in 1998 at the end of the process known as PNAE/PAN-CID. The PNAE/PAN-CID⁹ is a general guiding framework for all development activities and a global strategic and coherent framework to guide the policies, programs and activities of institutions operating in the environmental field. With regard to the fight against desertification in particular, the project pursues the objectives set out in the following strategic axes of PNAE / PAN-CID:

- Prevent any further degradation of resources; Promote the restoration and recovery of degraded areas and sites;
- Set up coordination and consultation frameworks
- Strengthen national capacities for environmental protection
- Set up an environment control, monitoring and continuous surveillance system

PGAGE is in line with the National Policy on Climate Change (PNCC) and contributes to the implementation of the National Climate Change Strategy (SNCC) and the National Climate Action Plan (PANC) of Mali. It is well aligned with 4 Strategic Axes (SA) namely:

- SA IV of the SNCC which aims to set up an organized, structured and innovative approach to raising awareness and providing information on CC in Mali with the most appropriate approaches / tools to reach the target groups; and anchor this approach in a territorial and sectoral approach with a light coordination role played by AEDD.
- SA V of the SNCC which aims to strengthen the capacities of Mali to allow correct monitoring of climate change in this country and enable it to make reliable short, medium or long term climate forecasts.
- SA VI which aims to encourage, promote and support the consideration and integration of CC aspects in national and sectoral policies and programs and at various territorial levels. In the rural sector, for example, the project is aligned with the need to produce

⁹ This first acronym of the International Convention to Combat Desertification (ICCD) was later replaced by CCD

and make available to beneficiaries the climate and meteorological information necessary for planning and management of agricultural activities.

- SA VII which aims, among other things, to integrate CC challenges / opportunities into the actions and development programs of the various regions, and to provide the municipalities with action plans integrating climate change.

As a reminder, the vision of Mali's PNCC developed in 2011 was to define by 2025 a framework for sustainable socio-economic development that integrates the challenges of climate change in all sectors of its development in order to improve the well-being of populations. The implementation of this vision is based on the SNCC developed in 2011 and accompanied by a National Climate Action Plan for the period 2012-2017 (PANC). Since then, Mali has submitted Initial Communication in 2000, its Second Communication in 2012 and its third communication in 2017.

The project is part of the support for monitoring the implementation of the National Strategy and Action Plan for Biological Diversity (SNPA / DB) revised in 2014 to establish better consistency with the 2011-2020 Strategic Plan for biological diversity adopted in 2010 in Nagoya, Japan. SNPA / DB 2014 integrates issues not taken into account by the previous one, including gender, poverty reduction, the rights of local and indigenous communities, invasive plants, climate change, etc.

PGAGE operates in line with other initiatives and projects aimed at generating GEBs in Mali, namely: promoting the sustainable management of natural resources; support decentralization processes; build the capacities of local authorities, support sustainable land and water management; support the provision and use of agro-meteorological information; enhance the forest information system; build capacity for adaptation to climate change and resilience in agriculture (See Annex 3, Annex 4). These projects and initiatives include, for example:

- The Natural Resources and Climate Change Management Project (PGRNCC) which Development Objective is "to amplify the adoption of sustainable land and water management practices in target areas in Mali".
- The Support Program for Territorial Communities (PACT) financed by GIZ and which objective is to build the capacity of local authorities to participate in improving their performance and creating synergies between actors in order to promote economic and social development so that they can effectively assume their roles.

The project is aligned with three products expected from the United Nations Integrated Development Assistance Framework in Mali 2015-2019 (UNDAF + 2015-2019) and the Country Program Document (CPD), namely:

- The capacities of public institutions at the national, regional and sectoral level for planning and programming based on evidence, monitoring and evaluation and the

production of comparative and disaggregated statistical data are strengthened (Output 3.4. In Outcome 3)

- The resilience of populations in the face of climate change is reinforced by the implementation of policies promoting the increased use of new and renewable energies, energy efficiency by measures to adapt to climate change and reduce the risks of disasters (Output 5.5., in Outcome 5).
- Populations and other actors affected by desertification and deforestation benefit from increased capacities to sustainably manage natural resources and protect biodiversity and ecosystems (Output 5.6., In Outcome 5).

The project uses the human development approach focused on capacity development recommended by the 2009 UNDP Guide on the subject. A needs analysis was carried out at different levels. The project has taken into account and developed an adaptive management strategy consistent with the enabling environment. The project takes into account, among other things, the rules, laws, policies, power relations and social norms that govern citizen engagement, and contributes to their application / improvement within the framework of the project. The project operates at the organizational level by targeting its contribution to improving the country's policies and procedures (here the SNGIE) and by providing resources and methods that are consistent and realistic in relation to the progress in targeted capacities. The project also targets individual capacity building (improvement of skills, knowledge, experience and knowledge of individuals involved in the organizational system targeted by the project (the SNGIE).

The Project is well aligned with two Sustainable Development Goals (SDGs), in particular SDG 13 which deals with measures relating to combating climate change and SDG 15 which recommends sustainable management of forests and combat desertification, halt and reverse land degradation, halt biodiversity loss. **The project is aligned with 2 of the 3 major development contexts of UNDP 2018-2021 strategic plan**, namely: poverty eradication; and building resilience.

The project is aligned with GEF 6 Results Framework, and contributes to the goal of integrating global environmental needs into management information systems and monitoring. This objective is broken down into the following specific objectives:

- Perform (or update) an in-depth analysis of current Management Information Systems (MIS) related to the Rio Conventions and other MEAs used by line ministries and their agencies
- Negotiate agreement among all key ministries and agencies on realigning their MIS mandates to fill data gaps and reduce unnecessary duplication.
- Provide training on the use of advanced methodologies for targeted data collection
- Support monitoring systems to monitor the progress of implementation of the conventions

The project document planned coordination with several key programs and initiatives: Strengthening the resilience of producer groups and vulnerable communities in Mali financed by the GEF, Program on the management of the environment and sustainable development (PAGEDD) funded by UNDP, The Natural Resources Management and Climate Change Project (PGRNCC), funded by the World Bank, etc. However, in implementation, coordination was limited with ongoing programs and initiatives. However, the project enabled certain achievements of the PGRNCC, in particular the improvement of the architecture of the SNGIE system and the setting up of a local AEDD server.

3.1.2. Rationale for the project strategy

3.1.2.1. Methods of execution

PGAGE is a tripartite project that involved UNDP, GEF and the Ministry of Environment, Sanitation and Sustainable Development (MEADD) through AEDD. The project is being executed under UNDP NIM modalities based on the Standard Basic Assistance Agreement between UNDP and the Government of Mali and the Country Program, with an adaptive and collaborative management approach to implementation.

UNDP Country Office serves as the GEF Executing Agency responsible for procurement and the provision of human resources services. MEADD plays the role of implementing partner while providing oversight of project management. The Director General of AEDD plays the role of National Project Director in support of the National Coordinator, recruited by UNDP and empowered for the day-to-day management, administration, coordination and technical supervision of project implementation. The national coordinator works with a light management unit, made up of an administrative and financial assistant and a driver.

In addition, for the sake of quality assurance, efficiency and stakeholder involvement, project management mobilizes a technical working group made up of executives from the various State technical agencies for the examination and validation of terms of reference and reports of the studies entrusted to the consultants, as well as other draft documents and texts prepared by the project. Also, the project has a steering committee that meets annually to validate the work plan and the budget.

3.1.2.2. Theory of Change

The project document has a logical framework that specifies the objective, outcomes, indicators, mid-term and medium-term targets and the assumptions and risks related to the environment supporting the project. The project planned a set of studies to analyze the baseline situation, specify the capacity building needs at different levels and the appropriate means of response (including improving the entire SNGIE process ranging from data collection to information use, awareness and training). The project's theory of change is deemed satisfactory despite some shortcomings noted by the TE.

Satisfaction with the project's logic is based on the consistency observed between the project components and activities in relation to the targeted outputs and outcomes. Indeed, the activities of component 1 (Result 1) will allow the establishment of an operational SNGIE which produces reliable and useful information to communicate on the environmental benefits generated in Mali by the implementation of the three conventions. On the one hand, this information will in turn make it possible to communicate on the application of the three conventions by highlighting the environmental benefits generated in Mali. On the other hand, the indicators updated in the component and highlighted in the SNGIE, will be integrated into the formulation or revision of the Economic and Social Development Plans (PDESC) provided for in component 2, thus establishing the link between the 2 operational components of the project. The TE also considers that the integration of environmental indicators into the PDESCs will naturally raise the question of financing the activities necessary to inform these indicators. These activities and their funding needs in turn need to be considered in planning at the national level. In addition, it is expected that the assessment of the information available in relation to that required (referring to the updated indicators in component 1 of the project) for the 3 conventions, will lead to the improvement of national and sectoral policies and plans by integrating in them the environmental indicators required for the 3 conventions and the means of financing the environmental activities concerned.

A second reason for satisfaction is linked to the fact that the project has planned to promote collaboration with regional and local authorities, civil society, NGOs, consultants, the private sector, the State technical agencies involved in the SNGIE and an adaptive and collaborative approach to implementation. In addition to these implementation factors, the project identified a set of political, strategic and operational risks that could affect its implementation and proposed prevention and mitigation measures that are realistic and appropriate. Operational risks concern, for example, the low efficiency of coordination mechanisms of government services, weak cooperation between ministries, insufficient communication between local politicians, lack of interest from community organizations, NGOs and local administrations.

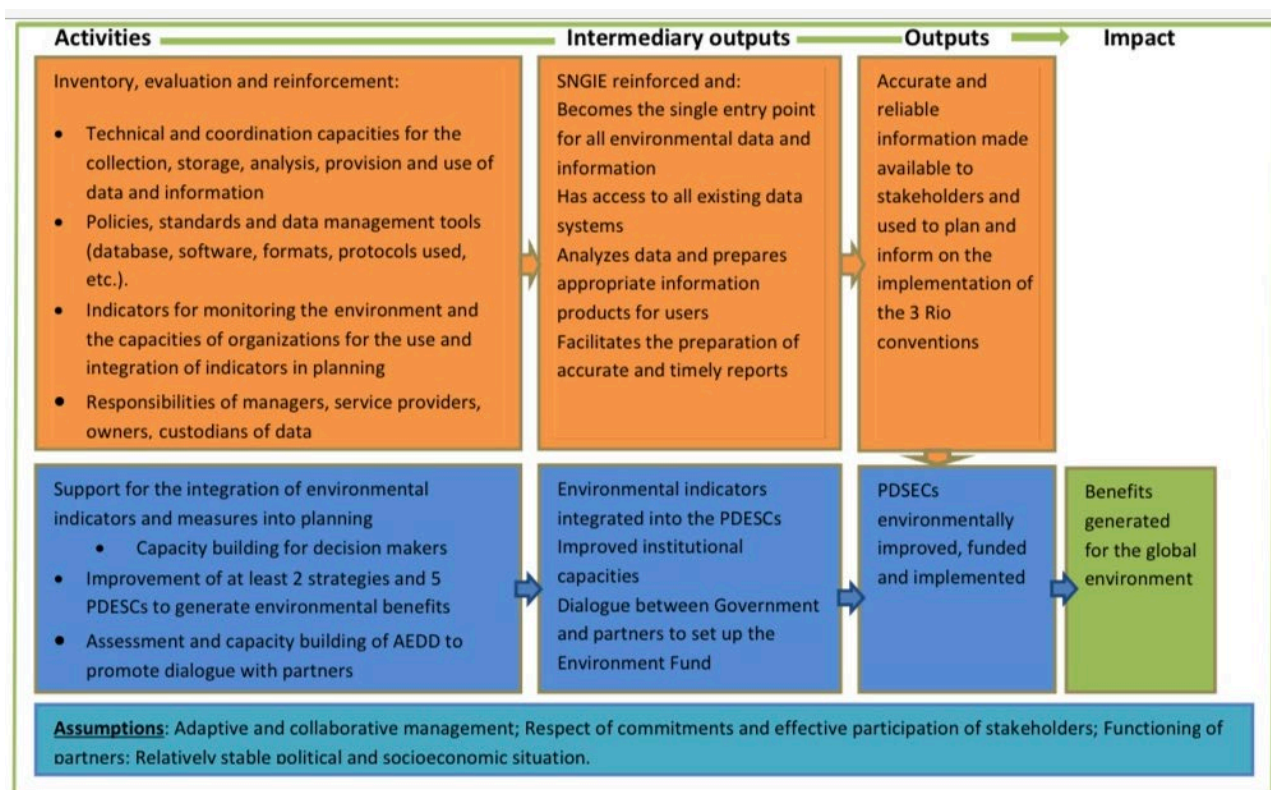


Figure 1 : Project theory of change

Despite good consistency and realism in the project rationale, shortcomings were noted in its theory of change.

