

REPUBLIC OF SENEGAL
One People – One Goal – One Faith

**MINISTRY OF THE ENVIRONMENT, SUSTAINABLE DEVELOPMENT AND ECOLOGICAL
TRANSITION (MEDDTE)**



**Final evaluation of the Project to support the National
Adaptation Plan (PNA) of Senegal**

Final report

Thermometer and weather shelter at the Kédougou aerodrome weather station



Market gardening and fish farming area (Mako, Bandafassi sub-prefecture)



Market gardening area (Ingath Itikh, Salemata sub-prefecture)



Solar drying ovens (Diogue, Department of Bignona)



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PROJECT INFORMATION TABLE

Program Title and Project Reference	Country, Locality(ies), Priority Sector(s) of the Program / Strategic Results
<ul style="list-style-type: none"> Program/Project Title:Project to support the National Adaptation Plan (PNA) of Senegal Atlas Project Number/Grant Identification Number:00110519 Atlas Output Number/Project Identification Number:00109722 Reference of Program-Project/MPTF Office: PIMS UNDP-GEF identification number:5428 GEF ID number:6991 UNDP Social and Environmental Selection Category: weak UNDP Gender Marker:2 	<p>Senegal</p> <p>Climate change, Planning, Adaptation</p>
Participating Organization(s)	Implementing Partners
<ul style="list-style-type: none"> CNCR ISE ISRA FAO 	<ul style="list-style-type: none"> Ministry of the Environment, Sustainable Development and Ecological Transition (MEDDTE) Ministry of Agriculture, Rural Equipment and Food Sovereignty (MAERSA) Ministry of Water and Sanitation (MEA) Ministry of Economy, Planning and Cooperation (MEPC) Ministry of Finance and Budget (MFB) Ministry of Infrastructure, Land Transport and Opening Up (MITTD) Ministry of Health and Social Action (MSAS) National Agency for Civil Aviation and Meteorology Directorate of Water Resources Management and Planning
Program/Project Budget	Program/Project Duration (months)
<p><i>Total approved budget as reflected on the project document:</i> \$14,467,373</p> <p><i>Total budget managed by UNDP:</i> \$3,213,750</p> <ul style="list-style-type: none"> <i>FEM</i> \$2,913,750 <i>UNDP</i> \$300,000 <p><i>Co-financing</i></p> <ul style="list-style-type: none"> <i>UNDP (kind)</i> \$2,000,000 <i>GIZ (PAS-PNA)-Nature</i> \$5,253,623 <i>Government (MFB-nature)</i> \$4,000,000 <p>Total co-financing \$11,253,623</p> <p>TOTAL : \$14,467,373</p>	<p>Total duration (months): 42 Official start date: 03/11/2020</p> <p>Expected start date: 6/09/2019</p> <p>Original closing date: 09/16/2022</p> <p>Effective closing date: 03/16/2023</p> <p>Have the agency(ies) operationally closed the program in their system(s)? Yes No <input type="checkbox"/></p> <p>Expected financial closing date:</p>
Program Evaluation	Submitted by:
<p>Completed Assessment</p> <p><input checked="" type="checkbox"/> Yes No <input type="checkbox"/> Da <input type="checkbox"/> 03/16/2023</p> <p>Valuation Report – Attached</p> <p><input checked="" type="checkbox"/> Yes No <input type="checkbox"/> Da <input type="checkbox"/> 03/16/2023</p>	<ul style="list-style-type: none"> Name: Dr. Youssoufou CONGO, Mr. Cheikh Tidiane SALL Title: International consultant, National consultant Participating Organization (“Lead Agency”): UNDP E-mail address : ycongo@hotmail.com; tidianesall1@gmail.com

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ACRONYMS AND ABBREVIATIONS

ACC	Adaptation to Climate Change
ANACIM	National Agency for Civil Aviation and Meteorology
UNFCCC	United Nations Framework Convention on climate changes
CNCC	National Communications of the country on climate change
CNCR	National Council for Coordination and Cooperation of Rural Communities
INDC	Intended Nationally Determined Contribution
COMNACC	National Committee on Climate Change
COMRECC	Regional Climate Change Committees
CSE	Ecological Monitoring Center
DEEC	Department of the Environment and Classified Establishments
DEEG	Gender Equity and Equality Directorate
DGP	Directorate of Water Resources Management and Planning
CPD	Directorate of Civil Protection
PRSP	Poverty Reduction Strategy Paper
FEM	Global Environment Fund
FPMA	Fund for Least Developed Countries
FVC	Green Climate Fund
GIE	Economic interest group
GIZ	German technical cooperation
RCMP	Disaster risk management
GTP	Multidisciplinary working group
ISRA	Agricultural Research Institute
PDL	Local development plans
LPAO-SF	Siméon Fongang Atmospheric and Ocean Physics Laboratory
LPSD	Sector policy letter for development
MAAN	Nationally Appropriate Mitigation Actions
MAERSA	Ministry of Agriculture, Rural Equipment and Food Sovereignty
MCADT	Ministry of local authorities, planning and development territories
MEA	Ministry of Water and Sanitation
MEDD	Ministry of the environment, sustainable development and ecological transition
MEPA	Ministry of Livestock and Animal Production
MEPC	Ministry of Economy, Planning and Cooperation
MFB	Ministry of Finance and Budget
MITD	Ministry of Infrastructure, Land Transport and Opening Up
MPEM	Ministry of Fisheries and Maritime Economy
MSAS	Ministry of Health and Social Action
PNCC	National fisheries and climate change platform
PNA	National adaptation plan
NAAP	National Action Program for adaptation
SDGs	Millennium Development Goals
PAS-PNA	Science-based support for NAP processes in French-speaking African LDCs Sub-Saharan
PMC	Average propensity to consume
PNDS	National Health Development Plan
UNDP	United Nations Development Program
PES	Emerging Senegal Plan

TFP	Technical and financial partners
SNDD	National Sustainable Development Strategy
SNMO	National strategy implementation of the UNFCCC
SNDES	National economic and social development strategy
SNEEG	National strategy for equity and gender equality
TDR	Terms of reference
UCAD	Cheikh Anta Diop University
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States dollar

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EXECUTIVE SUMMARY

THENAP-GEF project

The Senegal National Adaptation Plan (PNA) Support Project (PNA-FEM Project) was designed and implemented by the Ministry of the Environment, Sustainable Development and Ecological Transition (MEDDTE) through the Department of the Environment and Classified Establishments (DEEC) under the supervision of the United Nations Development Program (UNDP). With an initial execution period of 36 months (September 2019 - August 2022) and an extension of 6 months, it is financed by the Fund for Least Developed Countries (FPMA) managed by the Global Environment Facility (GEF) to the height of 2,913,750 USD and by UNDP for \$300,000. The objective of the PNA-FEM project is to strengthen the capacities of sectoral ministries and local administrations to better assess the implications of climate change and to adapt existing policies and budgets in terms of integrating climate change risks and measures. adaptation in the medium and long term.

Objective of the evaluation

The objective of the final evaluation of the NAP-GEF project is to evaluate the achievement of project results compared to what was planned and draw lessons that can both improve the sustainability of the benefits of this project and contribute to the general improvement of UNDP Senegal's programming.

Methodology

The methodology used is composed of two key elements, namely (i) the evaluation matrix and (ii) the different data collection tools and techniques. It was structured around the following stages: 1. Review of project documents, national strategic frameworks and documents, UNDP Senegal program documents (CPD 2019-2023 and Strategic Plan 2018-2022), the Nations Framework Plan United Nations Sustainable Development Assistance (UNDAF) 2019-2023 and the Sustainable Development Goals (SDGs); 2. Semi-structured interviews in Dakar and in the 5 regions of project intervention with key informants (in total, 30 people were interviewed); 3. Site visits and project achievements (three meteorological and hydrometric stations and three micro-projects); 4.

Main findings

Table 1: Summary of evaluation and performance

Review Notes:			
1 Monitoring and evaluation	Rating	2 Executing agency	Rating
Design of monitoring and evaluation at entry	Satisfying	Quality of execution by the DEEC: Executing agency	Satisfying
Implementation of the monitoring and evaluation plan	Very satisfying	Quality of execution by UNDP: Supervision & quality assurance agency	Satisfying
Overall quality of monitoring and evaluation	Satisfying	Overall quality of execution	Satisfying
3 Evaluation results	Rating	4 Sustainability	Rating
Relevance	Very satisfying	Financial resources	Likely
Efficiency	Very satisfying	Socioeconomic	Likely
Efficiency	Satisfying	Institutional framework and governance	Likely
Impacts/effects	Satisfying	Environmental	Likely
Sustainability	Satisfying	Overall probability of sustainability	Likely
Gender	Satisfying	Overall probability of sustainability	Likely
Overall program rating	Satisfying		

✓ Relevance of the project

The development process of the NAP-GEF project was built on previous experiences (PAS-PNA, NAP fishing) and all the actors concerned at the national, regional and local level participated together in the development, but also in the smooth running of the project. In addition, the project is well anchored in the knowledge of the context and in particular of the major obstacles and challenges to adaptation to climate change in Senegal and therefore meets the country's climate change adaptation needs. In addition, it is indisputably part of the national priorities in terms of economic development and sustainable development and responds to the challenges identified in the United Nations Framework Plan for Sustainable Development Assistance to Senegal for the period 2019-2023, the programmatic tools of UNDP Senegal and the Sustainable Development Goals in the fight against climate change, the promotion of sustainable agriculture, gender equality and the use of renewable energies.

Practically speaking, in terms of the representation of women as actors and beneficiaries, we can say that the gender approach has been fairly integrated into the project. For example, only 40% of 634 people trained on climate change-related impacts and vulnerability, risk assessment, identification and prioritization, implementation, monitoring and evaluation of strategies and adaptation measures are women. All the same, the selection of micro-projects to strengthen the resilience of local communities includes a gender dimension which was also taken into account in the development of municipal development plans integrating the climate change dimension. However, this weakness in the percentage of women must be put into perspective, because it was difficult to achieve in rural areas a level of overall representation of women in project activities of more than approximately 50%; because at the level of local governance and administration bodies, women are poorly present. To compensate for this, the project had submitted correspondence to Ministers and Governors so that they could promote the representation of women during training. On the other hand, in economic interest groups (EIGs) carrying out micro-projects, a very high representation of women was noted.

Finally, the project adopted a holistic approach consistent with the context marked by the extreme complexity of the challenges of adapting to climate change and the needs of the stakeholders. This approach takes into account the need to strengthen the capacities of sectoral ministries and territorial administration to better assess the implications of climate change and to adapt existing policies and budgets in terms of integrating climate change risks and mitigation measures. medium and long term adaptation, without forgetting the need to simultaneously strengthen the resilience of grassroots community organizations by financing micro-projects for adaptation to climate change.