The first shortcoming is that apart from the capacity building of national and local decision-makers foreseen in component 2, the project did not clearly describe how SNGIE will be used to improve planning processes.

The second shortcoming concerns component 3 of the project dedicated to knowledge management and monitoring and evaluation, but which activities were set out in the project document but not well described. Also, the project did not foresee a mid-term evaluation (it is not required for medium-sized projects: MSPs), but **it was necessary to plan communication activities. These activities were apparently necessary to capitalize on the results of the numerous studies planned in the project and to use the products to inform and sensitize the general public and a greater number of decision-makers on the situation of the SNGIE and the challenges and opportunities of its strengthening.**

A third shortcoming arises from the observation of some significant risks often encountered in the execution of similar projects in Mali such as the delay in the start of the project, the climate risk (drought or flood that can compromise the success of the environmental actions included in the PDESC), the slowness in the recruitment process

and the provision of financial resources for the project coordination, the creation of new regions in Mali causing administrative and institutional disorganization.

Finally, a major risk that the project faced in its last stage of implementation and that was impossible to predict is the covid19 pandemic, the first cases of which were confirmed in Mali at the end of March 2020. The TE will further analyze to what extent this risk has affected the implementation of the last project activities and what adaptation measures have been applied.

3.1.2.3. Results framework

The project has formulated a coherent set of key indicators and sub-indicators to measure the achievement of the project objectives and outcomes during implementation and at the end of the project (2020). They are well described and supported by realistic targets likely to promote results-based management. The only shortcoming noted is the lack of an indicator to measure the contribution of rural municipalities to Global Environmental Benefits (GEBs) at the end of the implementation of their PDESC incorporating the objectives of the Rio convention. This shortcoming is however put into perspective by the fact that the limited duration of the project could not allow it to go beyond the PDESC review exercise to effectively monitor these PDESCs' financing and implementation processes. Despite this shortcoming, the TE notes that the project indicators are generally satisfactory on the basis of the findings detailed below.

The key indicator of the general objective is formulated as follows: "Building consensus and coordinated strategy to mainstream global and national environmental priorities into decision-making processes at the highest level, with a ripple effect down to the local level". This indicator is considered satisfactory because it is supported by 2 targets which further specify it: (i) "By 2018, decision-makers at local level participate with their national peers in the dialogue on improved coordination and monitoring"; (ii) "By 2020, the Government of Mali will be able to provide clear information on how the policies and programs implemented have contributed to achieving SDGs 15". For the first target, however, it was necessary to specify the number and gender for each category of the 500 direct beneficiaries (national and local levels and political leaders) targeted, and for the second target, to explain the type of information expected. The key indicator of the general objective also includes two general sub-indicators.

The first general sub-indicator (IND 1: Obligations under the conventions integrated into new sector policies and strategies) is well described in the project monitoring plan and will be considered as achieved if "An operational and sustainable system for collection, analysis, storage and provision of accurate and reliable data and information related to all three Rio Conventions and directly usable by decision-makers and for convention reporting is in place".

The second general sub-indicator (IND 2: Framework of national indicators for environmental management taken into account in local sustainable development plans).

This indicator is satisfactory, but it was necessary to clearly indicate the number of PDSECs concerned. The project document mentions 5 PDSECs developed without it being possible to know whether this target concerns this sub-indicator. However, the TE notes that the description of this indicator in the monitoring plan tends to make it more complex than to simplify its understanding and measurement. The monitoring plan describes it as follows: “Institutional capacities to plan, finance and implement decentralized development processes that contribute to the implementation of the Rio Conventions and generate global environmental benefits are strengthened”.

The key indicator of Result 1 is formulated as follows: “Put in place an operational and sustainable system for the collection, analysis and storage in order to make available accurate and sustainable data and information concerning all three Rio Conventions and used directly by decision-makers and for reporting purposes on said Conventions”. Two targets complement its description well: 1) By 2018, the existing SNGIE is considered by national and local stakeholders as the source of information for progress in environmental management in the country; 2) By 2020, all convention reports are based on the SNGIE. This key indicator is broken down into two sub-indicators.

The first sub-indicator "Number of times the SNGIE database website was used for information collection" is formulated in a satisfactory manner and the conditions for its implementation are described, namely: (i) the SNGIE is the sole entry point for all data and information on environmental issues in Mali; (ii) the SNGIE has access to all existing data and information systems which are currently distributed among different ministries and other stakeholders; (iii) SNGIE coordinates the level of data collection agencies to store them all in accessible formats, undertakes data analysis and prepares useful client-oriented information products.

The second sub-indicator "References to the SNGIE in Development Strategy and Sector Policies and Strategies" is realistic and is considered to be achieved if "the SNGIE is used to prepare accurate and timely reports on the Rio Conventions and other conventions environmental, if applicable" and if "the SNGIE is used in practice as a monitoring and advisory mechanism to help decision-making at all levels in the field of Sustainable Environmental Management".

The key indicator of Result 2 is the following: “Institutional capacities strengthened to plan, finance and implement decentralized development processes that contribute to the implementation of the recommendations of the Rio Conventions and generate global environmental benefits”. Four targets complement its description well: (i) by 2017, at least 50% of national decision-makers and 20% of local decision-makers will have received training on integrating GEBs into planning; (ii) by 2018, the National Environment Fund finances local project initiatives provided for in local development plans; (iii) by 2020, 70% of newly developed PDSECs are implemented according to the approach promoted during the training; (iv) by 2020, local communities know how to get information from the SNGIE

and upload the data to the system. Targets (ii) and (iii) appear too ambitious given the project's duration and the resources available.

In addition to the key indicator of Result 2, two sub-indicators have been planned, namely "Number of local officials and decision-makers initiated into the GEBs" and "Number of PDSECs developed according to project guidelines" are well described and their targets explained in the key indicator of Result 2 (see above). The project also plans to include in sub-indicator 2 the counting of the "Number of proposals submitted to national and international funding mechanisms".

The key indicator of Result 3 is formulated as follows: "A learning and coordination mechanism for the project is operational and deals with knowledge management and M&E". Two targets complement its description well: (i) By 2017, AEDD has integrated the project support mechanism into standard operating procedures; (ii) By 2020, AEDD has integrated the mission of the SNGIE into its institutional structure.

This indicator 3 is supplemented by two sub-indicators: (i) Regular activity reports sent; (ii) The project website provides an opportunity to share knowledge. **As already underlined above, it was necessary to capitalize on the achievements of the many basic studies carried out on the SNGIE in order to communicate to the general public and especially to decision-makers.** In this perspective, a specific indicator aimed at promoting communication and advocacy actions at the top Government level and with partners was necessary.

3.2. Achievement of results

PGAGE has made very remarkable progress towards achieving the expected results as noted and described below and summarized in Annex 9 in accordance with the GEF analysis matrix on the level of result achievement. However, several obstacles hindered the scope of realization of some activities and consequently the amplification of the results. Thus, the delay in starting the project, the non-mobilization of co-financing, the post-electoral crisis following the legislative elections in the regions of Kayes and Sikasso, limited the scope of the project's implementation and the generation of even greater results. Despite these constraints, the operationalization of the SNGIE bodes well for informed decision-making and the implementation of concrete actions to improve the governance of natural resources, strengthen the resilience of ecosystems and populations, alleviate poverty, prevent risks and natural disasters and improve response capacities. All in all, the level of results achievement is considered satisfactory.

3.2.1. Analysis of progress towards result achievement

3.2.1.1. Expected result N°1

Expected Result 1 concerns “The establishment of a functional and sustainable system for the collection, analysis, storage and provision of accurate and reliable data and information concerning all three Rio Conventions and that are likely to be used directly by policy makers and for convention reporting purposes”. The improvements of the SNGIE with PGAGE support are presented in Table 1 and the overall assessment of the achievement of this result is presented in the GEF Analysis Matrix dedicated to the synthesis of the level of result achievement (see Annex 9).

PGAGE has improved all the components of the National Environmental Information Management System (SNGIE), in particular capacities in terms of human resources, the technical architecture, the framework for data and information exchanges, the definition and information of environmental indicators, the ability to meet user needs, etc.

It thus appears that the actors of the environment sector have an operational tool which mobilizes 47 national focal points for information on environmental indicators in 2020. The number of national focal points was 39 structures in 2019 and 36 structures in 2018.

PGAGE has developed a first initiative for the actors of Sikasso and Kayes regions to take ownership of, and feed the SNGIE (objective, content, structure, stakeholders, information on indicators, etc.) by creating a regional access window for them. By way of illustration, SNGIE regional network in the Sikasso region mobilizes 24 technical agencies of which 18 technical agencies have provided their indicators, i.e. a rate of 75%. In sum, 85 indicators were entered out of a total of 111 indicators, i.e. a rate of 77%. The regional SNGIE networks are led by three technical agencies, in particular the Regional Directorate of Planning, Statistics, Information Technology, Territorial Development and Population (DRPSIAP), the Regional Directorate of Sanitation, Pollution and Nuisance Control (DRACPN) and the Regional Directorate of Water and Forests (DREF) which received training on the use of the system and laptops for regular access.

The SNGIE has also integrated the national focal points’ needs for data of the three conventions that have a portal. These focal points now work in synergy and have the information necessary for the production of semi-annual reports and the reports for the needs of the respective conferences of parties. More specifically, the SNGIE met the information needs for informing the voluntary national targets, the definition of the national volunteering program on Land Degradation Neutrality (LDN), the development of project ideas within the framework of the convention to combat desertification. It fed the 6th report on the situation of biodiversity in Mali validated in 2019 by producing several information including the rate of land degradation, the area of land burned, the rate of forest cover, etc. Finally, PGAGE experience as a framework for strengthening the synergy between

the three conventions was the subject of a communication during the COP 14 Convention on Biological Diversity (Sharm El-Sheikh, 17-29 November 2018) and animation of an event booth with CMAF countries and neighboring countries of Mali (Niger, Burkina Faso, Niger, Senegal).

Access to SNGIE information has been improved. In sum, 75 people have a right of access to the SNGIE. These actors have built their capacities on the functioning of the SNGIE, on the definition of the indicators' metadata, their information process and their distribution by structure according to the fields of competence.

The quality of indicators has been improved. In fact, the critical review of the indicators made it possible to select 138 indicators in 2020 against 160 indicators in 2019. Also, the frequency of meetings to inform the indicators increased from once a year before PGAGE to twice a year with PGAGE. Ultimately, from a database without data entered before PGAGE, the SNGIE now has informed indicators for the period from 2013 to 2018.

The technical architecture of the SNGIE has improved with the acquisition of a plotter, two large format inverters and several laptops made available to focal points for regularly informing the indicators. The SNGIE also has a digital library for sharing reports from various national structures and ensures their data backup and security on an online hard drive.

Table 1 : Improvement of the SNGIE by PGAGE

SNGIE parameters	Parameter progress	
	Before PGAGE	With PGAGE
SNGIE missions	A unifying tool for various information relating to the environmental sector	The specificities and variability of the information needs of the various users and producers of environmental information have been better identified.
Human resources	Focused on the focal points of the SNGIE as well as AEDD team	Better strengthened with the training of alternate focal points (at the level of partner structures) and the 4 focal points of RIO conventions
Technical resources	IT and office tools (including GPS and cameras) made available to focal points of partner structures	IT tools provided to focal points of the 3 RIO conventions
IT architecture	Basic version which entry was limited to national directorates, with the basic functions and modules for	Development of additional specific modules and consideration of the local (regional) dimension

	entering and producing reports.	
Autonomous system management	The system is hosted on a virtual private server and the domain name is managed by AGETIC. Renewal is provided by the designer	The local AEDD server has been started and a local version has been installed. The democratization of access to the system has been strengthened through user training and the sharing of vision and communication on its usefulness and content
Interactions between actors (producers, central unit and users) in the system management	<p>Interaction between actors was limited. There was not enough data exchange between the partners themselves and also with AEDD.</p> <p>Concerning the focal points of the RIO conventions, a study showed that very few sectoral actors knew the focal points of the conventions and the latter very scarcely collaborated directly with the sectoral actors</p>	<p>Following the training initiated for SNGIE focal points and at the various workshops and consultation frameworks, interaction between users is strengthened and the SNGIE has started to become a source of data on environmental issues.</p> <p>In addition, RIO conventions' focal points were introduced to the SNGIE focal points and interactions were initiated between them.</p>
System security	Access to the system was secured and each user was made aware of the risks of giving the password to other people.	A backup is made periodically on the local AEDD server. Users were advised to avoid logging in Internet cafes.
Openness and user-friendliness of the system	The system architecture was validated following several working sessions with the central unit. The focal points were then trained and they also validated the ergonomics which they found user-friendly.	AEDD's DIE requested an improvement in the ergonomics to make it a portal (website). With PGAGE, a model has been proposed and is in the process of being validated by AEDD.
Data entry, storage, analysis and sharing processes	Data entry was based mainly on AEDD with the assistance of a consultancy firm. The analysis function was limited.	The state of the environment according to its various dimensions is now generated automatically according to the key indicators selected.