Project effectiveness

The results obtained from the implementation of the PNA-FEM project are very satisfactory. As of March 15, 2023, four (4) specific results expected from its execution included in the logical framework out of a total of six (6) specific results expected, i.e. approximately 67%, have been achieved at a rate of between 100% and 317% ,while the other two (2) specific products expected (around 33%) were 80% and 69%, respectively. Note, however, that the sectoral NAPs which in fact constitute the core business of the project and which support the production of the global NAP document are finalized while awaiting their political and institutional validation which depends on the availability of ministers. UNDP and the DEEC will ensure that these highly strategic meetings take place.

A multitude of challenges impacted the smooth running of the project:

- the 6-month delay in starting the project;
- Le delay in the release of funds and the opening of project bank accounts;
- failure to recruit the monitoring-evaluation expert;

- the slowness of procurement procedures at the very beginning of the project and the slowness in the execution of partner activities and the late provision of climate data from the National Agency for Civil Aviation and Meteorology (ANACIM);
- the delay in making sectoral and regional vulnerability studies available;
- the occurrence of the Covid-19 pandemic in 2020 and 2021, making it particularly difficult to mobilize stakeholders and slowing down project activities;
- the absence of exemption for taxes applicable to project equipment.

On the other hand, at least five (5) factors facilitated the execution of the project:

- the institutional anchoring of the project within the DEEC which accompanied and supported coordination throughout the project implementation process;

- The strong commitment of stakeholders, particularly sector ministries;
- the signing of partnership agreements with sectoral ministries for the coordination and monitoring of the development of vulnerability studies and national sectoral adaptation plans;
- signing memorandums of understanding with implementing partners;
- the existence of a service in charge of environmental issues in practically all the sectoral ministries concerned – the head or an executive of this service served as the “Focal Point” of the project;
- the existence of sectoral committees, COMNACC (National Committee on Climate Change), COMRECCs (Regional Committees on Climate Change), GTPs (Multidisciplinary Working Groups) and ARDs (Regional Development Agencies) which facilitated the relay with the different actors at the national and regional level.

✓ *Project efficiency*

Project management fees accounted for 11%, 4% and 3% of the total expenditure in 2020, 2021 and 2022, respectively. If we take into account the rules of the FEM, namely PMC (Average Propensity to Consume) not exceeding 5% of the total budget, we can conclude that execution of the NAP-GEF project budget took this standard threshold into account in 2021 and 2022.

At least two factors had a positive impact on the efficiency of the project: the assumption of certain project management costs (premises housing the office of the national project coordinator, water and electricity charges) by the Ministry of Environment, Sustainable Development and Ecological Transition through the DEEC and the management of project resources according to UNDP management standards. Limits relating in particular to the non-exemption of the project and delays in the provision of financial resources were noted; but in the end did not impact the overall efficiency of the project. The exemption issue was resolved with the intervention of the UNDP. The project has a system of co-financing, but which is not to be mobilized in terms of funds. This involves evaluating them based on the interventions and contribution of each partner. For example, the co-financing of ANACIM is appreciable with the intervention of its experts in the execution of the project.

✓ *Project impact*

Generally, environmental and/or climate projects require fairly long time steps that exceed, in many cases, their execution cycles to be able to generate real impacts. All the same, the NAP-GEF project has generated very appreciable impacts at the institutional, strategic and operational levels. The process of developing

sectoral NAPs, which in fact constitute the core business of the project, has been completed and the NAPs have been technically validated. All that remains is political validation to start their operationalization. The institutional support of these NAPs ensured by the sector Ministries (health, agriculture, flooding, infrastructure) remains a very solid impact factor to be considered. In addition, the outline of the General Directorate of Planning and Economic Policies (DGPPE) will be used to mature the ideas for projects already identified in the sectoral NAPs. This will facilitate their execution in line with planning instruments at national, regional and local level.

Furthermore, the capacity building in monitoring and evaluation from which the DECC was able to benefit is also an important impact to note. This initiative allows the DECC to internalize the monitoring-evaluation processes and thus strengthen the performance of its interventions.

Finally, the integration of adaptation to climate change into municipal development plans, the strengthened capacities of national, regional and local institutional actors, the revitalization of regional structures in charge of coordinating issues linked to climate change, the commitment of the authorities and the encouraging results of adaptation micro-projects constitute convincing impacts generated by the implementation of the PNA-FEM project.

✓ *Project sustainability*

The strategic interest given to the project by the state authorities materialized by the involvement of the DGPPE including its framework which will be used to mature the project ideas of the sectoral NAPs, militates in favor of a very high probability of occurrence for the sustainability of the project's achievements.

The national anchoring of the PNA-FEM project (national execution modalities) which empowers national entities, in particular the Ministry of the Environment, Sustainable Development and Ecological Transition through the DEEC/DCC, encouraged the appropriation of the project by the government authorities of Senegal, itself a guarantee of good sustainability of the results, particularly on the institutional and strategic levels above all. The commitment of the DEEC, through the strong involvement of its staff in supporting and implementing the project, was a catalytic factor in the impacts obtained and a solid pillar for their sustainability. This national ownership is all the more important since the ministries concerned are committed to the implementation of sectoral NAPs. The PNA-FEM project is part of an integrated process and system initiated by the State of Senegal with the support of its partners, which first involves the development of sectoral PNAs and finally leads to the National Plan for Adaptation. This process creates a dynamic of empowerment of actors in the different sectors exposed to climate risks (water, flooding, agriculture, livestock, fishing, infrastructure, health, etc.). The sectoral NAPs translate into action the adaptation component of the National Determined Contribution (CDN) which is the commitment of the State of Senegal in terms of adaptation to climate change. This institutional architecture around which,

The adaptation micro-projects financed by the PNA-FEM project also contribute from an operational point of view to the implementation of the CDN (Nationally Determined Contribution). These various local initiatives respond to the needs to strengthen the resilience and adaptation capacities of communities in the intervention areas.

Main recommendations

Table 2: Main recommendations of the evaluation

N o.	Recommendations	Priority
At UNDP and the Ministry of the Environment, Sustainable Development and Ecological Transition (MEDDTE)		
01	Review the number of years (4 to 5 years minimum) for the implementation of projects knowing that the first 6 months of a project do not allow the PMU to start concretely or failing that, provide	High

	a period for the aspects administrative and preparatory tasks not to be considered during the project implementation period	
02	Explore and map structures and consultancy firms specializing in thematic studies of vulnerability, adaptation and resilience to climate change.	Moderate
03	Better thinking and adopting overall consistency in the overall planning of future projects in order to avoid delays in carrying out certain priority activities. For example, if the vulnerability studies and the launch of the call for projects (adaptation micro-projects) had been done from the start of the project in the first year, this would have avoided the delays observed in the finalization of the vulnerability resulting in delays in the preparation of sectoral NAPs and would also have enabled the project's regional partners to support and consolidate the achievements of the micro-projects before the end of the NAP-GEF. The micro-projects were launched almost a year from the end of the project with the extension agreement obtained.	High
To sector ministries		
04	Consolidate and preserve the achievements of the sectoral committees. To do this, the authorities of the sectoral ministries must make institutional arrangements for the stability of the sectoral committees which are responsible for steering and implementing sectoral NAPs.	High
To DEEC, COMNACC and regional authorities		
05	Maintain the functionality of the COMRECC by implementing a resource mobilization strategy involving and involving all partners operating in the regions' territories. Such an option will reduce the dependence of COMRECCs on project intervention and will contribute to making them reference frameworks for all climate interventions at the regional level.	High
Regional development support services (DREEC, ARD), local authorities and economic interest groups		
06	Consolidate the achievements of micro-projects through local support for beneficiary GIEs.	High

1. INTRODUCTION

1.1. Presentation of the context and the project

1.1.1. Project context elements

Senegal is characterized by the intensification of extreme weather phenomena (droughts, floods, high interannual variability of precipitation, rising temperatures, etc.). Climate change is helping to significantly amplify these extreme weather events and threaten key sectors of the economy such as agriculture, livestock, fishing, water, energy, health and infrastructure and hence, slow down the development of Senegal and strengthen the vulnerability of people's livelihoods.

It is predicted that the negative effects of climate change will increase in the coming decades and that this will result in an increased incidence of the aforementioned extreme weather events. If nothing is done to reverse these climate trends and, at the very least, slow them down, climate change will have serious impacts on the country's economic development and its achievement of sustainable development goals.

To face the challenges and risks linked to climate change and adapt climate-sensitive sectors and regions in the medium and long term, Senegal has ratified the United Nations Framework Convention on Climate Change (UNFCCC) in October 1994 and acceded to the Kyoto Protocol in July 2001. To this end, Senegal threw its first National Implementation Strategy (SNMO) of the United Nations Framework Convention on Climate Change (UNFCCC) in 1999, then a National Sustainable Development Strategy (SNDD) 2030. To this, we should add the design and the launch of the National Adaptation Action Program (PANA) of 2006 and the National Policy Against Climate Change (PNCC) of 2010; without forgetting the country's various National Communications on Climate Change (CNCC), the Nationally Determined Contribution (NDC) or the National Determined Contributions of the water resources sector, the agricultural sector, etc.

In addition, other efforts of the country to fight against climate change have been undertaken such as the creation of the National Committee on Climate Change (COMNACC)¹ and Regional Committees on Climate Change (COMRECC) in 2011, the development and implementation of a Disaster and Risk Management (DRM) policy, etc.

In parallel, various frameworks and strategic documents for economic and social development have since been developed, including the National Strategy for Economic and Social Development (SNDES 2013-2017), replaced by the Emerging Senegal Plan (PSE) in 2014 and the second National Strategy for Equality and Gender Equity (SNEEG 2) 2016-2026². These three institutional frameworks include climate change and adaptation issues at different levels.

However, it is clear that despite the development of various strategic frameworks and documents for economic and social development and sustainable development, insufficient technical, institutional and financial capacities at the national, sectoral and local levels limit Senegal's ability to face the many challenges in terms of adaptation to climate change. The NAP process, it should be remembered, is intended to be a means of helping to implement and monitor the NDCs with a vision of inserting the "climate change" dimension at all levels and in all sectors and in particular to strengthen the integration of adaptation to climate change in development planning at the national, regional and local levels. To do this, the Senegalese Government has defined its priorities and its schedule for the NAP, and the technical and financial partners (PTF) have undertaken to support it in financing its National Adaptation Plan. However, there remain many

¹ . COMNACC constitutes a framework for operational information, awareness, training and support for various projects and programs to combat climate change.