	The aggregation of data transmitted between regional and central levels was done solely on the basis of summary activity reports.	Majority of focal points actively participate in data entry
Negotiating and setting up a single coherent approach to data and information management	One of SNGIE's missions	Mission reinforced by the systematization of consultation and discussion frameworks: periodic workshops organized by PGAGE / AEDD
Number of indicators	Immediately after the construction of the system, the number of indicators was bloated. Each structure wanted to propose almost all of its indicators.	With the workshops organized by PGAGE, the discussion workshop, the DIE asked the focal points to refocus on the key indicators (those they are sure they can inform). It was also an opportunity to take into account the indicators of the 3 RIO conventions
Quality of the indicators	The list of indicators is the result (until now) of a participatory definition process by SNGIE (Report). However, the nature of the information collected between the sectoral agencies was sometimes heterogeneous, with different settings for comparable topics	The indicator review and validation workshop contributed to improving the quality of the indicators
Capitalization and enhancement of identified databases (ROSELT, ILWAC, Monitoring of the Niger River silting, Monitoring of the Niger River, SIFOR, etc.)	The report on existing initiatives made it possible to consider in SNGIE the themes of these databases	There has been no change at this level. The themes were maintained.

Level of data information.	The role of SNGIE database in reporting on the state of the environment and knowledge of SNGIE functions were not sufficiently perceived by all the users and SNGIE focal points.	Support to PGAGE within the framework of capacity building has fostered better ownership of the indicators and the system by the various information users and suppliers and consequently improved the level of data information. The connection traceability tool, activated by the system designer, allowed PGAGE to periodically identify the audience (number of connections to systems) by partner structure
Taking into account the information needs of the Rio 1992 conventions (UNCCD, CDB, UNFCCC).	Was not specifically supported by the database	A specific additional module is developed and integrated into the SNGIE and ensures information support on the 3 conventions
Participation of the focal points of the 1992 Rio conventions.	Non-existent participation	Reinforced participation following the inclusion of the dedicated module and their active participation in the training and workshops organized.
Mali's ability to meet reporting obligations under the Rio conventions.	Conditioned on the ability of the conventions' focal points to collect information from various horizons, the quality of which is still to be checked.	Clearly improved by pooling efforts and information in a real time collaborative and unique system. To date, the focal points of the conventions have access to the system to allow them extracting specific indicators from their convention.
Level of integration of SDGs and UNDAF programs in the SNGIE	The specificity of the SDG indicators and the links with general indicators were not established	A specific module was designed to deal specifically with the SDG indicators while ensuring the link with the general framework
The use of the products generated by the system	The low level of information of the base limited the quality of the products generated by the system and consequently its use	Building the capacities of users resulted in a better readability of the SNGIE functions and a greater motivation to feed it and use the products generated.

		In addition, the support of PGAGE made it possible to take charge of some additional needs
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SNGIE is recognized as a unifying tool for environmental data and information from at least twenty geographic information systems in Mali. This capital of data and information thus enabled, in 2020, the preparation of the first verbal communication on the progress of environmental indicators in Mali. **It will promote the process of developing, adopting and disseminating the state of the environment report in one year versus the 2-year process for previous editions.**

Likewise, SNGIE indicators have fed several planning instruments and strategic documents. This is the case, by way of illustration, of the strategic regional development plan (PSDR) of Sikasso and Kayes, the communal land use plans of Yorosso, Kifosso and Ourikela in the Sikasso region, the revision of the Development Plan for the Kayes region, studies of the baseline situation of projects and programs, technical notes produced by the water and forest cantonments on the state of forest and wildlife resources in the Sikasso region, etc.

Prospects for using the SNGIE are also promising with the national consultation for the development of the national plan to combat drought, the development of gender-sensitive LDN transformative projects / programs within the framework of the convention to combat desertification. A minimum of 5 projects is envisaged and a target of 10 million hectares of degraded land to be restored by 2030, or 8% of the total area of Mali.

The SNGIE finally integrates local planning since the process of integrating the objectives of the three Rio conventions takes into account the environmental indicators provided at the national and regional level.

In short, the SNGIE is now part of the national statistics system with the availability of reliable and up-to-date data.

Despite these major achievements, several orientations seem necessary. Thus, at the national level, the SNGIE must have a scientific committee, made up of experts from academia, scientific research, international and national NGOs, civil society and key ministries in order to ensure the quality control of indicators. **At the regional level, the approach to informing indicators based on the simple provision of national indicators does not seem optimal to us.** Indeed, the exercise of informing regional indicators must necessarily be preceded by their effective ownership by all stakeholders. It also seems important to us to require the validation of the indicators of each regional focal point by its national focal point in order to guarantee the consistency and validity of the information and to maintain the hierarchical framework within the structures.

3.2.1.2. Expected result N° 2

Expected Result N° 2 is about the strengthening of institutional capacities with a view to planning, financing and implementing decentralized development processes contributing to the implementation of the recommendations from the Rio Conventions and generating global environmental benefits. The level of achievement of Result 2 is described below and a summary is presented in Annex 9 (GEF analysis matrix on result achievement)

PGAGE achievements are unique in Mali in terms of developing an approach for integrating the three Rio conventions into national and local planning in Mali. Thus, for the national level, PGAGE used the Sustainable Development Analysis Grid adapted to the SDGs to check the inclusion of the three Rio conventions in the 7 AEDD projects financed by UNDP. The performance assessment of the projects thus revealed that only PGAGE integrates the three Rio conventions, especially in its capacity building component. Also, a partnership was developed with the Planning and Statistics Unit of the rural development sector to integrate the three Rio conventions into the Agricultural Development Policy (PDA) and the National Investment Plan in the agricultural sector (PNISA). PGAGE thus allowed a total greening of these strategic documents with a total of 30 new subsidies directly taken into account in the agricultural campaign plans.

For local level, PGAGE has developed a unifying tool for integrating the three Rio conventions into economic, social and cultural development plans on the basis of the review and adaptation of the *Climate proofing* tool specific to the integration of climate change. This tool has been validated by national actors, tested in two rural municipalities (Sanso and Sibirila) and applied in 8 rural municipalities in the project intervention area. Indicators relating to the objectives of the three Rio conventions have been integrated into the 8 revised PDESCs with a view to assessing the global environmental benefits generated locally. Rural communities are happy with the process. This satisfaction was confirmed by the following statement from a communal authority in the Bougouni Circle: "integrating the three Rio conventions has enhanced and improved our PDESCs"

The integration of the three Rio conventions is complementary to other initiatives in Mali such as the initiative to integrate the SDGs into planning tools. AEDD is thus engaged, among others, with UNDP, the World Bank and IFAD in an exercise of integrating the SDGs into the PDESCs accompanied by the development of a guide which will be extended to all SDGs, unlike the current guide which only takes into account the SDGs relating to climate, employment and gender.

With a view to the technical and institutional support of planning tools, PGAGE has strengthened AEDD's leadership as a consultation and dialogue structure for the management of the environment in Mali with the organization of regular meetings of national focal points and focal points of the Rio conventions for information on environmental indicators of the SNGIE.

In terms of financial support, PGAGE supported AEDD in improving the implementation of the national strategy for financing the environment by broadening consultations with a view to having a more appropriate architecture and more inclusive and consensus document. Finally, PGAGE has improved the knowledge of the various actors (officials of ministries, NGOs, Decentralized Territorial Units, etc.) on the opportunities for mobilizing national and international funds (particularly bilateral, GEF, climate funds, etc.). The demands for access to Mali's climate fund are thus increasing but limited for the green climate fund.

In sum, PGAGE has made very remarkable progress towards achieving results. In this regard, a senior official from the Ministry of Environment, Sanitation and Sustainable Development noted that "in such a short time the project has been very effective."

3.2.2. Constraints and Obstacles to Achieving Results

The main obstacle that hampered implementation is the delay in starting the project. Thus, although the project document signing process was completed on March 3, 2017, the project effectively started only in April 2018 with the kick-off workshop held on April 12, 2020. This means that a whole year was devoted to the process of recruiting staff and putting in place the materials and equipment necessary for the effective start of the project. However, the negative effects of the delay were reduced with the acceleration of the implementation of activities by the project coordination and especially the six-month extension at no additional cost obtained by UNDP.

Another major obstacle remains the non-raising of co-financing, which limited the scope of the project's implementation and the generation of even greater results.

Furthermore, fund requests from the project coordination to implement the work plans are not systematically met. Thus, the financial resources for the first quarter of 2020 were not acquired until April 2020. The result is a "time race" which does not enable the achievement of the project results. The week of May 11 to 15, 2020 recorded 4 simultaneous project activities including the final evaluation, the capitalization of project achievements, the regional indicator information workshop and the national indicator information workshop. This results in a splitting up of actors, a loss of certain information and a work overload for the project team.

Likewise, delays in the procurement process often affect the timelines for implementing activities and achieving results.

Also, with the covid19 pandemic, activities were delayed due to the ban on meetings or the modification of their organization methods with the limitation of the number of participants.

Finally, Mali experienced a post-electoral crisis following the legislative elections with violent demonstrations in Sikasso and Kayes regions which made it impossible to organize

workshops in these local communities and imposed these workshops to be held in Bamako.

3.2.3. Actual or potential effects and impacts

The operationalization of SNGIE bodes well for informed decision-making in the areas of poverty alleviation, improved governance as well as natural disaster prevention and recovery.

The project stakeholders are unanimous on its contribution to improving knowledge on environmental issues, particularly the three Rio conventions, raising awareness of environmental vulnerability, and the need to take appropriate measures to reverse the trends of degradation of environmental resources. Also, several development actors (statistics structures, development planning, etc.) have expressed their greater sensitivity to environmental issues and their commitment to take them into account in their daily activities.

Locally, the process of integrating the Rio conventions into local development planning has allowed greater consideration of environmental issues while energizing local environmental monitoring and management bodies.

However, it is early to talk about the impacts of the project since several activities are still being finalized. So a municipal authority said: "We feel like we got into the project when it came to an end."

3.3. Adaptive management and project efficiency

The implementation of PGAGE, activity planning, stakeholder participation, the project monitoring and evaluation system, data communication, communication were based on adaptive and results-oriented management. However, weaknesses were noted in the project management, which negatively affected its efficiency. We can mention, for example, the non-raising of government co-financing, the absence of advocacy activities at the highest strategic level of the Government to influence policies, practices and investments in the field of the environment. The project's communication efforts were also limited in terms of sharing major achievements, as well as partnership with other projects and programs in the environmental field. Despite the lack of co-financing which reduced the availability of funds, the project achieved remarkable results. All in all, efficiency is rated *Moderately Satisfactory*.

3.3.1. Planning and implementation of activities

The presentation of the project implementation arrangements and the analysis of its relevance were dealt with in the section dedicated to the project strategy (3.1.2. Rationale for the project strategy). The project organization chart planned 1 national project coordinator and 2 senior technical advisers (including 1 for Component 1 and 1 for Component 2) and support staff (1 administrative and financial assistant and 1 driver). But, given the limited financial resources of the project and the need to prioritize investment, the project implementation team was limited to the national coordinator and support staff.

The stakeholders generally played their roles well in the implementation of the project. UNDP provided technical support and financial monitoring to the project; AEDD played its facilitation role and mobilized a significant critical mass of human resources for the production of project deliverables; and GEF focal points participated and provided expertise at all implementation stages. However, stakeholders' efforts have been limited in mobilizing co-financing.

PGAGE operates through an annual work plan approved by the project steering committee and executed from the provision of funds by UNDP. The work plan matrix recalls the result / output and specifies the activities, indicators, tasks, responsible parties, the activity implementation period, sources of funds, targets and amounts of activities.

The analysis shows realistic and achievable work plans with an almost effective completion rate and an estimated financial execution rate of 92% in 2018 and 96.20% in 2019.

3.3.2. Funding and co-funding

The project coordinator as well as AEDD and UNDP regularly monitored the project budget. Thus, annual work plans were submitted and validated by the steering committee. However, there is often a delay in the provision of funds to the project coordination for the implementation of the activities of the work plan. By way of illustration, the funds for the work plan for the 1st quarter of 2020 was made available until the second quarter of 2020. Also, the 2019 audit report could not be made available to the evaluation team since it was not yet finalized.

PGAGE is based on multi-donor funding including GEF, UNDP and the Government of Mali co-financing. The overall expected project financing and the cumulative situation of financial contributions and expenditure per partner at TE is shown in Table 2 and Table 3. Those Tables show that project implementation is based mainly on GEF resources, i.e. 73%. The disbursement rate per partner is 92% for GEF, 87% for UNDP and 0% for the Government of Mali. It was not possible to make the expenditure situation per result because the financial reports do not take this into account.

3.3.3. Monitoring and evaluation

The project monitoring and evaluation system was based on 4 key indicators with 10 main targets and 8 sub-indicators as already assessed and discussed (see section 3.1.2.3. Results framework). These indicators are distributed as follows: 1 indicator for the general objective with 2 targets, 2 sub indicators; 1 indicator for Result 1 with 2 targets and 2 sub-indicators; 1 indicator for Result 2 with 4 targets and 2 sub-indicators; 1 indicator for Result 3 with 2 targets and 2 sub-indicators.

In general, for each key indicator the baseline situation and targets have been described in the ProDoc results framework table. Likewise, the sub-indicators have been described in the Indicator Monitoring Plan. However, in implementation, monitoring and evaluation activities do not appear in the annual work plans. On the other hand, each annual report takes stock of the level of achievement of the project indicators. Likewise, the inception workshop, quarterly and annual reports, the 2018 audit, the 2018 and 2019 steering committees, and working group meetings were effective.

The project's annual activity reports include a specific chapter on the monitoring and evaluation of the indicator results framework. This means that the project monitoring system is reviewed and validated during steering committee meetings. The information provided by the monitoring-evaluation system has thus made it possible to refine the indicators, to expand the number of focal points of the SNGIE at the national and regional level, to better take into account the needs and the realities of the rural communes of the project intervention area. The capitalization document and the production of a documentary film on the project's achievements are in progress. As already pointed out previously, the project did not foresee the mid-term evaluation.

Table 2 : Amount of co-financing expected and achieved at December 31, 2019

Co-financing (type/source)	GEF (USD)		UNDP (USD)		Government (USD)		Total (USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grant	1 050 000	963 097	400 000	347 806	350 000	0	1 800 000	1 310 903
In kind	0	0	0	0	1 800 000	0	1 800 000	0
Total	1 050 000	963 097	400 000	347 806	2 150 000	0	3 600 000	1 310 903

Table 3 : Confirmed Sources of Co-Financing at TE

Source of Co-financing	Name of Co-financier	Type of Co-financing	Investment mobilized	Amount (USD)
Donor	GEF	Grant	Recurrent expenditure	963 097
GEF Agency	PNUD	Grant	Recurrent expenditure	347 806
Government of Mali	MEADD	Grant	Recurrent expenditure	0
	MEADD	In-kind	Investment mobilized	0
	Mali-Météo	Nature	Investment mobilized	0
Total				1 310 903

3.3.4. Stakeholder participation

The project document identified different stakeholders and specified their roles: Ministries, environmental information system management organizations in Mali, regional / local administrations, research and technical institutes, etc. The project was developed following consultations with stakeholder representatives throughout the project preparation phase. These representatives also participated in the validation workshop on the draft project document, held on May 6, 2016.

Stakeholders fully participated in the project implementation. UNDP provided the necessary technical and financial support through its supervision and guidance team. The mobilization of AEDD human resources was effective with the technical support of experts from the environmental information department, the fund raising department, the department of treaties, agreements and conventions and GEF operational focal point. The Minister of the Environment, Sanitation and Sustainable Development and the Governors of the Kayes and Sikasso regions have sent official correspondence for the designation of national and regional focal points for SNGIE and its operationalization. Also, the project involved SNGIE national focal points and regional focal points who worked on the regular information of environmental indicators. In addition, the project benefited from the expertise of several national consultants in the fields of IT development, the integration of the environmental dimension into national and local planning, climate finance, etc. Finally, the project mobilized regional governors, Circle prefects, region and circle councils, municipal authorities, local populations, etc.

The sensitive engagement of gender stakeholders has especially suffered from the low presence of women in public administration. However, the presence of women was noted in all activities (20 women out of 70 participants in the start-up workshop, 10 women out of 61 participants in the SNGIE staff training workshop held from September 19 to 21, 2018. etc.).

3.3.5. Data communication

With the operationalization of the SNGIE, PGAGE has created a real framework for sharing environmental data and information in Mali. The SNGIE is undoubtedly the most dynamic information system in the environmental sector today. It is an open system fed by 43 focal points who annually inform the environmental indicators of their respective structures and make them available to all stakeholders for improved environmental decision-making. **The number of website users for information data needs increased from 118 visitors in 2018 to 785 visitors in 2019.** This indicates the importance of the environmental data and information needs in Mali and the need to further improve the SNGIE to meet increasingly growing, diverse and complex needs.

The SNGIE has also been enhanced with environmental data and information from the Kayes and Sikasso regions after its disaggregation at the regional level. Thus, around fifty

technical structures in Kayes and Sikasso regions feed the SNGIE under the coordination of 3 regional focal points, in this case the Regional Directorate of Planning, Statistics, Information Technology, Land Development and Population (DRPSIAP), the Regional Directorate of Sanitation, Pollution and Nuisance Control (DRACPN), and the Regional Directorate of Water and Forests (DREF).

3.3.6. Communication

Although the specific activities and indicators were not presented in the results framework, communication was at the heart of PGAGE implementation. National, regional, local and municipal stakeholders benefited from several information and communication sessions on the project and its key results, in particular the SNGIE and the integration of the three Rio conventions into national and local planning. Also, stakeholders' knowledge was improved on several relevant themes such as environmental financing, the synergy of the three Rio conventions, etc.

In addition, the project has strengthened its visibility with the creation of a website which acts as a showcase and receptacle for actions carried out by PGAGE and its national and international partners as part of its implementation. Likewise, the Mali Radio and Television Office covered the ceremonies of all major project events (launch workshop, steering committee, delivery of planning tools, etc.) to further enhance the visibility of the project. Also, PGAGE shared its achievements during the environment fortnights, which is the most important national forum in the field of the environment in Mali. Several communication supports including leaflets, tee shirts, flash drives, pens, banners and protective materials against covid19 were produced and made available to national, regional and local project stakeholders.

Finally, the project has initiated the process of capitalizing on its achievements and the production of a documentary film to share its good practices, in particular the operationalization of a SNGIE and the development of tools for integrating the three Rio conventions into the national and local planning.

3.3.7. Summary of management and efficiency weaknesses

Despite the good performance of its implementation, the project experienced the following limitations which affected its efficiency:

- The limited duration of the project does not make it possible to generate measurable global environmental benefits from the integration of the objectives of the three Rio conventions into the PDESCs and into the agricultural development plan of Mali and the PNISA. Indeed, the duration of the project only allowed the development of tools but did not enable the monitoring and evaluation of their implementation to quantify the global benefits generated.
- The SNGIE has poorly integrated data and information from NGOs. There are many national and international NGOs working in the environment sector which capitalization of data and information will be useful for a richer SNGIE.

- The project does not include an advocacy dimension at the strategic level, in particular at the level of the Ministry of the Environment, Sanitation and Sustainable Development, the Ministry of Economy and Finance, the Ministry of Regional Planning and Planning, the High Council of Local Authorities, the Economic, Social and Cultural Council to influence policies, practices and investments in the field of the environment.
- The project did not fully involve the private sector as a potential partner in the use of environmental information.
- The partnership with other projects and programs working in the field of the environment has been limited in terms of sharing and enhancing the benefits of PGAGE
- The project's communication efforts were limited in terms of sharing major achievements, in particular the operationalization of the SNGIE and the integration of the objectives of the three Rio conventions into national and regional planning with national and international partners.
- The SNGIE includes more activity indicators than outputs and impact indicators.
- Project activity reports are not shared with the administrative authorities of the regions and circles in the project intervention area.

These weaknesses negatively affected the efficiency of the project. However, the TE, in the final assessment of efficiency, takes into account the limited duration and budget of the project.

3.4. Sustainability

The project sustainability was assessed based on the analysis of financial risks, socio-economic risks, institutional framework and governance risks and environmental risks presented below (see also scorecard in Annex 10). In view of the country's vulnerability, the project team has regularly informs stakeholders about the various risks. Communication was active on the risk of covid 2019 and the extension of the security risk which were integrated into the implementation of the project. The final evaluation of the project was thus able to take place despite the Covid-19 crisis. It appears that financial and socio-economic sustainability is rated *Moderately Unlikely (MU)* as there are significant risks that may affect it, while institutional sustainability is rated *Moderately Likely (ML)*. Environmental sustainability is Likely (L) because there are few risks that could affect it. In short, the sustainability of PGAGE is globally rated *Moderately Likely (ML)* because there are moderate risks that may affect it.

3.4.1. Financial risks to sustainability

The project was implemented mainly with GEF financial resources and to a lesser extent from UNDP funds. The non-mobilization of co-financing is a tangible indicator of the

financial risk for the sustainability of the project achievements. Several actors generally agree that the environment department is not a priority for budget expenditure in Mali. Thus, the efforts to increase the regular budget of the department have not succeeded while the financial allocation of the special investment budget does not cover the internal needs and requests for co-financing of the various projects and programs financed by bilateral and multilateral partners. There is thus no certainty on the sustainability of the SNGIE at the end of the project unless some discussions and initiatives in progress lead in particular to the promotion of the achievements by other MEADD projects and programs (AGCC, CDN, Reedness, PREEFEN, etc.) as well as the operationalization of the environmental fund.

The sustainability of the generation of global benefits for the global environment from the PDESC is not guaranteed in view of the weak capacities of rural communities to raise funds to implement environmental actions.

A cautious optimism on the integration of global environmental benefits is authorized with the integration of the objectives of the three Rio conventions in the agricultural development policy and the national agricultural sector investment program which are instruments to answer the imperative of food security which remains a priority for Mali.

3.4.2. Socio-economic risks for sustainability

Two main socioeconomic risks jeopardize the sustainability of the project's achievements. Indeed, the socioeconomic climate remains fragile since the tensions from the post-electoral crisis linked to the legislative elections, social demands are not yet completely appeased. Also, the covid19 pandemic further weakens the socio-economic situation of the country and may compromise all development efforts in the short and perhaps medium terms.

3.4.3. Institutional and governance risks for sustainability

The institutional anchoring of the project implementation is relevant since AEDD is recognized as the structure for coordination and strategic orientation of environmental issues and sustainable development in Mali. Indeed, AEDD has fiduciary tools, institutional capacities and appropriate governance bodies to ensure the sustainability of the project's achievements with quality human resources, adequate materials and equipment for data and information management and a department specifically dedicated to environmental information.

Rural municipalities are also the bodies responsible for coordinating development at the local level through the preparation and implementation of economic, social and cultural development plans. The anchoring of plans integrating the obligations of the three Rio conventions is thus well secured.

However, Mali's institutional framework and territorial governance are characterized by the imminent operationalization of the new regions with Bougouni circle and Kita circle being erected as regions. As a result, the Sikasso region will be outside the project intervention area since all the four beneficiary municipalities come under the Bougouni and Yanfolila circles which will constitute the new Bougouni region. This territorial reorganization will not be without consequences on human resources, the stability of which is not guaranteed. The lack of substitutes to regional focal points thus may compromise the institutional sustainability of the project's achievements.

Fortunately, it can be noted that at the regional level DRPSIAPs fully perceive the interest of the project to better fulfill their mandate of policy and strategy consistency, preparation of development planning tools and synergy of development initiatives. Also, the portrayal of the project's achievements by the Regional Steering, Coordination and Monitoring Committee for Development Actions (CROCSAD) is a pledge of sustainability of the project's achievements at the regional level.

At the national level, the mobilization of a full-time computer programming expert is necessary for the regular review of SNGIE's architecture and its institutional sustainability.

3.4.4. Environmental risks to sustainability

The environmental situation is particularly precarious in Mali, which predisposes the authorities at various levels and especially the authorities and local communities to be more receptive to mitigation and adaptation actions. Mali is never immune to droughts, floods, high winds, high temperatures, etc. It is possible that recourse to SNGIE will increase to better understand these phenomena and guide decision-making. Also, many prevention and mitigation measures for these risks are proposed in the agricultural development policy and the national agricultural sector investment program and in the economic, social and cultural development plans revised to integrate the obligations of the three Rio conventions. **The risk that policy makers, local authorities and populations reject the SNGIE and environmental actions is highly unlikely.** However, efforts to integrate environmental issues may be compromised in the rural municipality of Sanso in Bougouni circle with the closure of the Morila gold mine in December 2020 which may result in further degradation of environmental resources.

3.5. Cross-cutting concerns

Two aspects of cross-cutting issues were addressed, in particular the consideration of the needs of gender and marginalized groups and environmental and social protection. PGAGE has properly integrated gender concerns and its environmental impacts are rather positive. The integration of cross-cutting concerns is considered *Highly satisfactory*

3.5.1. Consideration of the needs of gender and marginalized groups

The project document states that it should be rated Level 1¹⁰, according to the UNDP Gender Equality Marker. Thus, only two indicators specifically take gender into account, notably the number of direct beneficiaries of the project (decision-makers at national and local levels and political leaders) and the number of local decision-makers initiated into the integration of Global Environmental Agreements (GEAs). For the first indicator, 624 direct beneficiaries of the project were identified, with 16.19% women. Regarding the second indicator, 124 local decision-makers were initiated into the integration of global environmental agreements with 19.35% women. There is a low representation of women which is not attributable to the project but to their low representativeness in decision-making bodies in Mali.