² . There first national strategy for equality and gender equity (SNEEG 1) covered the period 2005-2015.

obstacles linked to: (i) the absence of production and dissemination of climate information to decision-makers and affected populations, (ii) insufficient intersectoral and decentralized coordination, (iii) inadequate integration of concerns relating to climate change into policies and sectoral and local plans, (iv) lack of technical and financial support and coordination regarding decentralized climate change adaptation initiatives, (v) limited capacity of local actors and the national level to attract, manage and monitor funding dedicated to adaptation to climate change and (vi) the weak integration of gender issues in planning and budgeting.

In support of the NAP process, and in order to respond to the main challenges of adaptation to climate change in Senegal by implementing a coherent scientific, institutional and financial strategy at national, sectoral and local level, the Ministry of Environment for Sustainable Development and Ecological Transition (MEDDTE) in collaboration with the United Nations Development Program (UNDP), with the financial support of the Fund for the Least Developed Countries (LDCF), designed and launched the Project support for the National Adaptation Plan (PNA) of Senegal (PNA-FEM Project).

1.1.2. The NAP-GEF project

With an initial execution period of 36 months (September 2019 - September 2022) and an extension of 6 months, the PNA-GEF Senegal project is financed by the LDCF managed by the Global Environment Facility (GEF) to the height of 2,913,750 USD and by UNDP for \$300,000³. It is placed under the technical supervision of the Ministry of the Environment, Sustainable Development and Ecological Transition (MEDDTE) through the Department of the Environment and Classified Establishments (DEEC). The objective of the PNA-FEM project is to strengthen the capacities of sector ministries and local administrations to better assess the implications of climate change and to adapt existing policies and budgets in terms of integrating climate change risks and measures, adaptation in the medium and long term. Thus, the project will contribute to the construction of Senegal's NAP for climate change, which is the national roadmap for framing climate change policies and projects in relation to the implementation of the national determined contribution.

The project includes therefore two components:

- **Component 1:** Addressing capacity gaps and weaknesses in the implementation of NAPs to increase the capacities of relevant stakeholders (National Agency for Civil Aviation and Meteorology-ANACIM, Regional Directorate of Water Resources Planning-DGPRES) in order to generate better climate data, more precise information on climate risks (Siméon Fongang Atmospheric and Oceanographic Physics Laboratory/Cheick Anta Diop University-LPAO-SF, Environmental Monitoring Center-CSE, Agricultural Research Institute-ISRA) and vulnerability mapping;
- **Component 2:** Adapt long-term resilience policies with a view to integrating climate change adaptation into policies and providing the necessary foundations for the development of the NAP.

The expected effects for each of these two components are as follows:

- **Effect 1:** The capacities of climate monitoring centres, watchdogs on climate risks and decision-makers are improved in order to make better use of the climate information available for better impact assessment and planning of adaptation strategies;
- **Effect 2:** Adaptation and related plans and budgets are prioritized and integrated into national, sectoral and local development instruments.

³ The amount of parallel co-financing amounts to 11,253,623 USD including 2,000,000 USD from UNDP, 5,253,623 USD from GIZ and 4,000,000 USD from the Government.

The PNA-FEM Project targets 4 sectors (health, infrastructure, disaster/flood risk management and agriculture) and operates in 5 regions (Kaffrine, Kédougou, Matam, Saint-Louis and Ziguinchor).

The beneficiaries of the project are mainly the sectoral ministries (agriculture, infrastructure, health and water), the DGPRES, ANACIM, COMNACC, CSE, DREEC, ARD, COMREEC, scientific research structures (ISRA, LPAOSF , etc.), the private sector, local authorities and grassroots community organizations, notably GIEs.

The main stakeholders of the project include, in addition to the above-mentioned structures and institutions, the UNDP country office, the UNDP Regional Office, the project coordination team and regional and communal authorities.

Table 3: Stakeholder participation plan

Outputs	Stakeholders	Main responsibilities
1.1:6 meteorological stations and facilities with storage capacities are installed to produce data for climate risk modeling and mapping.	ANACIM DGP LPAOSF / UCAD CSE ISRA	Provide information and documentation. Responsible for activity 1.1.1. Sign a partnership contract with the research centers at the start of the project. Responsible for activity 1.1.2.
1.2: An operational system for coordinating and disseminating information on climate risks is developed and managed by COMRECC and GTC	ANACIM, DGP Ministries and COMNACC Local actors: DREEC, COMRECC, regional management, local authorities, CSOs and communities	Provide information and documentation. Participate in workshops on the appropriation and use of climate information. Participate in workshops. Support the functioning of COMRECC Participate in workshops organized by COMRECC and GTP
1.3: A capacity building program in climate risk management implemented for the benefit of 200 decision-makers	MEDDTE, Ministries and COMNACC Local actors: DREEC, COMRECC, regional management, local authorities	Benefit from CCA capacity building, and leadership skills building to coordinate stakeholders Benefit from training sessions.
1.4: Vulnerability studies, including 4 sectoral and 5 regional, have been carried out and adaptation options identified to deal with priority vulnerabilities.	Ministries (agriculture, health, infrastructure, urban renewal, interior) Territorial communities	Participate in the participatory process of vulnerability studies validate all the products resulting from the project including the vulnerability studies Benefit from training to interpret vulnerability studies and make decisions regarding them.
2.1: 10 communal development plans and budgets have been revised to integrate adaptation and gender equality concerns.	Ministries (agriculture, health, infrastructure, water, interior, local authorities) ARD Local communities	Technical assistance regarding the integration of CCA into national strategies and plans. Technical support regarding the integration of the ACC into the PDC. Assistance in the process of developing PDCs integrating climate and gender
2.2: National adaptation plans are developed for the agriculture, health, infrastructure and disaster risk management sectors	MEDDTE/DEEC COMNACC, COMRECC Ministries (agriculture, health, infrastructure, water, interior, local authorities)	Support the process of developing and validating PNAs Benefit from training to attract climate funding. Benefit from training to coordinate local initiatives via the ACC platform (COMRECC)
2.3: The resources necessary for the implementation of these priorities concerning the agriculture and fisheries sectors are mobilized	MEDDTE/DEEC MPM Women involved in fishing activities COMRECC and GTP	Co-finance innovative adaptation measures within the framework of the PNA-fisheries and the PNA-agriculture. Implement adaptation options/activities. Evaluation and sharing of experience on the process of developing the PNA in the fishing and agricultural sectors. Play a central role in the dissemination of good practices.
2.4: Effective monitoring, evaluation and communication framework designed and implemented	MEDDTE/DEEC MEFP/DGPPE Ministries COMNACC, COMRECC Mayors of municipalities Private sector	Capitalization and sharing of project results Dissemination of good practices Support the dissemination of project results Participate in the NAP process in relation to CCA, benefit from information and capacity building on climate and monitoring-evaluation and provide climate services.

Source: Prodoc, page 44

The project coordination, management and control structures include a Steering Committee (made up of representatives of the main stakeholders⁴, he gives direction to the project; supervises the execution of the project; approves and controls the PTBA and annual activity reports⁵), a national technical committee⁶(he is responsible for validating all the reports and scientific documents produced within the framework of the project) and regional technical committees⁷(they are the validation bodies for the studies produced in the regions of project intervention), and a coordination unit (it ensures the execution of project activities according to the rules and procedures for managing NEX projects, including operations day to day, and all operational and financial management and reporting).

1.2.Objective of the evaluation

The objective of the final evaluation of the NAP-GEF project is to assess the achievement of project results compared to what was planned and draw lessons that can both improve the sustainability of the benefits of this project and contribute to the general improvement of UNDP Senegal's programming.

1.3.Methodology

The methodology used is composed of two key elements: an evaluation matrix and the various tools and techniques for data collection.

1.3.1. Evaluation matrix

The evaluation matrix borrows from the elements provided in the mandate in accordance with the 6 aforementioned criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact (or beginnings of effect/impact) as well as taking into account the gender aspect. It provides detailed answers to the evaluation questions and sub-questions and presents the indicators, sources of information and methods of data analysis (for more details, see Annex 2).

1.3.2. Data collection tools and techniques

The following tools and techniques were used:

✓ Documentary analysis:

- Documents produced as part of the design and execution of the project: Project document, Project Identity Sheet, UNDP Project Initiation Plan, UNDP Environmental and Social Safeguards Policy, Project Reports including Project Annual Review/PIR, Project Budget Review, Lessons Learned Reports...) ;
- National strategic frameworks and documents: Emerging Senegal Plan (PSE), National Strategy for Equality and Gender Equity (SNEEG), National Sustainable Development Strategy (SNDD)2030, National Implementation Strategy (SNMO) of the United Nations Framework Convention. United Nations on Climate Change (UNFCCC), National Action Plan for Adaptation to Climate Change (PANA), National Communications of Senegal on Climate Change (CNCC), Nationally Determined Contribution of Senegal (CDN), Determined Contributions national water resources, coastal zone, agriculture sectors, etc.
- UNDP Senegal program documents (Country Program Document 2019-2023 and Strategic Plan 2018-2022) and international strategic frameworks and documents, including the United Nations

⁴ . It's about sectoral ministries (environment, sustainable development and ecological transition; finance and budget; economy, planning and cooperation; infrastructure, land transport and opening up; agriculture, rural equipment and food sovereignty; water and sanitation, health and social action), the DEEC , UNDP Senegal and local authorities (regions, municipalities) targeted.

⁵ .The Steering Committee meets at least once a year.

⁶ .It is provided by the National Committee on Climate Change (COMNACC).

⁷ .They are ensured by the regional committees on climate change (COMRECC).

Sustainable Development Assistance Framework (UNDAF) 2019-2023 and the Goals of Sustainable Development (SDGs).

- Semi-structured interviews in Dakar and in the regions of intervention of the project⁸ with key informants: the director of the DEEC, the project focal points in the ministries (Agriculture, water and sanitation, infrastructure and land transport, health and social action), COMNACC, UNDP Senegal (Team Leader Environment), the GEF focal point, the national coordination of the project, the direct beneficiaries (ANACIM and DGPRE), actors at regional level (DREEC, ARD, departmental and municipal authorities) and implementing partners (LPAO-SF, ISRA). This was done using semi-structured individual interview guides (see Appendix 5). A total of 30 people were interviewed (see table below).

Table 4: Structures visited and people interviewed

	Institution	Total
Dakar		
	DEEC Directorate and GEF Focal Point	2
	Focal points (water and sanitation, infrastructure, health and social action) and DGPRE	4
	UNDP Country Office (Team Leader Environment)	1
	Project coordination	1
	Other actors (ANACIM, COMNACC, LPAO-SF, ISRA)	4
Total Dakar		12
Regions		
Kedougou	Departmental and local authorities (Sub-prefect, village chief)	3
	DREEC, Departmental Water and Forest Service, Aerodrome Meteorological Station	3
	ARD	3
Ziguinchor	Regional and departmental authorities (Deputy to the Governor, Sub-prefect)	2
	DREEC	2
	ARD	1
Matam ⁹	DREEC	1
	ARD	1
Saint Louis ¹⁰	DREEC	1
	ARD	1
Total Regions		18
Grand Total		30

Source: Appraisers

- ✓ Visits sites and project achievements. A total of 3 meteorological and hydrometric stations¹¹ and 3 micro-projects¹² financed by the project were visited. In addition, the team of consultants organized focus groups with the beneficiaries of the micro-projects. A total of 50 people (8 men and 42 women) took part in these focus groups.

⁸ .These are individual face-to-face interviews (stakeholders and key actors of the project in Dakar and in the regions of Kaffrine, Kédougou and Ziguinchor) and remotely (DREEC and ARD of Matam and Saint-Louis).

⁹ . Remote interview.

¹⁰ . Same

¹¹ .This is the Kédougou aerodrome meteorological station; the hydrometric station of Fongolemi and the hydrometric station of Diaguir in the region of Kédougou.

¹² These are the Support Project for the Adaptation of Agricultural Resilience in the Bassarie Zone, Ingath Itikh Village, Salemata Department, Kédougou Region; the "Sustainable Agriculture and Fisheries of Mako" project, Sub-prefecture of Bandafassi, Region of Kédougou; of the project "Strengthening the resilience of fish processors in Diogue", Department of Bignona, Region of Ziguinchor.

Table 5: Focus groups

Area	Sub-prefecture/Village	Focus Groups	Participants		
			Men	Women	Total
Kedougou region	Mako, District of Bandafassi: market gardening and fish producers	01	03	09	12
	Ingath Itikh, Department of Salemata: market garden producers	01	05	12	17
Ziguinchor region	Diogue, Department of Bignona: processors of fish products	01	00	21	21
Total		03	08	42	50

Source: Authors

1.4. Main stages of the evaluation mission

The evaluation mission comprised the following three main stages:

- ✓ **Preparation** (02/17 - 03/06/2023): start-up meeting (02/17/2023), documentary review, drafting of the inception report, sharing meeting (02/03/2023), then writing of the final version of the inception report incorporating the comments and observations from the sharing meeting.
- ✓ **Field visits** (07 - 23/03/2021): face-to-face interviews with key informants in Dakar, Kedougou, Ziguinchor and Kaffrin; remote interviews with the DREEC and ARD of Matam and Saint-Louis.
- ✓ **Analysis and reporting** (24 - 03/31/2023): analysis of the data collected and drafting of the interim evaluation report.

1.5. Limitations and constraints of the evaluation

Due to time constraints, it was decided to travel to only three of the five project intervention regions, namely: Kaffrine, Kédougou and Ziguinchor. Instead of in situ data collection in the two other regions (Matam and Saint-Louis), the evaluation team organized remote interviews with key project stakeholders (DREEC and ARD).

The interim evaluation report is structured around two chapters. The first chapter focuses on analyzing the evaluation results in terms of relevance, effectiveness, efficiency, impact and sustainability.

The second chapter successively presents the main conclusions of the evaluation, lessons learned from project interventions and good practices, then formulates recommendations that could contribute to the general improvement of UNDP Senegal's programming and inspire other future projects supporting the PNA process.

2. EVALUATION RESULTS

The results of the final evaluation of the PNA-FEM project, presented in this chapter, are based, on the one hand, on an analysis of project documents, national economic and social development and sustainable development benchmarks, programmatic documents of the UNDP Senegal (the Country Program Document 2019-2023 and the Strategic Plan 2018-2022) and international strategic frameworks and documents, notably the United Nations Development Cooperation Framework (UNDAF) 2019-2023 and the Development Goals Sustainable (SDG) and, on the other hand, on an analysis of data collected in the field in Dakar and in the five regions of intervention of the project (Kaffrine, Kédougou, Ziguinchor, Matam and Saint-Louis). All of this data made it possible to assess the performance of the project in terms of relevance,

2.1. Relevance of the project

2.1.1. The project development process

The PNA-FEM project development process was participatory and inclusive. If the project idea is MEDDTE, it was shared with UNDP Senegal and, subsequently, with the sectoral ministries concerned (agriculture, health, water, land transport infrastructure, etc.). The project development process was built on previous experiences (PAS-PNA and PNA fishing) and involved the different categories of stakeholders concerned. A series of consultations were carried out with stakeholders at the national level (sectoral ministries, DEEC, DGPRE, ANACIM, COMNACC, etc.), regional (decentralized authorities, DREEC, ARD, COMRECC, regional authorities) and local (municipalities) to clarify the purpose, objectives, target beneficiaries and their expectations, and project activities. These consultations have allowed them to make comments and suggestions, the taking into account of which made it possible to improve the form and content of the Project Document. The final stage of the project development process was the organization of official project launch and planning workshops on March 11 to 12, 2020 in the presence of the various stakeholders.

Note that the implementation of the project was based on a synergy of actions involving the different stakeholders, particularly in the development and implementation of work plans and monitoring of activities. This approach created conditions that favored better ownership of the project and its results at the national, regional and local levels.

Alignment of the PNA-FEM project with national strategic frameworks and documents

The PNA-FEM project is in line with Senegal's development objective since it supports the National Adaptation Plan (PNA) which, itself, is aligned with the national framework for economic and social development, i.e. the Emerging Senegal Plan (PSE)¹³. Strategic objective 10 of strategic axis 2 of the PSE ("Human capital, social protection and sustainable development")¹⁴ addresses issues of climate change and adaptation at different levels. By way of illustration, in its social diagnosis, the PES mentions that "adaptation to climate change constitutes a major new challenge, in particular flooding, coastal erosion and land salinization. Sustainable solutions must be found to enable populations to develop a preventive and adaptive culture to climate change."

The PNA-FEM project is also fully consistent with the National Strategy for Gender Equity and Equality (SNEEG 2) 2016-2026 and its 4 Priority Axes and more particularly Priority Axis 2 ("Economic promotion of women in rural and urban areas") and the 4 specific objectives associated with it: (i) strengthen the

¹³ .The PES aims for Senegal to be "an emerging country by 2035".

¹⁴ .The two others strategic axes of the PSE are as follows: structural transformation of the economy and growth (Strategic Axis 1) and governance, institutions, peace and security (Strategic Axis 3).

participation of women in all sectors of activity, (ii) strengthen women's access to means of production, technical and technology, (iii) build women's technical intervention capacities, and (iv) facilitate women's access to financing mechanisms. By strengthening the resilience of populations and more particularly women to climate change through awareness-raising and training, the financing of income-generating activities (market gardening, fish farming,

The PNA-FEM project is finally aligned with national sustainable development benchmarks: the National Sustainable Development Strategy (SNDD) 2030, the National Implementation Strategy (SNMO) of the United Nations Framework Convention on Climate Change (UNFCCC), the National Action Plan for Adaptation to Climate Change (PANA), the Nationally Determined Contribution (CDN), the Environmental Sector Policy Letter of Senegal, to name just a few.

The SNDD aims to strengthen the coherence of existing major strategic orientations and to promote the integration of all development policies into a single framework focused on a long-term collective vision – and especially Strategic Axis 1 (“Increasing the level of awareness and education of stakeholders for sustainable development”), Strategic Axis 2 (“Promotion of sustainable modes of production and consumption”) and Strategic Axis 6 (“Strengthening measures and actions that can contribute to achievement of the SDGs”). The SNMO-UNFCCC which, it should be remembered, is part of the implementation of the conclusions of the world conference in Rio de Janeiro in 1992. It aims to provide a framework for consolidating knowledge on climate change and to explore policies and measures intended to integrate considerations related to climate change into the framework of sustainable national development. By aiming to strengthen the capacities of sectoral ministries and local administrations to better assess the implications of climate change and to adapt existing policies and budgets in terms of integrating the risks of climate change and medium and long-term adaptation measures. Ultimately, the PNA-FEM project is clearly articulated with the strategic orientations of the SNMO-UNFCCC and the SNDD.

Alignment of the PNA-GEF project with UNDP programmatic tools, the UNDAF and the SDGs

The PNA-GEF project is part of the operationalization of the United Nations Framework Plan for Sustainable Development Assistance (UNDAF) for Senegal for the period 2019-2023. The results obtained from its implementation particularly contribute to the achievement of one of the UNDAF Outcomes (“By 2023, vulnerable communities strengthen resilience to the impacts of climate change and contribute to the protection of ecosystems”). As a reminder, the UNDAF is the Integrated Cooperation Framework between the UN (Agencies, Programs and Funds) and Senegal, and is itself aligned with the priorities of the Emerging Senegal Plan.

energy efficiency and waste management; and strengthening the capacities of the Ministry of the Environment to preserve and enhance ecosystems and biodiversity for the benefit of populations). The project also supports the UNDP Strategic Plan 2018-2022 and especially Result 1.4 (“Intensification of intersectoral actions financed and implemented regarding adaptation to climate change and mitigation of its effects”). It is useful to remember that these two UNDP programmatic tools, the CPD 2019-2023 and the Strategic Plan 2018-2022, are themselves aligned with the Emerging Senegal Plan and the UNDAF. The project also supports the UNDP Strategic Plan 2018-2022 and especially Result 1.4 (“Intensification of intersectoral actions financed and implemented regarding adaptation to climate change and mitigation of its effects”). It is useful to remember that these two UNDP programmatic tools, the CPD 2019-2023 and the Strategic Plan 2018-2022, are themselves aligned with the Emerging Senegal Plan and the UNDAF.

The PNA-FEM Project finally contributes to the implementation of the Sustainable Development Goals (SDGs) as defined in the United Nations 2030 Agenda, in particular SDG 13 (“Fight against climate change”) and, in a to a lesser extent, SDG 2 (“Fight hunger: end hunger and famine, ensure food security, improve nutrition and promote sustainable agriculture), SDG5 (“Gender equality: achieve gender equality by empowering women and girls”) and SDG 7 (“Use of renewable energy: ensure access for all to reliable, sustainable and renewable energy services at an affordable cost”). This contribution of the PNA-FEM project to the cited SDGs was made through (i) capacity building of sectoral ministries,

Relevance of the choice of intervention areas

The choice of the five regions of intervention for the project (Kaffrine, Saint-Louis, Matam, Kédougou and Ziguinchor) is the result of a consultation process with all stakeholders. First, these five regions were selected during the PPG according to the following criteria:

- Diversity of agro-ecological zones: groundnut basin, Niayes, Senegal River, eastern Senegal and Casamance;
- Climate diversity / available data / model outputs;
- Equity: not all projects should be concentrated in the same regions;
- History of regions: regions where climate change adaptation (CCA) projects are ongoing or have implemented past CCA projects.

Then, the choice of the 5 regions was discussed and approved during a workshop with all the stakeholders.