The consideration of marginalized groups, in particular non-natives and migrants, has been effective throughout the PDESCs review process for the integration of the dimensions of the three Rio conventions (problem identification, proposal of measures, etc.).

3.5.2. Environmental and social protection

The project implementation did not record any negative environmental and social impacts. On the other hand, the use of reliable data by the Government, Territorial Communities, researchers and development projects and programs is a guarantee for more informed decision-making in the field of the environment. Likewise, the project created a framework for collaboration and data and information as well as knowledge and skill sharing between the various technical structures of Mali in the environmental sector. This results in a more important positioning and a greater sensitivity of the actors to the environmental issue. The testimony of a focal point of the National Institute of Statistics is quite illustrative when he speaks of improving his knowledge with new environmental indicators never heard before. Likewise, the concept of greenhouse gases as the cause of climate change has been a new concept, especially for local actors.

¹⁰ Products that will contribute to gender equality to some extent, but not significantly.

The sensitivity of the actors is even more noticeable at the level of the decentralized territorial communities which have recognized a real awareness raising on desertification, biological diversity and climate change issues during training workshops on the three conventions and their integration process into economic, social and cultural development plans (PDESC).

4. Conclusions, lessons and recommendations

4.1. Conclusions

Conclusion 1: Despite a delay in its start-up and reduced funding, PGAGE was able to strengthen the SNGIE to meet the needs of the Government concerning the effective implementation of the 3 Rio conventions and the needs of other national and international stakeholders interested in, or concerned by actions to generate benefits for the global environment.

PGAGE had a remarkable technical performance despite a significant slowness in its start-up. However, this performance is not optimal since co-financing has not been mobilized, thus limiting the possibilities of generating greater results and better promoting the knowledge acquired.

The project has boosted the national environmental information management system around which national and regional technical development structures have developed frank and effective collaboration with a well-perceived interest in the importance of environmental data and information and the need to sharing them for decision-making.

The project highlighted the need for improved coordination between national, regional and local levels in implementing development projects and programs, especially in the field of mobilization and management of environmental information and its consideration in national and local planning.

Conclusion 2: The scale and quality of the results generated by PGAGE is remarkable thanks to good supervision by UNDP, a strong will and commitment from the Government, and involvement of stakeholders and adaptive management. The effectiveness and efficiency of PGAGE were, however, reduced by the start-up delay and the non-mobilization of co-financing planned by the Government.

Financial support from GEF and stakeholder mobilization have been decisive in taking the environmental issue into account in policies and strategies at the national and local level in Mali. However, despite its commitment and the mobilization of human and technical resources, the non-mobilization of State co-financing was the main weakness in the project implementation. This mobilization, on the one hand, was supposed to show more its interest, commitment and political will for environmental issues, and on the other hand to extend or intensify some project activities and amplify the results achieved.

Conclusion 3: The project has made a remarkable contribution to raising awareness and strengthening the knowledge and awareness of decision-makers at national, regional and local levels on the usefulness and use of the SNGIE and on the need

to make it sustainable to allow better monitoring of environmental indicators and their use for sustainable development planning at different levels.

The project has contributed to putting the environmental issue at the heart of discussions between stakeholders at national, regional and local level throughout its implementation period. This resulted in a revival of the United Nations Convention to Combat Desertification (UNCCD) and the Convention on Biological Diversity (CBD) which seem to be increasingly obscured in favor of the United Nations Framework Convention on Climate Change (UNFCCC).

The implementation of the project has shown that the generation of global benefits for the global environment is not systematic and must take place over the long term on the basis of tools to be tested, adopted, monitored and evaluated.

Conclusion 4. PGAGE implementation has made it possible to integrate environmental indicators into the PDSCs associated with activities and measures which implementation locally will help generate environmental benefits at the global level and also promote the safeguarding and strengthening of the livelihoods of the most vulnerable.

PGAGE is a beneficial initiative which has shown the need to continue the tripartite UNDP-GEF-Government of Mali partnership so that the country fully benefits from the opportunities offered by the three Rio conventions as well as from other international mechanisms and instruments in the field of the environment.

The implementation of the PDSEC integrating environmental indicators will help improve the sustainable management of natural resources, strengthen the resilience of ecosystems and populations and adaptive capacities, improve the livelihoods of the most vulnerable including women and youth, and generate global environmental benefits.

4.2. Lessons

The implementation of the project made it possible to draw several key lessons explained below.

Lesson 1. Signing and ratifying international conventions does not mean their systematic ownership by all national, regional and local players in the country. Most national actors must be sensitized beforehand on the need and trained on how to integrate environmental issues into national and regional development planning. On the other hand, local actors buy-in more quickly the integration of the objectives of the Rio conventions into their development planning since they regularly suffer the harmful effects of land degradation, erosion of biological diversity and climate changes.

Lesson 2. The effective operationalization of a national environmental information management system relies on the effective mobilization of the various stakeholders who must fully play their roles and responsibilities. It is a relevant tool for better positioning and supporting the environmental issue in national development.

Lesson 3. The actors have a good perception of the importance of data and information. National and regional structures are receptive to sharing environmental data and information when their interests and needs are taken into account. Then, strengthening the technical and material capacities of these structures brings immediate results in terms of the operationalization of an environmental information management system.

Lesson 4. The mobilization and development of national human resources improve the effectiveness and efficiency of the implementation of development projects. The project mobilized several national consultants and experts whose studies were useful in better understanding the functioning of the system and in strengthening it. The training of SNGIE actors has proven to be very useful.

4.3. Recommendations

The final evaluation of the project makes it possible to draft the recommendations presented below.

Recommendation 1. Initiate a second phase of the project focused on the development and implementation of a development and sustainability strategy for SNGIE, the consolidation and replication of the achievements in terms of integrating the three Rio conventions into national planning and the development of advocacy at the strategic level oriented on the influence of practices, policies and investments in the field of the environment.

Recommendation 2. Complete the activities and put in place the conditions to consolidate the results and make them sustainable. In this perspective, the following technical, institutional and organizational actions deserve to be carried out:

- Set up a scientific committee for the national SNGIE and make CROCSAD accountable for the quality control of the SNGIE at the regional level: environmental indicators of the SNGIE must be subject to critical review by external experts in order to guarantee their consistency and quality and their adequacy with the needs and realities of the various actors.
- Appoint heads of divisions or heads of statistics / monitoring-evaluation sections of national and regional structures as SNGIE focal points to ensure the stability of human resources.
- Strengthen the link between the national SNGIE and the regional SNGIE with a view to better harmonize data and information before their integration into the database.
- Strengthen the synergy between the three Rio conventions by ensuring the promotion of inclusive activities.
- Establish the unifying tool for integrating the objectives of the three Rio conventions as a unique tool for taking environmental issues into account in PDESCs
- Involve the administrative authorities of the circles in the monitoring and evaluation of the PDESC implementation in order to make sure that the objectives of the three Rio conventions are included in the annual budgets.

- Exploit the full potential of statistics production by integrating data and information from NGOs and the private sector in the operationalization of SNGIE and financing the integration of the objectives of the three Rio conventions into national and local planning.
- Strengthen communication and advocacy around the two major achievements of the project, notably the operationalization of the SNGIE and the development of an approach to integrate the objectives of the three Rio conventions into national and regional planning.

Recommendation 3. Make the necessary arrangements to ensure a timely start of the project, good planning of activities and fundraising and ensure the mobilization of co-financing.

- Speed up the process of mobilizing the project implementation team and limit the delay in starting future projects. If necessary, it will also be necessary in the implementation of any possible project acting as a relay of this one, to supplement the project team to ensure close follow-up of activity implementation.
- Strengthen AEDD's computer programming capacities for the operationalization of SNGIE by recruiting a full-time computer specialist.
- Involve the project coordinators in budgetary arbitration with a view to taking charge of co-financing.

5. Annexes

Annex 1: List of documents consulted

1. Rapport d'activités annuel 2018 du PGAGE.
2. Plan de travail et budget annuel 2019 du PGAGE.
3. Rapport d'activités annuel 2019 du PGAGE.
4. Plan de travail et budget annuel 2020 du PGAGE.
5. Rapport financier 2018 du PGAGE.
6. Rapport financier 2019 du PGAGE.
7. Rapport d'Identification des indicateurs environnementaux pertinents et ceux des trois (03) Conventions de Rio au Mali. Septembre 2018. BEDEV-Sarl.
8. Rapport d'Etablissement de métadonnées pour les indicateurs retenus dans le cadre des trois Conventions de Rio au Mali. Septembre 2018. BEDEV-Sarl.
9. Rapport de renseignement des indicateurs au titre des trois (03) Conventions de Rio au Mali. Septembre 2018. BEDEV-Sarl.
10. Rapport de l'atelier d'information des points focaux du SNGIE sur les 03 conventions de Rio et leur recyclage à l'utilisation de la base de données, Bamako, septembre 2018.
11. Rapport de l'atelier de validation des indicateurs environnementaux à prendre en compte dans le SNGIE, y compris ceux des conventions de Rio, Koulikoro, octobre 2018.
12. Rapport de la session de renforcement de capacité sur les 03 conventions de Rio et leur intégration dans la planification, Bamako, Novembre 2018.
13. Rapport de l'atelier de formation des suppléants des points focaux sur l'utilisation de la base de données du SNGIE, Bamako, Mars 2019.
14. Rapport de l'atelier de mise à jour de la base de données du Système National de Gestion de l'Information Environnementale (SNGIE), Bamako, Avril 2019.
15. Rapport de l'atelier de renforcement des capacités des collectivités territoriales, des services techniques et des organisations de la société civile à utiliser et intégrer les indicateurs environnementaux mondiaux dans la planification du développement régional afin d'atteindre les objectifs des conventions mondiales sur l'environnement au niveau régional et national, Kayes Mai 2019.
16. Rapport de l'atelier d'information sur le Système National de Gestion de l'Information Environnementale (SNGIE), Sikasso, Mai 2019.
17. Rapport de synthèse de l'atelier de renforcement de capacité des collectivités territoriales, des services techniques et des organisations de la société civile à utiliser les indicateurs environnementaux mondiaux dans la planification du développement régional afin d'atteindre les objectifs des conventions mondiales sur l'environnement au niveau régional et national, Sikasso, Mai 2019.

18. Rapport général de l'étude de révision de PDESC de six communes rurales et d'élaboration de deux communes rurales des régions de Kayes et de Sikasso encadrées par le PGAGE. Juillet 2019. Bureau d'études MSA.
19. Rapport d'analyse du verdissement de la politique de développement agricole du Mali. Juillet 2019. « 2aM-Consulting » Prestation de services (Consultant Indépendant).
20. Rapport de l'atelier de formation sur la finance climatique, Bamako Novembre 2019.
21. Rapport de l'atelier d'information et de sensibilisation de la Stratégie Nationale de Financement de l'Environnement, Bamako, Novembre 2019.

Annex 2 : Assessment matrix

Questions / Sub-questions		Sources of information / Method
Objective 1: Assess the project strategy		
EQ1. To what extent is the project relevant and consistent with the strategic priorities of the Government of Mali and its partners (UNDP and GEF) and with the country's needs for the effective implementation of the three Rio Conventions?		
1.1	To what extent is the project appropriate to meet the needs of Mali regarding the effective implementation of the 3 Rio conventions and achieve the expected results?	<u>Literature review</u> : Project document; logical context ; theory of change, project management and implementation systems and mechanisms; institutional arrangements; partnerships; Analysis of the modalities for implementing activities (research, training, etc.); analysis of the planned Monitoring-Evaluation System <u>Interviews</u> : Project coordination unit; actors and implementing partners; authorities at the level of circles and municipalities; beneficiaries (communities)
1.2	To what extent are the project design and its activities appropriate to achieve the intended results?	
1.3.	Are the results framework and theory of change realistic?	
1.4.	To what extent have development effects in general been taken into account in the project design?	
1.5.	To what extent is the project in line with UNDP's Strategy for Capacity Development?	
1.6.	To what extent does the project contribute to the SDGs	
1.7.	Does the project have a mechanism for adapting to changes that may occur during implementation?	
Objective 2: Assess result achievement		
Evaluation Question 2: To what extent has the project achieved the objectives planned? - What are the real and concrete outputs of the project on improving the processes of strategic decision-making, planning and implementation of local development actions contributing to the objectives of the Rio conventions?		
2.1.	What is the level of achievement of Result 1: Put in place a functional and sustainable system for the collection, analysis, storage and provision of accurate and reliable data and information concerning all three Rio Conventions and that can be used directly by policy makers and for convention reporting purposes.	
2.1.1.	To what extent has the existing SNGIE been strengthened to ensure a coordinated and sustainable mechanism for data / information collection and storage and effective national reporting on the 3 conventions?	Interviews with stakeholders (providers, managers and users) of environmental data and information Analysis of different verification sources to see the data and information generated by the SNGIE
	<ul style="list-style-type: none">To what extent has the SNGIE become the single entry point for all data and information concerning environmental issues in Mali?Does the SNGIE have access to all existing data and information systems distributed among various ministries and other stakeholders?	

Questions / Sub-questions	Sources of information / Method
<ul style="list-style-type: none"> • To what extent have the capacities (human and technical) of the central SNGIE been assessed to meet the reporting obligations on the implementation of the recommendations of the Rio Conventions? • To what extent have the capacities of SNGIE to collect, store, process and harmonize all existing data and information (currently distributed among various ministries and other stakeholders) been assessed? • To what extent has single open access to these databases been ensured on the implementation of the recommendations of the Rio Conventions in Mali? • To what extent has the inventory of existing environmental management information systems in Mali been carried out and what are the results concerning the types of information systems that exist in the environmental field as well as their owners, managers and users? • What are the overlaps and shortcomings that have been identified and that have been addressed with project support, particularly with regard to reporting obligations on the implementation of the recommendations of the Rio Conventions? • To what extent have potential users of the SNGIE been identified? • To what extent have the capacities of SNGIE staff and other potential users (particularly sectoral users) been strengthened on the use of the SNGIE and the state of the environment and the implementation of the various environmental conventions? 	
<p>2.1.2. To what extent has the project contributed to improving protocols and standards for data collection, analysis and storage and ensured the harmonization and availability of effective information on the CBD, UNCCD, UNFCCC and other global conventions?</p> <p>To what extent has a single consistent approach to data and information management been negotiated and implemented?</p>	Same as 2.1.1
<ul style="list-style-type: none"> • To what extent is an inventory of the various types of existing databases, the software used, the formats in which data is collected and stored, as well as the procedures for ensuring data quality at all stages of the data management process been achieved? • To what extent has the project contributed to a better knowledge of existing policies that define long-term strategic objectives and constitute guiding principles for data management in all sectors? • What is the project's contribution to defining / clarifying roles and responsibilities of data personnel, in particular data providers, data owners and custodians? • How successful was the project in developing harmonized data collection and storage systems that could be used in the SNGIE? 	
<p>2.1.3. To what extent have the relevant indicators distributed among the various data processing organizations for monitoring and evaluation of the state of sustainable development and the environment been assessed and integrated into the SNGIE with a view to support the</p>	Same as 2.1.1

Questions / Sub-questions		Sources of information / Method
	development policies, strategies, projects and plans integrating environmental concerns (in particular NAMA and REDD +)?	
	<ul style="list-style-type: none"> To what extent have the existing relevant indicators distributed among the various data processing organizations for monitoring and evaluation of the state of sustainable development and the environment been assessed and integrated into the SNGIE in order to support the development of policies, strategies, projects and plans integrating environmental concerns (in particular NAMA and REDD +) Has the list of indicators for data processing organizations been developed? Have the user needs in terms of indicators among organizations that ensure the quality of planning at local level been identified? To what extent have the capacities of various organizations been strengthened to use and integrate global environmental indicators in regional development planning? 	
2.2.	What is the level of achievement of Result 2: Institutional capacity building to plan, finance and implement decentralized development processes contributing to the implementation of the recommendations of the Rio Conventions and generating global environmental benefits?	
2.2.1.	To what extent has the project built the capacities of staff from relevant ministries (Finance, Planning, Environment, etc.) and local decision-makers on ways and means to mainstream biodiversity, climate change, desertification, disaster management and wetland management in key development plans and processes (budget transfers to TCs, allocations from the National Environment Fund, decentralized planning protocols for technical staff, etc.), and made the tools (including manual and guidelines) available to them?	Same as 2.1.1
	<ul style="list-style-type: none"> To what extent has the project supported the design of educational tools (manuals and guidelines) on mainstreaming biodiversity, climate change, desertification, disaster management and wetland management in the main development plans and processes? To what extent has the project supported training for staff in line ministries on the use of the manual, with particular reference to the Rio Conventions and global environmental benefits? To what extent has the project supported training for local decision-makers on the use of the manual, with particular reference to the Rio Conventions and global environmental benefits? 	
2.2.2.	To what extent has the project contributed to the improvement of Development Plans and programs integrating the global environment?	Same as 2.1.1

Questions / Sub-questions		Sources of information / Method
	<ul style="list-style-type: none"> To what extent has the project tested the development of at least 2 national development strategies and investment plans contributing to the achievement of the objectives of the three Rio Conventions? To what extent has the project tested the revision of 5 adapted local development plans (PDSEC) in order to allocate sufficient resources to support the implementation of strategies under the Rio Conventions? To what extent has the project identified activities generating MEAs in all local communities using the set of manuals and guidelines? To what extent has the project assessed the global environmental benefits since the implementation of the amended plans and programs? 	
2.2.3.	To what extent has the project facilitated and developed dialogue / cooperation with relevant national partners (including the private sector) and international partners for setting up the National Environment Fund?	Same as 2.1.1.
	<ul style="list-style-type: none"> Has the project carried out the assessment of AEDD's capacities to promote dialogue / cooperation with national and international partners? Has the project strengthened AEDD's capacities as a coordination and dialogue structure for environmental management in Mali? To what extent has the project created and maintained dialogue with national partners (in particular the private sector, NGOs and CBOs - producer organizations) and international partners relevant to the establishment of the National Environment Fund? 	
2.2.4.	To what extent have the capacities of ministry staff and other relevant stakeholders (e.g. national NGOs) been strengthened to master and submit proposals to national and international funding structures (including bilateral, GEF, climate funds)?	Same as 2.1.1.
	<ul style="list-style-type: none"> What is the quality of the educational tools designed for staff members of ministries and other relevant stakeholders (especially national NGOs) so that they master and submit proposals to national and international funding structures (especially bilateral, GEF, climate funds) etc. What is the effectiveness and quality of the training carried out for ministry staff and other relevant stakeholders? 	
2.3.	What factors contributed to the achievement or not of the expected results?	<p>Analysis of the logical framework, theory of change, work plans and activity reports</p> <p>Interviews with actors and stakeholders of the project.</p> <p>Summary of factors that have affected the performance of the activities and products described above</p>
Objective 3: Evaluate the project implementation, the adaptive management and the efficiency of the project		

Questions / Sub-questions		Sources of information / Method
Evaluation question 3: To what extent have the mechanisms for project implementation and management (management, activity planning, financing and co-financing, monitoring and evaluation, stakeholder participation, data reporting and communication) improved or reduced efficiency and effectiveness of the project ¹¹ ?		
3.1	To what extent is the technical assistance planned / provided by UNDP to the implementation team adequate in relation to the expected results?	<u>Literature review</u> : <u>Interviews</u> : Project managers at UNDP; partners involved;
3.2.	To what extent is the technical assistance planned / provided to implementing partners by UNDP adequate in relation to expected results?	<u>Literature review</u> : <u>Interviews</u> : Project managers at UNDP; partners involved
3.3.	Is the planning of project activities effective and efficient?	Project documents and interviews with project managers
3.4.	How effective is financial planning?	Review of work plans, activity reports, audit reports, etc. Interviews: Project managers, etc.
3.5.	What are the situation and effectiveness of co-financing?	Literature review: project document Interviews: with the parties involved in the co-financing, including the Government
3.6.	To what extent are monitoring and evaluation tools in place and adequately used?	Project documents, project work plans, GEF monitoring tools,
3.7.	To what extent are the stakeholders involved in the project management?	Project document, Monitoring and evaluation tools Interview with the project management team and stakeholders
3.8.	To what extent is data communicated and used?	Same
Objective 4: Assess sustainability ¹²¹³		
Evaluation question 4: What are the conditions and prospects for the sustainability of the project's outcomes and output after completion?		
4.1.	Are the financial risks to sustainability considered and managed?	Project documents Interviews with stakeholders

¹¹ The assessment will be based on a 6-level scale (see Box 5)

¹² Sustainability assessment is about evaluating the risks that could influence the sustainability of the project's achievements

¹³ Overall sustainability is assessed on a 4-level scale mentioned below: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and Unlikely (U) (see Box 6).

Questions / Sub-questions		Sources of information / Method
4.2.	Are the socio-economic and environmental risks for sustainability considered and managed?	Project documents Interviews with stakeholders
4.3.	To what extent are the risks related to the institutional framework and governance for sustainability identified and taken into account?	Project documents Interviews with stakeholders
Objective 5: Evaluate the inclusion of cross-cutting issues		
Evaluation question 5: To what extent have gender, equity and cross-cutting aspects been taken into account in the project implementation?		
5.1	Have gender considerations been taken into account during project implementation and management?	Project document, GEF gender policy, Existing frameworks for the analysis of gender aspects
5.2.	To what extent have civil society and the needs of vulnerable or marginalized groups been taken into account?	<u>Literature review</u> : Project document; GEF guidelines (vulnerable groups). <u>Interviews</u> : Communities; NGOs; Civil society associations, etc.
5.3.	Does the project apply environmental and social safeguard?	<u>Literature review</u> : Environmental and social management plans; activity reports <u>Interviews</u> : implementing actors; GEF focal point; public, private agencies and civil society actors; producers; communities

Annex 3 : Partner programs, projects and initiatives

Project title	Fund	Links with the PGAGE project
Program on "food and nutritional security in Nara (Kayes) and Nioro (Koulikoro)	UNCCD	Build the capacities of local authorities, mainly municipalities, in order to more effectively integrate the various dimensions of food security, knowledge, climate change and gender issues to manage food security.
USAID's "Feed the Future" initiative	USAID-	Promote sector development and value chains by empowering selected public and private institutions to enable them to plan, develop, execute and monitor agricultural strategies and policies, and food security.
"The 166 Communes Initiative " (National Food Security Program)	PNSA	The initiative focuses on 8 areas: i) Agriculture and hunger; ii) Education; iii) Gender; iv) Health; v) Energy; vi) Water supply and sanitation; vii) Roads and transport; and viii) Environment.
Integrating resilience to climate change in the agricultural sector for rural food security in Mali	FAO-FPMA	The projects proposed by FPMA provide agro-meteorological information to rural producers with a view to minimize climate risks and ensure or increase agricultural and livestock production.
Strengthen adaptation capacities and resilience to climate change in the agricultural sector in Mali.	UNDP-FPMA	This FPMA project will promote the key elements of a programmatic approach to build capacities to ward off the additional threats posed by climate change and variability to food production and security in Mali.
Strengthen the resilience of groups of women producers and vulnerable communities in Mali	GEF	Build the adaptive capacities of groups of women producers to guarantee the production of livelihood systems in the face of climate impacts and increase the socioeconomic resilience of vulnerable municipalities in Mali (Kayes, Koulikoro and Sikasso).
Environment and Sustainable Development Management Program (PAGEDD)	UNDP	Component 1 of PAGEDD supports the integration of climate change into relevant policies and strategies.
Global Climate Change Alliance (SCFA) in Mali	EUROP AID	The Forest Information System (SIFOR) can produce reliable information on the evolution of forest formations.
PGRNCC: Towards smart management of natural resources	World Bank	The areas covered by the project (PGRN) include sustainable land management, biodiversity and climate change.

Project title	Fund	Links with the PGAGE project
Support to Mali's institutional program		This project includes the provision of financial resources to the Institutional Development Commissioner (IDC) to help build capacity in key government sectors to make them more effective.
Support Program to Territorial Communities (PACT)	GIZ	Build the capacity of local authorities to participate in improving their performance and create synergies between actors in order to promote economic and social development so that they can effectively play their roles
Decentralization Support Project in the Koulikoro region - Phase II	Kingdom of Belgium	Build the capacities of local authorities to provide sustainable quality goods and services to populations
Réso-Climat Mali	Swedish International Development Agency (SIDA)	Platform bringing together Malian civil society actors (NGOs, NGO networks, associations, traders, etc.) working in the fields of climate change and sustainable development.
Support Program to Climate Change Adaptation in the Sahel region of Mali (PAACC / Sahel)	Kingdom of Norway	Support to community initiatives for adaptation to climate change.
Poverty Environment Initiative	UNEP / UNDP	Support to the Government of Mali to integrate the links between poverty and the environment in its economic planning and in its budgeting and decision-making process.
Support to the implementation of the climate change strategy	GIZ / UNDP	Strengthening the resilience to climate change of ecological production systems and social systems in vulnerable areas of Mali and the capacity to adapt to climate change through adaptation and innovative integrated approaches.
Adaptation program for smallholder agriculture to climate change PAPAM / ASAP	IFAD	Improve agricultural production under the Mali Financing Program for the Adaptation of Small Farmers (PAPAM / ASAP)
Global Climate Change Alliance (SIFOR)	European Commission	Support to the forest information system; institutional capacity building.