Correlation between project activities and barriers to climate change adaptation

As we have seen in the introduction, the major obstacles to CCA identified are the following:

- Lack of production and dissemination of climate information to decision-makers and affected populations;
- Insufficient intersectoral and decentralized coordination;
- Inadequate integration of climate change concerns into sectoral and local policies and plans;
- Lack of technical and financial support and coordination for decentralized climate change adaptation initiatives;
- The limited capacity of local and national actors to attract, manage and monitor funding dedicated to adaptation to climate change;
- The weak integration of gender issues in planning and budgeting.

Table 6: Correlation between the activities initially planned and the obstacles to adaptation to climate change identified

Components/Outcomes	Obstacles to adaptation to climate change	Main activities planned to overcome the identified obstacles
Component 1: Addressing capacity gaps and weaknesses in the implementation of the NAP process		
Outcome 1: Capacity of climate monitoring centers and decision-makers improved to better use available climate information to plan adaptation strategies		
1.1. Six weather stations with storage capabilities are installed and have produced improved data that feeds into regionalized models and produced climate risk maps for climate risk modeling and mapping.	<p>Lack of production and dissemination of climate information to decision-makers and affected populations</p> <ul style="list-style-type: none"> ▪ Lack of collection and dissemination of meteorological data ▪ Lack of access to climate projections and models ▪ Lack of coordination between agencies responsible for data collection 	<p>1.1.1. Create a CGES</p> <p>1.1.2. Acquisition of equipment and materials to improve climatological information</p> <p>1.1.3. Funding of 2 research programs aimed at improving regionalized models and impact models regarding climate projections</p> <p>1.1.4. Establishment of technical infrastructures for better access to climatological information</p>
1.2. An operational system for coordinating and disseminating information on climate risks is developed and managed by COMRECC and CTP.	<p>Weak intersectoral and decentralized coordination</p> <ul style="list-style-type: none"> ▪ The DEEC/CDC does not always have adequate financial and human resources to support the DREEC regional, in particular through the validation of planning documents relating to information, training and financing concerning the ACC. ▪ COMNACC is functional, but there are still gaps to improve coordination, implement intersectoral and local strategies and implement effective CCA options. <p>Lack of technical and financial support and coordination regarding decentralized VAC initiatives</p> <ul style="list-style-type: none"> ▪ In some regions, the role of the DREECs is extremely limited as they are neither informed nor invited to participate in CCA-related activities and projects. DREEC does not have access to a specific budget and has limited trained human resources to deal with ACC. 	<p>1.2.1. Produce and disseminate climate information for decision-makers</p> <p>1.2.2. Build the capacity of COMRECC and GTC to become effective local CCA platforms and support the interpretation of available climate information</p>
1.3. A capacity building program in climate risk management is implemented for the benefit of 200 decision-makers	<p>Inadequate integration of climate change concerns into sectoral and local policies and plans</p> <ul style="list-style-type: none"> ▪ Although the integration of climate change into LPSDs is a first step to take it into account, the lack of resources affects the effective implementation of adaptation options. ▪ At the local level, the communities in charge of local development plans (PDC and PNDL) do not integrate the CCA. 	<p>1.3.1. Review and complete ACC capacity needs assessment</p> <p>1.3.2. Develop appropriate training programs</p> <p>1.3.3. Organize training programs at national and local levels</p>
1.4. Vulnerability studies including 4 sectoral and 5 regional were carried out and adaptation options identified to address the vulnerabilities defined as priorities.	<p>Lack of technical and financial support and coordination regarding decentralized VAC initiatives</p> <ul style="list-style-type: none"> ▪ In some regions, the role of the DREECs is extremely limited as they are neither informed nor invited to participate in CCA-related activities and projects. ▪ DREEC does not have access to a specific budget and has limited trained human resources to deal with ACC. 	<p>1.4.1. Conduct an in-depth vulnerability assessment targeting 3 sectors (Health, infrastructure, health risk management disasters/floods) and 5 zones (Kaffrine, Saint-Louis, Matam, Kédougou, Ziguinchor)</p> <p>1.4.2. Define and prioritize adaptation options</p>

Component 2: Adaptation of long-term resilience policies Result 2: Prioritize and integrate adaptation and related budgets into national and sub-national development and sector planning instruments		
2.1. TenCommunal development plans and budgets have been revised to integrate adaptation and gender equality concerns.	<p>Inadequate integration of climate change concerns into sectoral and local policies and plans</p> <p>The weak integration of gender issues in planning and budgeting</p>	<p>2.1.1. Revise sectoral plans to integrate the dimension of climate change</p> <p>2.1.2. Integrate adaptation to climate change and consideration of gender in the PDC and associated budgets</p>
2.2. National adaptation plans are developed for agriculture, health, infrastructure and disaster management sectors	<p>Weak integration of gender issues in planning and budgeting</p> <ul style="list-style-type: none"> ▪ Lack of coherent gender equality strategy ▪ Lack of technical and financial support and coordination regarding decentralized CCA initiatives and mainstreaming of gender concerns <p>Inadequate integration of climate change concerns into sectoral and local policies and plans</p> <ul style="list-style-type: none"> ▪ Although the integration of climate change into LPSDs is a first step to take it into account, the lack of resources affects the effective implementation of adaptation options. ▪ At the local level, the communities in charge of local development plans (PDC and PNDL) do not integrate the CCA 	<p>2.2.1. Produce the 4 sectoral documents of the NAP for Senegal</p> <p>2.2.2. Develop a communication and training strategy</p> <p>2.2.3. Strengthen the coordination role of COMRECCs in the targeted communes</p> <p>2.2.4. Review and complete ACC capacity needs assessment</p> <p>2.2.5. Develop appropriate training programs</p> <p>2.2.6. Organize training programs at national and local levels</p>
2.3. The resources necessary for the implementation of these priorities concerning the agriculture and fisheries sectors are mobilized	<p>Limited capacity of local and national actors to attract, manage and monitor funding dedicated to CCA:</p> <ul style="list-style-type: none"> ▪ Medium- and long-term financial strategies and mechanisms have not been designed to attract sufficient funds for the ACC. ▪ The management and disbursement of funds to address climate change still rests with national-level agencies or NGOs, leaving local governments and communities with little control over financial decision-making and management. ▪ The concerns and priorities of local authorities and communities are often not sufficiently taken into account when making decisions about spending. In a sample of 15 municipalities, the share of the budget devoted to the environment never exceeds 1%. 	<p>2.3.1. Launch a call for proposals and select two pilot projects aligned with the priorities identified in the fishing PNA and the agricultural PNA</p> <p>2.3.2. Fund selected innovative adaptation measures</p> <p>2.3.3. Integrate experience and knowledge of innovative adaptation measures into the NAP</p>
2.4. Effective monitoring, evaluation and communication framework designed and implemented		<p>2.4.1. Implement a set of monitoring and evaluation methods and coordinate institutional actors</p> <p>2.4.2. Inform national stakeholders (including the private sector) and West African countries and institutions (including ECOWAS/CILSS) of the progress of the NAP process</p>

Source: table established on the basis of the Prodoc

The main interventions of the PNA-FEM project were organized at the national and regional level to overcome these obstacles (see table above). They aim, among other things, to:

- install meteorological and hydrometeorological stations (6) equipped with storage capacities to produce reliable data that feeds the regionalized models as well as climate risk maps for modeling and mapping of climate-related risks;
- develop an operational climate risk information coordination and dissemination system to be managed by COMNACC, COMRECCs and GTP;
- implement a capacity building program in climate risk management for the benefit of 200 decision-makers;
- carry out vulnerability studies, including 4 sectoral and 5 regional, and adaptation options identified to deal with the vulnerabilities defined as a priority;
- revise municipal development plans and budgets (10) to integrate adaptation and gender equality concerns;
- develop national adaptation plans for the agriculture, health, infrastructure and disaster management sectors;
- mobilize the resources necessary for the implementation of these priorities concerning the sectors of agriculture and fishing;
- design and implement an effective monitoring, evaluation and communication framework.

Gender sensitivity of the project

If we refer to the logical framework of the project and the activities carried out, we can see that women were involved in the project as actors and as beneficiaries. So for example:

- 40% of the 634 people (representatives of general directorates at national level, directorates at regional level, local authorities, NGOs and other professional organizations) trained on the impacts and vulnerability linked to climate change, risk assessment, the identification and prioritization, implementation, monitoring and evaluation of adaptation strategies and measures are women;
- 36% of the 1,033 users of the climate information communication platform, mainly technicians from sectoral ministries and decentralized administration, elected officials and executives from NGOs/OCBs, are women;
- 36% of the 2,560 direct beneficiaries of the PNA-FEM project are women. They were present in particular through the following activities: (i) the different sessions of capacity building of COMRECCs, (ii) training for executives of sectoral ministries, COMNACC, COMRECCs, implementation partners and elected officials on climate risk management, multi-criteria analysis, integration tools of CC in planning and budgeting, on the use and interpretation of climate information with the ANACIM geo-portal, etc. (iii) capacity building of elected officials on the issues and challenges of climate change, (iv) capacity building of producers on climate risk management and specific themes such as compost manufacturing, administrative and financial management, management of bush fires, (v) capacity building of community radio agents,;
- 37% of the members of the GIE Ballal Allah, 99% of the GIE Ingath Itikh Amara and all the members of the GIE Bock Khole are women. These GIEs at the initiative of the 3 micro-projects were financed by the project;
- Finally, the beneficiaries of the FAED fund are exclusively or mainly women. We can cite the example of the GIE Ingath Itikh Amara and the GIE Bock Khole of Diogu  where the beneficiaries

are all women or the example of the GIE Ballal Allah where women represent 37% of the beneficiaries. Thanks to micro-loans financed by the FAED fund, women create and/or develop IGAs (petty trade, fattening, processing of local products, etc.).

In addition to the selection of micro-projects including a strong gender dimension, women were well represented in the various trainings that the carriers of the micro-projects had to benefit from. Moreover, it was requested that 50% of those trained be women.

Relevance of the project's logical framework

Analysis of the project's logical framework (see table 7) allows us to make the following main observations:

- The indicators of the project's logical framework with regard to the objectives pursued and the expected results are relevant. Three examples: “Number of sectoral NAPs produced”, “Number of users of the climate information communication platform (newsletters, etc.)”, “Number of COMRECCs functioning as effective local platforms on the CCA and providing relevant support to communities on adaptation to climate change”.
- End-of-project targets are "SMART", meaning Specific, Measurable, Appropriate and Achievable over Time. Some examples: “4 sectoral NAPs are produced (which support the production of the global NAP document)”, “At least 40% of local actors (COMRECC, ARD, etc.) are trained”; “1 effective monitoring system involving at least 10 climate change adaptation projects”; etc.