Annex 4 : Other national and regional GEF-funded projects

Type / scale of GEF project	Title of projects / initiatives / actions or areas of intervention
National projects	<ul style="list-style-type: none"> 1) Activity to promote climate change control; 2) Assessment of needs in terms of capacities for implementing the National Biodiversity Strategy in Mali and the Project for Induced Compensation Mechanism at the National Level (additional); 3) Third National Communication on UNFCCC; 4) Flood risk management and climate risks to guarantee life and property in Mali; 5) Generate global environmental benefits through improved environmental information; 6) Planning and Decision Making Systems; 7) Improve the adaptation capacity and resilience to climate change in the agricultural sector in Mali; 8) Strengthen the resilience of groups of women producers and vulnerable communities in Mali 9) SPWA-BD: Expansion and strengthening of Mali's PA system
Regional projects	<ul style="list-style-type: none"> 1) Capacity building for improving greenhouse gas inventories (French-speaking West Africa and Central Africa); 2) Capacity building in sub-Saharan Africa to respond to the UN Framework Convention on Climate Change; 3) Sustainable management of globally important endemic small ruminants in West Africa

Annex 5 : Stakeholders in the project execution and implementation

Stakeholders	Role foreseen under the project
Ministry of the Environment, Sanitation and Sustainable Development	Responsible for the general implementation of the project and setting up of SNGIE General guidance and management of project execution Provide a National Project Director and Steering Committee co-chair
Ministries responsible for rural development, energy and water, territorial administration and decentralization and mines, etc. - Ministries which policies, programs and activities have a potential impact on the national and global environment	<ul style="list-style-type: none"> • Participation in meetings of the Capacity Building Working Group • Contribution to the assessment of capacity needs • Participation in the core team in charge of policies and financing • Participation in high level strategic dialogue events • Participation in national stakeholder forums • Contribution to identify the type and format of environmental information • Contribution to the determination of the appropriate environmental information
Environmental Information System management organizations in Mali: <ul style="list-style-type: none"> • Specialized technical agencies (meteorology, agriculture, fisheries, mapping, statistics and computers, etc.) which provide statistics databases; • Environmental monitoring and observatory networks and projects which have a relevant component for environmental data / information management: RNSE, ROSELT (National Network of Environmental Monitoring), GHENIS (monitoring of the upper Niger basin, etc.) 	<ul style="list-style-type: none"> • Participation in the design of the Environmental Management Information System (EMIS) under the SNIGE • Free sharing and transfer of information • Adoption of protocols for this sharing and use of validated indicators
Regional / local administrations - Governor and Councils / Local	Four administrative circles (Bafoulabé and Kita for Kayes region, and Bougouni and Yanfolila for Sikasso region). In total 8 municipalities (two per circle) ¹⁴

¹⁴ **Municipality selection criteria:**

Stakeholders	Role foreseen under the project
authorities (TC) - municipalities, regions and District of Bamako	
Local government bodies	<p>They will support the implementation of the project locally. They can support project activities and also benefit from project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholder forums • Participation in learning networks • Participation in learning activities
Women's civil society and youth associations / Community-based organizations / NGOs / media - CBOs, and local, national and international NGOs	<p>Their roles will be to collaborate with the Ministry of the Environment for implementing project activities. In addition, they can be potential financial technical partners providing the necessary data and information and at the same time benefit from the project.</p> <ul style="list-style-type: none"> • Participation in learning events • Participation in the development of the reproduction and scaling up strategy
Research and technical institutes	<ul style="list-style-type: none"> • Directories of environmental data and information and knowledge creators • Participation in learning events and national stakeholder forums.
Traditional local management structures	<ul style="list-style-type: none"> • Participation in national stakeholder forums • Participation in learning events
Environment and Sustainable Development Agency (AEDD).	<ul style="list-style-type: none"> • Coordination of the project organization

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- Municipalities located between 900 and 1200 mm isohyets
 - Wooded municipalities or at the edge of a forest and / or mountain
 - Municipalities that have registered their environmental management or restoration / preservation of forest species under the PDSEC
 - Presence of technical agencies or a project on the environment
 - Organizational dynamics of participatory planning in the definition of local development strategies

Annex 6 : Terms of Reference of the mission

Title of the mission: Recruitment of an International Consultant for the Final Evaluation of the Project “Generating global benefits for the environment through improved environmental information, planning and decision-making systems (PGAGE)”

Duration: 22 days

Location: Bamako - Mali

Background:

As per UNDP and GEF monitoring and evaluation policies and procedures, all medium and large-scale UNDP-supported and GEF-funded projects must undergo a final evaluation at the end of the implementation phase. These terms of reference (TOR) set out the expectations of a Terminal evaluation (TE) of the project **Generating global benefits for the environment through improved environmental information, planning and decision-making systems** (Project PIMS ID: 5272)

Rationale (Objective and Scope):

The project was designed to enable Mali to make better decisions in order to fulfill and continue to fulfill global environmental obligations. This requires the country to be able to access and use data and information, as well as best practices for integrating global environmental priorities into planning, decision-making and reporting processes.

The objective is to Strengthen consensus through a coordinated strategy to integrate global and national environmental priorities into decision-making processes at the top level and ensure that this trickles down to the local level. To do this, this project aims to strengthen technical capacities for the integration and monitoring of the outcomes of the Rio Conventions’ objectives. This project will help achieve this goal through improved collaboration and coordination, as well as technical capacity building to better monitor trends and ensure compliance and use this data and information to produce new knowledge, thus making it possible to make good strategic decisions.

The project is carried out within the framework of 03 components including two closely related components:

Component 1: Information management systems for global environmental issues

Component 2: Integrate the global environment into planning and development at local level

Component 3: Knowledge management and M&E

The final evaluation will be conducted in accordance with the guidelines, rules and procedures defined by UNDP and GEF as set out in the UNDP Evaluation Guidelines for GEF-funded projects.

The objectives of the evaluation are to assess the achievement of the project objectives and to draw lessons that can improve the sustainability of this project’s benefits and promote the overall improvement of UNDP programs.

Outcomes (Specific objectives of the project):

The project is implemented in the framework of 03 components mentioned above including two closely related components. The first component is about improving data and information. The second relates to improving development planning processes. The improved information of the first component constitutes a support tool for the improved development planning process of the second component.

Expected results are:

Component 1:

Result 1: Setting up an operational and sustainable system for the collection, storage and provision of accurate and reliable data and information related to all three Rio Conventions, and usable directly by decision-makers and reporting on conventions

Component 2:

Result 2: Institutional capacity building to plan, finance and implement decentralized development

Component 3:

Result 3: A learning and coordination mechanism of the project is operational, concerning knowledge management and M&E

Evaluation approach and method:

A comprehensive approach and method¹⁵ for conducting final evaluations of UNDP-supported and GEF-funded projects has developed over time. The evaluator should articulate evaluation efforts around **relevance, effectiveness, efficiency, sustainability and impact** criteria, as defined and explained in UNDP guidelines for conducting final evaluations of UNDP-supported and GEF-funded projects. A series of questions covering each of these criteria have been drafted and are included in these terms of reference (complete Annex C). The evaluator must modify, complete and submit this table as part of an initial evaluation report and attach it to the final report as an annex.

The evaluation should provide factual information that is credible, reliable and useful. The evaluator should adopt a participatory and consultative approach ensuring close collaboration with government counterparts, in particular with GEF operational focal point, UNDP country office, the project team, the UNDP-GEF technical advisor based in the region and key stakeholders. The evaluator should carry out a field mission to (Kayes and Sikasso), including the following list of the project sites (one municipality per circle in Kita, Bafoulabé (Kayes) and Bougouni, Yanfolila (Sikasso)). There will be interviews at least with the following organizations and individuals: UNDP Office; MAEDD; AEDD; National Committee in charge of project management (NSC); PMU; SNGIE focal points, administrative authorities (Governors, Prefects of Circles); Local authorities (Region and Circles); decentralized Government agencies; municipal authorities at local level (Sub-Prefects and Mayors); decentralized Government agencies.

The evaluator will review all relevant sources of information, such as the project document, project reports, including PCR / RMP and other reports, project budget reviews, mid-term review, progress reports, GEF focal area monitoring tools, project files, national policy and legal documents and any other documents the evaluator deems useful for this evidence-based evaluation. A list of documents that the project team will provide to the evaluator for review is attached as [Annex B](#) to these terms of reference.

Description of the mission:

The final evaluation will be conducted as per the guidelines, rules and procedures established by UNDP and GEF as set out in the UNDP Evaluation Guidelines for GEF-funded projects. The evaluation's objectives are to assess the achievement of the project objectives and to draw lessons that can improve the sustainability of this project's benefits and promote the overall improvement of UNDP programs.

Evaluation criteria and rating:

A project performance evaluation, based on the expectations set out in the logical framework / project results framework (see [Annex A](#)) which provides performance and impact indicators in the context of project implementation as well as the corresponding means of verification, will be carried out. The evaluation will cover at least **relevance, effectiveness, efficiency and sustainability** criteria. Rating should be provided against the following performance criteria. The completed table must be attached to the evaluation summary. Mandatory rating scales are included in [Annex D](#).

Project funding / Co-funding:

The evaluation will focus on the key financial aspects of the project, including the proportion of co-financing planned and achieved. Project cost and funding data will be required, including annual expenditure. Differences between planned and actual spending will need to be evaluated and explained. The results of recent financial audits available should be taken into account. The evaluators will benefit from the input of the Country Office (CO) and the project team in their quest for financial data to complete the co-financing table below, which will be included in the final evaluation report.

Integration:

UNDP-funded and UNDP-supported projects are key elements of the UNDP country program, as well as regional and global programs. The evaluation will assess the extent to which the project has been successfully mainstreamed into UNDP priorities, including poverty alleviation, improved governance, prevention of natural disasters and post disaster recovery and gender issue.

Impact:

The evaluators will assess the extent to which the project is achieving impacts or progressing towards them. The main findings of the evaluations should include the following: Did the project demonstrate:

- verifiable progress in ecological status,
- verifiable reductions in stress on ecological systems, or
- significant progress towards these impact reductions

Findings / recommendation and lessons:

The evaluation report should include a chapter proposing a set of findings, recommendations and lessons.

Implementation methods:

The primary responsibility for managing this evaluation rests with UNDP country office in Mali. UNDP country office will contact the evaluators to ensure the timely payment of per diems to the evaluation team and to finalize the arrangements for the team to travel to the country. The project team will be responsible for liaising with the team of evaluators to organize stakeholder interviews and field visits, as well as coordination with government, etc.

Deliverables:

When submitting the final evaluation report, the evaluator is also required to provide an "audit trail", explaining in detail how the comments received were (and were not) addressed in said report.

- Initial report
- Presentation
- Draft final report

- Final report

Annex 7 : Detailed schedule of PGAGE - UNDP 2020 final evaluation

Evaluation activities	Implementation period (May 2020)																										
	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Kick-off meeting																											
Literature review and preparation of the initial report																											
Sharing the initial report with UNDP																											
Continuation of literature review, finalization of the initial report based on comments from UNDP team and preparation of interviews with project stakeholders																											
Visit of SNGIE and interviews with the Management team / SD / IE Department / Heads of Agreements, Treaties, Conventions (national consultant)																											
Skype or Zoom interviews with Tamboura / Adam from UNDP																											
Skype / Zoom interviews with Amara Keita (PGAGE Coordinator)																											
Skype or WhatsApp interviews with Boureima Camara (DG AEDD)																											
Skype or WhatsApp interviews with Modibo SACKO (DG AEDD)																											
Skype / WhatsApp interviews with GEF / AEDD Focal Points																											

Evaluation activities	Implementation period (May 2020)																											
	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Skype / WhatsApp interviews with Rio / DNEF Convention Focal Points																												
Skype / WhatsApp interviews with SNGIE national structure focal points (INSTAT, DNEF, ABFN)																												
Interview with key partner projects' managers																												
Skype / WhatsApp interviews with consultants (COSIT and Amidou Traoré)																												
Interview with key partner projects' managers																												
Physical meeting with DNPd director on co-financing																												
Interview with key partner projects' managers																												
Analysis of data and information from interviews																												
Bamako - Sikasso trip (National consultant)																												
Interviews with CAEF / DRPSIAP in Sikasso and visit of the regional database																												
Sikasso-Bougouni trip																												
Meetings with the prefect and the mayor of Koussan in Bougouni and return to Bamako																												
WhatsApp or Skype interviews with the CAEF of Kayes and telephone																												

Evaluation activities	Implementation period (May 2020)																													
	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			
interviews with 1 or 2 mayors of Kayes																														
Preparation of the final evaluation provisional report																														
Submission of the interim report to UNDP																														
UNDP comments on the interim report																														
Final report																														
NB: The international consultant will work on the final evaluation report during the field visit period of the national consultant																														

Annex 8: List of people contacted for PGAGE final evaluation

	Full name	Function
	UNDP team	
1.	Oumar TAMBOURA	Head of Environment Unit
2.	Adam COULIBALY	Program manager
3.	Amara KEITA	PGAGE Coordinator
	Ministry of Environment, Sanitation and Sustainable Development (MEADD)	
4.	Modibo SACKO	Technical Adviser
	Rural Development Sector Planning and Statistics Unit	
5.	Assagaidou A. Maiga	CPS/SDR
	Environment and Sustainable Development Agency (AEDD)	
6.	Boureïma CAMARA	General manager
7.	Mamadou GOUMANE	Head of Environmental Information Department
	GEF / AEDD team	
8.	Amidou GOITA	GEF / AEDD focal point
9.	Mohamed HAIDARA	Deputy GEF Focal Point – AEDD
	SNIE focal points of national structures	
10.	Bandiougou DIARISSO	National Institute of Statistics
11.	Abderhamane TOURE	National Directorate of Regional Planning
12.	Yéhia ABDOU	National Directorate of Development Planning
	SNIE's Rio Conventions Focal Points	
13.	Ali A POUDIOUGO	CBD focal point
14.	Diallo KABA	UNCCD National Focal Point
	SNIE focal points of regional structures	
15.	Nouhoum Sékou SIMPARA	DRPSIAP Sikasso
16.	Salif DIOP	DREF Sikasso
17.	Gaoussou DEMBELE	DRACPN Sikasso
18.	Since KEITA	SLPSIAP Bougouni
19.	Sidi Moctar Sissoko	DRPSIAP Kayes
20.	Sekou Bougadari DIABY	DRACPN Kayes
21.	Amadou MAHAMADOU	DREF Kayes
	Region Governors' office	
22.	KANTE Marie Claire DEMBELE	CAEF of the Governor of Sikasso
23.	Adama ASSAGAIDOU	CAEF of the Governor of Kayes
	Prefects of circles	
24.	Boureïma ONGOIBA	Prefect of Bougouni circle
25.	Ousmane SOW	1 st Deputy to the Prefect of the Bougouni circle
	Local authorities (Rural municipalities)	
26.	Mahatiba NOMOKO	Mayor of Tambaga rural municipality
27.	Seydou M. TOGOLA	1 st Deputy Mayor of Sanso rural municipality
28.	Fodé DIAKITE	Mayor of Koussan rural municipality
	Consultants	
29.	Amidou TRAORE	Consultant
30.	Lacina Koné	COSIT
31.	Agalyou Alkassoum MAIGA	Consultant

Annex 9 : Analysis matrix of the achievement level of the project's expected results

Indicator ¹⁶	Baseline ¹⁷	Mid-term target ¹⁸	End of project target	Level of achievement ¹⁹ and End of project score ²⁰	Rationale for the score
General objective: Improve environmental information and planning and decision-making systems to generate global environmental benefits through strengthening coordination and consultative processes that promote sustainable and environmentally sound development at the highest political level, thereby enabling the joint achievement of socio-economic priorities and global environmental goals					
<u>Key indicator:</u> Consensus building and coordinated strategy to mainstream global and national environmental priorities into decision-making processes at the top level, with ripple effect down to the local level. <u>Sub indicators</u> IND 1: Obligations under the conventions incorporated into new sector policies and strategies;	Despite the existence of various important sustainability policies, the coordination and monitoring of issues concerning the management of the global environment are inconsistent and uncoordinated.	By 2018, local decision-makers participate with their peers in the dialogue on improved coordination and monitoring	By 2020, the Government of Mali will be able to provide clear information on how implemented policies and Programs have contributed to the achievement of SDG 15	S	PGAGE has made very remarkable progress towards the achievement of both outcomes. As explained in the 2 results below, the obligations under the conventions have been integrated into new sector policies and strategies and the framework of national indicators for environmental management have been integrated into local sustainable development plans of PGAGE areas of intervention. This integration exercise serves as an additional test and model to incentivize the scaling up of the wider PDESC review in Mali.

¹⁶ Populate with data from the Logframe and scorecards

¹⁷ Populate with data from the Logframe and Project Document

¹⁸ If available

¹⁹ Colour code this column only

²⁰ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Indicator ¹⁶	Baseline ¹⁷	Mid-term target ¹⁸	End of project target	Level of achievement ¹⁹ and End of project score ²⁰	Rationale for the score
IND 2: Framework of national indicators for environmental management taken into account in local sustainable development plans					
Result 1: A functional and sustainable system for collecting, analyzing, storing and making available accurate and reliable data and information concerning all three Rio Conventions is put in place and is (likely to be) used directly by policy makers and for convention reporting purposes.					
<u>Key indicator:</u> Establish a functioning and sustainable system for collection, analysis and storage in order to make available accurate and sustainable data and information concerning all three Rio Conventions and used directly by decision-makers and for the purposes of reporting on said Conventions <u>Sub Indicators:</u> IND 1: Number of times the SNGIE database website is used for information collection	At present, data is collected and stored in different formats, at different timescales for different regions in different databases, using different software, etc. SNGIE as the main coordinated effort that will be the repository and monitoring framework for environmental management, does not pay enough attention to the Rio	By 2018, the existing SNGIE is seen by national and local stakeholders as the source of information for environmental management progress in the country	By 2020, all convention reporting is based on SNGIE.	S à HS	PGAGE has improved all SNGIE components, so that it is now part of the national statistics system with the availability of reliable and up-to-date data. SNGIE has integrated the data needs of the three conventions' national focal points which now have a portal. The technical architecture and the quality of SNGIE indicators have been improved as well as access to SNGIE information. SNGIE is recognized as a unifying tool for environmental data and information from at least twenty GIS in Mali. In 2020, SNGIE enabled the development of the first verbal communication on the progress of environmental indicators in Mali. The number of website users for information data needs increased from 118 visitors in 2018 to 785 visitors in 2019. This indicates the importance of the environmental data and information needs in Mali and the need to further improve SNGIE to

Indicator ¹⁶	Baseline ¹⁷	Mid-term target ¹⁸	End of project target	Level of achievement ¹⁹ and End of project score ²⁰	Rationale for the score
IND 2: Reference to SNGIE in SD and sector policies and strategies	Conventions or harmonized approaches and is not user friendly enough.				meet increasingly growing, diverse and complex needs The process of developing, adopting and disseminating the state of the environment report can now be carried out in 1 year compared to 2 years for previous editions. Likewise, SNGIE indicators have fed several planning instruments and strategic documents. SNGIE finally integrates local planning since the process of integrating the objectives of the three Rio conventions takes into account the environmental indicators provided at the national and regional level. PGAGE has developed a first initiative for taking ownership and supplying SNGIE by the actors of the Sikasso and Kayes regions
Result 2. Institutional capacities are strengthened with a view to planning, financing and implementing decentralized development processes contributing to the implementation of the recommendations of the Rio Conventions and generating global environmental benefits					
<u>Key indicator:</u> Institutional capacities strengthened to plan, finance and implement decentralized development processes that contribute to the implementation of the recommendations of the Rio Conventions and	Planning documents at local and regional levels are currently being better developed. However, environmental information is not yet an integral part of the plans. Furthermore,	By 2017, at least 50% of national decision-makers and 20% of local decision-makers will have received training on integrating	By 2020, 70% of newly developed PDSECs are implemented according to the approach promoted during the training; By 2020, local communities know how to get information from SNGIE and load	S	PGAGE's achievements are unique in Mali in terms of developing an approach for integrating the three Rio conventions into national and local planning in Mali. PGAGE has strengthened the capacities of 624 direct beneficiaries (decision-makers at national and local levels, political leaders), 16% of whom are women. At the local level 124 decision-makers have been initiated into the integration of global environmental agreements with 19% women.

Indicator ¹⁶	Baseline ¹⁷	Mid-term target ¹⁸	End of project target	Level of achievement ¹⁹ and End of project score ²⁰	Rationale for the score
<p>generate global environmental benefits.</p> <p><u>Sub Indicators:</u></p> <p>IND 1: Number of local decision-makers initiated in the integration of MEAs;</p> <p>IND 2: Number of PDSECs developed according to project guidelines</p>	<p>funding allocations are not sufficient for implementation either.</p>	<p>MEAs into planning; by 2018, the National Environment Fund finances local initiatives of projects foreseen in the local development plans.</p>	<p>the data into the system.</p>		<p>For local level, PGAGE has developed a unifying tool for integrating the three conventions into the PDSECs on the basis of the review and adaptation of the climate proofing tool specific to climate change integration.</p> <p>The integration of the 3 Rio conventions is complementary to other initiatives in Mali such as the initiative to integrate the SDGs into planning tools. With a view to the technical and institutional support of planning tools, PGAGE has strengthened AEDD's leadership as a structure for consultation and dialogue for environment management in Mali. In terms of financial support, PGAGE has supported AEDD in improving the implementation of the national environmental financing strategy by broadening consultations in order to have a more appropriate architecture and a more inclusive and consensual document</p>

Result scorecard

Green = completed	Yellow = in progress	Red = Not in progress
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Annex 10 : Rating system

Result rating

Rating	Description
Highly Satisfactory (HS)	"Highly Satisfactory (HS) "The level of results achieved clearly exceeds expectations and / or there were no shortcomings"
Satisfactory (S)	"The level of results achieved was in line with expectations and / or there were no or minor shortcomings"
Moderately Satisfactory (MS)	"The level of results was achieved more or less as planned and / or there were moderate shortcomings "
Moderately Unsatisfactory (MU)	"The level of results was achieved a little less than expected and / or there were significant shortcomings."
Unsatisfactory (U)	"The level of results was considerably lower than expected and / or there were significant shortcomings"
Highly Unsatisfactory (HU)	"Only a negligible level of results has been achieved and / or there have been serious shortcomings"
Unable to Assess (UA)	"The information available does not allow us to assess the level of result achievement "

Rating of factors affecting performance (assess each item separately, M&E is treated differently - see below)

Rating	Description
Highly Satisfactory (HS)	There were no shortcoming and the quality of project design and preparation / implementation / project execution / co-financing / partnerships and stakeholder participation / communication and knowledge management exceeded expectations.
Satisfactory (S)	There were no or few shortcomings and the quality of project design and preparation / implementation / project execution / co-financing / partnerships and stakeholder involvement / communication and knowledge management meets expectations.
Moderately Satisfactory (MS)	There were some shortcomings and the quality of project design and preparation / implementation / project execution / co-financing / partnerships and stakeholder involvement / communication and knowledge management more or less met expectations.
Moderately Unsatisfactory (MU)	There were significant shortcomings and the quality of project design and preparation / implementation / project execution / co-financing / partnerships and stakeholder involvement / communication and knowledge management somewhat below expectations.
Unsatisfactory (U)	There were significant shortcomings and implementation quality was significantly below expectations.
Highly Unsatisfactory (HU)	There were serious shortcomings in the quality of project design and preparation / project implementation / project execution / co-financing / partnerships and stakeholder participation / communication and knowledge management.
Unable to Assess (UA)	The information available does not allow an assessment of the quality of project design and preparedness / project implementation / project execution / co-financing / partnerships and stakeholder participation / communication and knowledge management.

Rating of evaluation design and evaluation monitoring and implementation evaluations
(overall M&E design, design and implementation evaluated separately)

Rating	Description
Highly Satisfactory (HS)	There were no shortcomings and the quality of M&E design or M&E implementation exceeded expectations.
Satisfactory (S)	There were few or no shortcomings and the quality of M&E design or M&E implementation meets expectations.
Moderately Satisfactory (MS)	There were some shortcomings and M&E design and implementation quality more or less met expectations.
Moderately Unsatisfactory (MU)	There were significant shortcomings and the quality of M&E design or M&E implementation somewhat below expectations.
Unsatisfactory (U)	There were significant shortcomings and the quality of M&E design or M&E implementation was significantly below expectations.
Highly Unsatisfactory (HU)	There were serious shortcomings in M&E. design and implementation
Unable to Assess (UA)	The information available does not allow assessing the quality of M&E design and implementation

Sustainability rating

Rating	Description
Likely (L)	There is little or no risk to sustainability.
Moderately Likely (ML)	Sustainability presents moderate risks.
Moderately Unlikely (MU)	There are significant risks to sustainability.
Unlikely (U)	There are serious risks to sustainability.
Unable to Assess (UA)	Unable to assess the expected impact and magnitude of risks to sustainability.