2.1.2. Approach and strategy

A coherent, participatory and finalized approach

The PNA-FEM project, like any PNA support project, is part of a dynamic of knowledge of climate risks and vulnerabilities in the most sensitive sectors of the country. In the case of Senegal, these are the health, infrastructure, disaster/flood risk management and agriculture sectors. Also, its development was based on a participatory diagnosis of the nature of the obstacles to the integration of adaptation to climate change in development planning. The obstacles identified, it must be recalled once again, are, among others, the absence of production and dissemination of information on climate to decision-makers and affected populations, insufficient intersectoral and decentralized coordination,

Furthermore, the NAP-GEF project was designed and implemented through a holistic approach. First, he madestrengthening the capacities of sectoral ministries and territorial administrations to better assess the implications of climate change and to adapt existing policies and budgets in terms of integrating the risks of climate change and medium and long-term adaptation measures,the backbone of its interventions. Then, the project emphasizes community resilience which consists of supporting GIEs and their members at the same time, recognizing thatadaptation to climate change will not be ablesucceed without the participation of grassroots community organizations. If climate change is global and global, its effects are most often felt by grassroots communities whose survival depends on the sectors of activity most vulnerable to this phenomenon. Consequently, taking into account community adaptation through the financing of micro-projects in market gardening, fish farming and the processing of fish products appears in the project as a real added value.

Finally, the implementation of the project was based on the involvement of relevant stakeholders at the national, regional and local levels through a synergy of actions and conditions which favored national ownership of the project and its results.

Existence of a project theory of change

The NAP-FEM Project, as mentioned above, is part of the implementation of national strategic frameworks and documents for economic development and sustainable development by providing concrete responses

to several obstacles currently facing adaptation. to climate change in Senegal. It also participates in the strategic priorities of UNDP Senegal and the strategic priorities of United Nations agencies, as defined through the United Nations Development Assistance Framework 2019-2023. Suffice to say that it is based on a solid framework, both at the national level and that of the development partners, the United Nations agencies in particular.

Better still, the project adopted a theory of change consistent with the expected objectives of its implementation. This is based on the following hypothesis: "If the capacity of sectoral ministries and local governments to better assess the implications of climate change and to adjust existing policies and budgets to integrate climate change risks in the medium and term and adaptation measures are strengthened, then Senegal's vulnerability to climate change will be reduced". The existence of a theory of change that underpins the project reinforces the solidity of the general framework of the project.

2.2. Project effectiveness

2.2.1. Level of achievement of expected results

The level of achievement of the objectives and expected results of the NAP-GEF project, as set out in the ProDoc, is assessed by assigning a "Score" of TE (Very high: achievement rate $\geq 100\%$), E (high: $75\% \leq$ achievement rate $< 100\%$), M (medium: $40\% \leq$ achievement rate $< 75\%$), FN (low or zero: $0\% < \leq 40\%$) or NP (the elements available do not make it possible to quantify the level of achievement of the result).

The results obtained from the implementation of the PNA-FEM project are very satisfactory (see table below). As of March 15, 2023, four (4) specific results expected from its execution included in the logical framework out of a total of six (6) specific results expected, i.e. approximately 67%, have been achieved at a rate of between 100% and 317%, while the other two (2) specific products expected (around 33%) were 80% and 69%, respectively. Note, however, that the sectoral NAPs which in fact constitute the core business of the project and which support the production of the global NAP document are finalized pending their political validation. UNDP and the DEEC will ensure that these highly strategic meetings take place.

Table 7: Level of achievement of the expected results of the NAP-FEM Project as of 03/15/2023

Component/Effect	Effect Indicators	Baseline	Medium term target	Indicator value		Score					
				Target at the end of the project	Achievement level	Achievement of the target at the end of the project (%)	Y O U	E	M	F. N.	NP
Objective of the project: Strengthen the capacity of sectoral ministries and local governments to better assess the consequences of CC and adapt existing policies and budgets to integrate risks and adaptation measures linked to CC in the medium and long term	<u>Indicator 1:</u> Number of sectoral NAPs produced.	There is no national multi-sectoral NAP. There is no regional multi-sectoral NAP.	4 sectoral vulnerability studies were carried out and support the development of the global NAP. 5 regional vulnerability studies have been carried out and support the development of local adaptation plans.	4 sectoral NAPs are produced (which support the production of the overall NAP document).	4 sectoral vulnerability studies were carried out. 5 regional vulnerability studies were carried out. The PNA provisional reports are transmitted and finalized and will be subject to political validation.	80%					
	<u>Indicator 2:</u> Number of direct beneficiaries of the PNA process project.	0	500	2000	2-660	133%					
Effect 1: Addressing capacity gaps and weaknesses in the implementation of the NAP process	<u>Indicator 1:</u> Number of users of the climate information communication platform (newsletters, etc.)	0	170 users (10 employees per sectoral minister and 5 employees per local government)	1500 users (50 people per sector minister, 20 people per local government and 720 users such as NGOs, project coordinators, farmers, etc.)	1,033 users, including 373 women (220 representatives of sector ministries, including 132 men and 88 women; 197 from the decentralized administration, including 166 men and 31 women; 61 elected officials, including 31 men and 30 women; 555 NGOs/CBOs/Academics,	69%					

					including 331 men and 224 women)						
	<u>Indicator 2:</u> Number of people trained on climate change impacts and vulnerability, risk assessment, and identification, prioritization, implementation, monitoring and evaluation of adaptation strategies and measures.	0 Institutional and technical strategic adaptation capacities are currently lacking at the level of the sectoral and technical general management, at the sectoral regional level and at the level of the local authorities.	100 distributed as follows: • 30 senior management representatives trained • 30 representatives of regional management trained • 30 local administrators trained • 10 representatives of professional and community organizations and NGOs trained.	200 distributed as follows: • At least 50% women • At least 40% local actors (COMRECC, ARD, etc.)	634 (including 251 women, or 40%) distributed as follows: • 158 representatives of general directorates at national level • 136 representatives of management at regional level • 68 representatives of local authorities • 308 representatives of NGOs, professional organizations • Etc.NB: 512 local actors (ARD, COMRECC, etc.) are trained, representing 81% of the total	317%					
Effect 2: Adjusting policies for long-term resilience to climate change	<u>Indicator 3:</u> Number of COMRECCs operating as effective local platforms on CCA and providing relevant support to communities on climate change adaptation	1 (Kaffrin)	3 (Kaffrine, Saint Louis and Matam)	5 (Kaffrine, Saint Louis, Matam, Kedougou and Ziguinchor)	5 COMRECCs acting as local ACC platforms are functional. They have been revitalized and strengthened. An Action plan has been developed and their effective implementation. The COMRECCs organize the meetings regularly.	100%					
	<u>Indicator 4:</u> Existence of harmonized monitoring systems used by CCA projects, having an impact on the measures implemented	0		1 effective monitoring system involving at least 10 CCA projects.	A procedure manual has been developed with a monitoring and evaluation system to cover all 10 sectors identified in the PNA process.	100%					

Source: table established on the basis of the Prodop and annual activity reports

2.2.2. The scale of the project's achievements

Under Result 1 (Address capacity gaps and weaknesses in the implementation of the NAP process), the project carried out several capacity building activities for the beneficiary actors. Thus, 634 national and local actors (including 390 people from sectoral ministries, decentralized services, local authorities, 244 producer organizations and 36 political decision-makers) were trained in climate risk management; 1,033 users (sectoral ministries, local authorities, NGOs) were trained on climate information; 352 producers, men and women, benefited from training on climate change, composting, bush fire management, administrative and financial management, etc. ; 43 heads of planning units were trained on the tools for integrating climate change into planning.

To these achievements, we must add the completion of 4 sectoral vulnerability studies and 5 regional vulnerability studies, the scientific publications of the results of research programs on climate models and impact models and the implementation of micro-projects. financed by the project. Of the 3 micro-projects financed, both achieved a high level of achievement with very satisfactory results. This is the micro-project “Strengthening the resilience of fishery product processors” carried out by the Bokhol GIE of Diogu  in the Ziguinchor region and the “Sustainable Agriculture and Fishing” micro-project of the GIE of Ingath Itikh in the region. of Kedougou. On the other hand, the other remaining micro-project managed by the GIE of the village of Mako located on the edge of the Niokolo Koba National Park did not produce results that met expectations due, in large part, to weak organizational dynamics. and managerial aspects of this GIE. It is also important to emphasize that the populations of this village, in particular the members of the GIE, are much more oriented towards gold extraction activities, certainly because of their proximity to the Mako mining sites.

Under Result 2 (Adapting policies for long-term resilience), agreements have been signed with the 4 sectoral ministries (ministries in charge of agriculture, health, infrastructure, water); which made it possible to prepare the 4 sectoral vulnerability studies and the 5 regional vulnerability studies in accordance with the logical framework of the project where the number of in-depth evaluation reports produced was expected as indicators of effects.

At the same time, memorandums of understanding have been signed with the regional development agencies of the regions of intervention; which enabled the development of municipal development plans (PDC) as well as the achievement of indicators relating to the number of PDCs integrating the dimension and climate change. However, the integration of climate change into planning and budgeting is not yet fully effective; the process continues. It should be noted that capacity building has been done for the agents of the DGPPE, the COMNACC and the heads of the planning units on the tools for integrating CC into planning and the existence of the CC integration guide in the planning which will allow the sectors during the next revision of the LPSD to integrate it. In this perspective, the National Assembly approved during one of its meetings, the revision of the national planning system including the guide to the development of sectoral policy letters which is a good opportunity for the integration of the climate change dimension. . However, there remains the application decree which will make this system operational.

Finally, note that activities which were not initially planned were carried out. This is the case for training producer organizations in each region of intervention on climate risk management. Furthermore, with the residual resources of the micro-projects, a 3rd micro-project was finally selected, which brings the number of micro-projects to 3 instead of 02 as indicated in the Project

Document (Prodoc). Finally, in accordance with the Prodoc, it was just planned to hold a single 2-day workshop for the training of sectoral ministries on climate risk management and 1 2-day training workshop in each region of intervention. Thus, given the realities and the need to reach more players in each sector, It was finally decided to organize a training workshop over 4 days for each sector and 1 training workshop for each region over 3 days. This readjustment of activities confirms that the management of the NAP-GEF project was truly adaptive. Finally, the 5 COMRECCs of the regions of intervention of the PNA-FEM have been revitalized and are functional as local CCA platforms.

2.2.3. Main factors having impacted the effectiveness of the project

The evaluation of the PNA-FEM project highlighted obstacles and challenges that hindered its smooth running:

- The delay in starting the project. The project was planned to be launched in September 2019, but due to slow administrative procedures for the recruitment of the project management unit, it did not officially start until March 2020. In addition, due to of the Covid-19 pandemic, the delay in the approval of the PTBA by the Project Steering Committee (the first meeting of the Steering Committee was held on May 18, 2020) and in the validation and signing of the 2020 PTBA by the national part, that is to say the DEEC, and by the UNDP (the PTBA was signed by these two institutions respectively on June 15 and July 1, 2020) and the very late start of project activities (delay of 6 months between the planned launch of the project in September 2019 and the actual start of the project in March 2020).
- The delay in the release of funds and the opening of project bank accounts. The first request for an advance of funds was sent to the Directorate for the Ordering of Public Expenditures on June 15, 2020. Previously, the project had sent to the Ministry of Finance and Budget a correspondence dated April 17, 2020, for the opening of two bank accounts for the TRAC and FEM funds. These were finally opened on July 22, 2020 and the funds were only transferred there in mid-August 2020.
- The non-recruitment of the monitoring-evaluation expert (while the DEEC needed technical assistance and support to assume this function given its role as focal point on climate, and the project to ensure the monitoring of activities, including micro-projects to support the strengthening of population resilience) and the provision of an administrative assistant by the DEEC which was never effective due to a problem with premises. The DEEC proposed, instead of recruiting the monitoring-evaluation specialist, to benefit from capacity building for its staff. The proposal was accepted by the project stakeholders (UNDP and DODP) and enabled the DEEC to internalize monitoring-evaluation and strengthen the adaptation MRV system currently being put in place.
- The slowness of procurement procedures at the very beginning of the project and the slowness in the execution of the activities of partners such as ANACIM and private operators were also part of the constraints. It was necessary to hold meetings with ANACIM to accelerate the activities to be carried out and send correspondence to the group of firms to draw their attention to the slowness in the execution of the activities entrusted to them, in particular the timely delivery of vulnerability studies. sectoral and regional.
- The onset of the Covid-19 pandemic in 2020 and 2021 mainly impacted field activities and market procedures. Due to confinement and the ban on face-to-face meetings, project

coordination had to suspend, cancel or postpone certain activities (internal meetings, periodic meetings with the DEEC, activity monitoring missions, etc.) and favor teleworking (meetings). For example, the first meeting of the Copil committee was held in videoconference mode on May 18, 2020.

In short, all these constraints and economic difficulties did not really affect the overall performance of the project, since whenever necessary, solutions were provided by the project team with the support of the DEEC and the UNDP.

On the other hand, the following factors facilitated the implementation of the project:

- the support and accompaniment of the anchor structure which is the DEEC;
- the strong commitment of stakeholders, particularly sectoral ministries;
- the signing of partnership agreements with the ministries responsible for agriculture, health, infrastructure, water and sanitation for the coordination and monitoring of the development of vulnerability studies and national plans sectoral adaptation;
- the signing of memorandums of understanding with ANACIM for the acquisition and installation of digital weather equipment, the DGPRE for the acquisition and installation of hydrometric stations, the CNCR for the training of POs in risk management climate change, the ISE for the quality control of training modules on DRM and the evaluation of training, and 5 ARDs of Kaffrine, Kédougou, Matam, Saint Louis, Ziguinchor for the development of PDCs integrating gender and climate change ;
- the existence of a department in charge of environmental issues in practically all the sectoral ministries concerned. The manager or an executive of this department served as the “Focal Point” of the project. To this is added the establishment of sectoral committees, the experience of COMNACC, the revitalization of COMRECCs and the support of the RDAs which have facilitated the relay with the various actors at the national and regional level.

2.3. Project efficiency

2.3.1. Resource usage

- Human resources

For the coordination and management of the PNA-FEM project, it was planned to recruit a team of 4 people (a national coordinator, a monitoring-evaluation expert, an administrative and financial assistant, a driver). But as mentioned previously, the project operated without a monitoring-evaluation expert, while the provision of an administrative assistant by the DEEC was effective but without the provision of premises. A consultant was recruited to support and strengthen the capacities of the technical staff of the CC division of the DEEC in monitoring-evaluation and to develop the monitoring-evaluation tool for the project and more generally for GEF projects.

- Financial resources

In 2020, 2021 and 2022, it was planned to allocate 68.5%, 70.5% and 64.6% of the project budget to Result 1 respectively (Address capacity gaps and weaknesses in the implementation of the NAP process), compared to 20.9%, 22.5% and 25.3% in Result 2 (Adapting policies for long-term resilience) and 10.6%, 7% and 10.1% to project management.

Table 8: Breakdown of approved budget (USD)

Result	Year 1 (2020)		Year 2 (2021)		Year 3 (2022)	
	Amount	%	Amount	%	Amount	%
Result 1	504 707	68.5	1,512,936	70.5	827 015	64.6
Result 2	153,991	20.9	482 432	22.5	324,050	25.3
Project management	78 100	10.6	148,327	07	128,777	10.1
Total	736 798	100	2,144,095	100	1,279,842	100

Source: Table established on the basis of PTBA and financial reports

As can be seen in the table below, Result 1 (Address capacity gaps and weaknesses in the implementation of the NAP process) represented 88% of the total project expenditure in 2022, compared to 61% in 2021 and 38% in 2020. These figures are significantly higher than those for Result 2 (Adapting policies for long-term resilience): 51% in 2020, 35% in 2021 and 9% in 2022. As for project management costs, they represented 11%, 4% and 3% of the total amount of expenses in 2020, 2021 and 2022, respectively. A relatively low rate, at least in 2021 and 2022, which can be explained by the non-recruitment of the monitoring-evaluation expert and the management of the administrative assistant by the DEEC. Still, if we take into account the rules of the FEM, namely PMC (average propensity to consume) not exceeding 5% of the total budget, we can conclude that execution of the NAP-GEF project budget took this standard threshold into account in 2021 and 2022.

Table 9: Distribution of annual expenses (CFA Franc)

Result	Year 1 (2020)		Year 2 (2021)		Year 3 (2022)	
	Amount	%	Amount	%	Amount	%
Result 1	39,859,281	38	455,967,509	61	486 336 766	88
Result 2	53,496,880	51	261 620 702	35	49,738,987	09
Project management	11,536,683	11	29,899,509	04	16,579,663	03
Total	104 892 844	100	747 487 720	100	552 655 416	100

Source: Table established on the basis of financial reports

- *The situation of co-financing of the project*

It is important to remember that the co-financing of the project is in kind. The government's contribution to the budget of the PNA-FEM project anchored to the Ministry of the Environment, Sustainable Development and Ecological Transition (MEDDTE) is evaluated in relation to the following elements: (i) the offices made available to the Project Coordination by the MEDDTE valued at 7,770,000 FCFA, (ii) the costs of electricity, water and maintenance of the two offices estimated at 3,636,000 F CFA, (iii) support from the DEEC estimated at 21,000,000 F CFA. The total of these financings is estimated at 55,000 USD. Therefore, for an expected in-kind contribution of USD 4,000,000, only USD 55,000 was mobilized for the government part.

Table 10: Co-financing of the project

Government (MFB)		GIZ (NOT-PNA)		Total in USD	
Approved	Executed	Approved	Executed	Approved	Executed
4,000,000	55,000 (1.37%)	5,253,623	570,000 (10.84%)	6,253,623	625,000

Source: Table based on data provided by the PCU

As for the contribution of German cooperation, out of an approved amount of USD 5,253,623, USD 570,000 was mobilized. This contribution, also in kind, is distributed as follows: (i) enhancement of the needs assessment study, of the vulnerability of the agricultural sector in Fatick, prioritization of

options estimated at USD 150,000, (ii) capacity building of actors on climate change, communication, sharing of lessons learned valued at USD 300,000, (iii) the development of a project concept for an amount of USD 50,000 and (iv) the development of partnerships for sharing lessons drawn in West Africa estimated at 70,000 USD.

When analyzing these types of in-kind co-financing, we note a large gap between the initial budgets and those actually mobilized or executed. In other words, the percentages 1.37% and 10.84% representing respectively the co-financing mobilized and evaluated by the Government and GIZ are very low. This could mean that in-kind co-financing was overvalued in the project document or that the co-financing actually mobilized or executed was undervalued, as it did not include parallel financing. Still, the low mobilization of in-kind co-financing did not impact the performance of the PNA-FEM project.

2.3.2. Efficiency index

The report on the activities carried out in 2020, 2021 and 2022 shows an activity implementation rate (or physical execution rate) of 59%, 83% and 82.75%, respectively, and a financial implementation rate (or physical execution rate) of the budget) of 62.8%, 98% and 89%, respectively. The efficiency index (physical implementation rate/financial implementation rate) of the project is therefore 0.94 in 2020, 0.84 in 2021 and 0.93 in 2022.

Table 11: Efficiency index

	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)
Physical achievement rate (%)	59%	83%	82.75%
Financial achievement rate (%)	62.80%	98%	89%
Efficiency index	0.94	0.84	0.93

Source: Table established on the basis of annual activity reports and financial reports

2.3.3. Main factors having impacted the efficiency of the project

At least two factors had a positive impact on the efficiency of the project:

- The assumption of certain project management costs by the Ministry of the Environment, Sustainable Development and Ecological Transition through the DEEC: the premises housing the office of the national project coordinator (this enabled the project to save on rental costs) and water and electricity charges.
- Management of project resources according to UNDP management standards.

On the other hand, the non-exemption of the project (correspondence was sent to the Ministry of Finance and Budget for the request for exemption without follow-up), but finally resolved with the support of the UNDP, the delays in the provision of financial resources and the fact that the project failed to mobilize the parallel in-kind funding announced, i.e. \$11,253,623¹⁵, have negatively affected its efficiency. These delays are attributable to the project, because it sometimes delayed in making its requests for cash advances on time due to the fact that it was unable to reach the 80% financial execution rate during the quarter, but also during the UNDP, because the delays in transferring funds are particularly long.

¹⁵ 2,000,000 USD from UNDP, 4,000,000 USD of the Government and USD 5,253,623 from the PAS-PNA project.

2.3.4. Project management

Regarding the organizational and institutional governance framework, the necessary arrangements to guarantee good governance and effective implementation of activities were undertaken from the start of the PNA-FEM project. First of all, project coordination, management and control structures including a Steering Committee (Copil), a national technical committee and regional technical committees as well as a coordination and management team were set up. . Better, the results of the documentary review and interviews with key stakeholders at national and regional level inclearly indicate that the Copil has functioned correctly (au total 5 sessions of the Copil were held) and the project team, although incomplete, managed to ensure the execution of project activities.

Then, the management of the project's human and financial resources was carried out in accordance with procedures. In addition, the logical framework was applied as a management tool. At each review of previous activities, monitoring is carried out to check the progress and achievement of indicators. However, quarterly and annual activity reports and financial reports were not always produced and submitted to UNDP on time. This observation is largely explained by the fact that the project functioned without an expert in monitoring and evaluation, and that the National Coordinator had to ensure the coordination of the project, the administrative management and the monitoring and evaluation of the activities.

With regard to the planning of activities, the project favored participatory and inclusive planning and implementation of interventions. Lthe main stakeholders at national and regional level (sector ministries, DGP, ANACIM, COMNACC, DREEC, ARD, etc.) were involved in the development of annual work plans and budgets. Lare The main planning tools used are, among others: the Project document, planning meetings with implementing partners (PTA) and Project Steering Committee sessions. However, the detailed matrices of the Annual Work Plans and Budgets suffered from an inadequacy linked to the non-disaggregated incorporation of the logical framework indicators. This could have facilitated better execution and monitoring focused on achieving the PTBA indicators.

It should be added that the national coordination of the project was able to take into account the risks that imposed themselves on it throughout the implementation of the project, namely: (i) the occurrence of the Covid-19 pandemic and the restrictions imposed by the Government (limitation of inter-urban travel, closure of national borders, restrictions/bans on meetings, etc.), (ii) the upheavals of the Senegalese political crisis and the measures taken by the Government with the regular banning of demonstrations or gatherings of any kind for a good part of 2020, the proclamation of the state of emergency in March 2020, etc. and (iii) the disruptions induced in the execution of activities. For illustration, the daily absences of numerous civil service agents and in particular from the Ministry of the Environment, Sustainable Development and Ecological Transition (Markets Unit) and/or the prolonged absence of other agents of the Ministry of Finance had a impact on the availability of administrative documents, the opening of project bank accounts, the release of funds, etc. However, it is important to specify that these shortcomings were observed during the COVID19 period.

To deal with this situation, the national coordination of the project had to adapt the evolution of the project by suspending the implementation of certain activities. This is the case, for example, of meetings with partner institutions and decentralized actors such as governors, ARDs and local authorities and steps to establish partnerships with them. Other adjustments were also made by postponing the carrying out of activities such as the ordinary session of the Copil of 2019 postponed

to 2020, the rescheduling to 2021 of most of the activities planned for 2020 and by favoring remote work, in particular videoconferences for certain activities (meetings). Although different solutions have been implemented in the context of the Covid-19 pandemic, in particular the holding of meetings and workshops online, the nature of the discussions, the weak will and commitment of certain actors for this adaptive way of working, as well as connectivity limitations prevented the project from fully adapting to the restrictions imposed by the Government. Moreover, it is this situation causing delays observed in the implementation of the project, which had justified the request for extension of the project by the MEDDTE and the Steering Committee and granted by the UNDP. as well as connectivity limitations prevented the project from fully adapting to the restrictions imposed by the Government. Moreover, it is this situation causing delays observed in the implementation of the project, which had justified the request for extension of the project by the MEDDTE and the Steering Committee and granted by the UNDP. as well as connectivity limitations prevented the project from fully adapting to the restrictions imposed by the Government. Moreover, it is this situation causing delays observed in the implementation of the project, which had justified the request for extension of the project by the MEDDTE and the Steering Committee and granted by the UNDP.

The project has a communications strategy subject to a budgeted communications plan equivalent to 1% of the overall budget. The UGP based itself on this plan to develop communication tools and supports. It also has a website (www.pna-senegal.org) as well as social networks (Facebook, tweeter, LinkedIn, etc.) to share and communicate regularly about the project.

2.4. Project impact

The PNA-FEM project is not in reality a classic project, it can be considered as a process or an initiated dynamic whose outcome will ultimately lead to the development of the National Adaptation Plan which will in fact be the result of the different NAPs of all sectors vulnerable to climate change in Senegal. As highlighted in the “summary” section, the finalization and technical validation of the sectoral NAPs is a considerable impact obtained within the framework of this project, even if, moreover, for the moment, their political validation by the ministerial authorities remains. prerequisite for starting their implementation.

With regard to the technical validation of the guide for integrating climate change into planning for the DGPPE, the training that the heads of the planning units of the sectoral ministries received on this guide, as well as the PNAs developed, it emerges with a very high probability of occurrence, that the integration of climate change into the national planning system becomes effective in the short term. Moreover, the DGPPE has requested to receive the priority programs of the sectoral NAPs for their maturation with a view to their upcoming implementation.

The strengthened capacities of national, regional and local institutional actors, the revitalization of regional structures in charge of coordinating issues related to climate change, the commitment of the authorities and the encouraging results of adaptation micro-projects constitute convincing impacts generated through the implementation of the PNA-FEM project.

The dynamics of developing PDCs integrating adaptation to climate change has begun to produce results. This is the case of the municipality of Santhiaba Manjacque in the Ziguinchor region which began to receive funding in 2022, following the process of developing its PDC.

At the local scale, the micro-projects financed by the PNA-FEM have started to generate quite considerable results and impacts. The most prominent are those supported by the GIEs of Ingath Itikh (Salemata Department, Kédougou Region) and Diogue (Bignona Department, Ziguinchor Region). The GIE Ballal Allah micro-project in Mako (Bandafassi district, Kédougou region) is experiencing limits and organizational and technical difficulties which prevent it from producing results to the satisfaction of the beneficiaries.

The exploitation of the market gardening area of the GIE of Ingath Itikh contributes to strengthening the adaptive capacity of communities thanks to the substantial income generated and the adoption of market gardening practices more concerned with the preservation of natural resources. The market gardening activities strengthened by the project crystallize the hopes of the entire population located in a landlocked area and contribute to reducing exodus and establishing women in the land.

On the island of Diogue, the technical and financial support of the PNA-FEM project has considerably improved the processing practices of fishery products through the acquisition of modern materials and equipment for smoking and drying fish. This results in an increase in production both quantitatively and qualitatively, as testified by the women members of the Bock Khole GIE carrying the micro-project. These investments will have the induced effect of an easier flow of processed fishery products and the income from which will contribute to strengthening the CCA capacities of the populations of Diogue.

2.5. Project sustainability

2.5.1. The sustainability of results

First on the institutional level, the strategic interest given to the project by the state authorities materialized by the involvement of the General Directorate of Economic Policy Planning (DGPPE) whose planning framework served as a guide and support to sector ministries in the development of their NAPs, militates in favor of a high probability of occurrence for the sustainability of the project's achievements.

The involvement of the DGPPE in this process, through its Planning Directorate which takes care of the maturation of projects at the national level, is fundamental. No national project, including sectoral NAPs, can be financed without going through it, which controls all national projects. The other entity of the DGPPE which takes care of the development of sectoral policy letters (LPS) is also at the heart of the process, because it is it which provides the outlines and the TOR for the maturation of the project ideas contained in sectoral NAPs. These DGPPE entities which were not used to working directly with sectors are now doing so thanks to the PNA-FEM project. This represents a significant impact produced by the project.

This form of collaboration is doubly beneficial and advantageous, because it facilitates the maturation of sectoral or national projects and to start their implementation fairly quickly with the State's own resources without waiting too long for the support of financial partners. From now on, these DGPPE authorities in charge of planning economic policies in Senegal having been trained on climate risk management by the project, can directly question the sectoral ministries on the level of consideration of the climate in the plans and projects they propose. However, the sustainability of the committees that are in charge of planning at the level of the sectoral ministries constitutes a major challenge to be met in order to put the sectoral NAPs on the ramps of sustainability. Very often, movements

(assignments, departures, changes of post) are noted in the ministries and the planning committees do not escape this phenomenon. Consequently, institutional arrangements at the level of the ministries concerned are necessary in order to consolidate and preserve these achievements induced by the implementation of the project relating to the dynamic noted in the process of preparing sectoral NAPs.

The national anchoring of the PNA-FEM project (national execution modalities) which empowers national entities, in particular the Ministry of Environment and Sustainable Development through DEEC/DCC, favored the appropriation of the project by the governmental authorities, guarantee itself of a good sustainability of the results in particular on the institutional and strategic plans especially. This appropriation will be all the more important since the ministries concerned are committed to the implementation of sectoral NAPs.

The NAP-FEM project is part of an integrated process and mechanism initiated by the Government of Senegal with the support of its partners, which first involves the development of sectoral NAPs to finally lead to the National Adaptation Plan. It is in this dynamic that the initiatives prior to this project, in particular the PAS-PNA financed by the GIZ, the fishing NAP by USAID and the coastal zone NAP financed by the European Union. This process creates a capacity building dynamic for actors in the various sectors exposed to climate risks (water, flooding, agriculture, livestock, fishing, infrastructure, health, etc.) with the use of various tools that can help to better take into account the adaptation dimension in sectoral planning processes. Sectoral NAPs (flooding, health, infrastructure and agriculture) developed within the framework of this PNA-FEM project as well as the previous sectoral PNAs and those which will be developed or currently being developed, translate into action the adaptation component of the National Determined Contribution (CDN) which is the commitment of the State of Senegal in terms of adaptation to climate change. This institutional architecture around which the PNA-FEM project is built actually constitutes a very solid factor in the sustainability of its results which must not be understood only on the temporary scale of the project, but rather in a much more global perspective of the National Adaptation Plan where all vulnerable sectors will be taken into account through sectoral NAPs. translate into action the adaptation component of the National Determined Contribution (CDN) which is the commitment of the State of Senegal in terms of adaptation to climate change. This institutional architecture around which the PNA-FEM project is built actually constitutes a very solid factor in the sustainability of its results which must not be understood only on the temporary scale of the project, but rather in a much more global perspective of the National Adaptation Plan where all vulnerable sectors will be taken into account through sectoral NAPs. translate into action the adaptation component of the National Determined Contribution (CDN), which is the commitment of the State of Senegal in terms of adaptation to climate change. This institutional architecture around which the PNA-FEM project is built constitutes in reality a very solid factor for the sustainability of its results which should not be apprehended only on the temporary scale of the project, but rather in a much more global perspective of the National Adaptation Plan where all vulnerable sectors will be taken into account through sectoral NAPs.

The many capacity building sessions for national and regional actors on such varied themes in the field of climate change (climate risk management, climate science, climate financing, adaptation planning, etc.) should enable them to support the sectoral NAPs already developed and those to come to finally lead to Senegal's overall NAP. The application of these training courses at the local level and the highly appreciable results generated by the execution of the adaptation micro-projects carried out in particular by the GIE Ingath Itikh Amara and GIE Bock Khole are important parameters that

can strengthen the dynamics created around the process. development of sectoral NAPs and overall results of the NAP-GEF project. These two micro-projects, in addition to that of the Mako GIE, which did not achieve the expected success, contribute from an operational point of view to the implementation of the CDN (National Determined Contribution) through the agricultural sector. and the fisheries and aquaculture sector NAP. These various local initiatives respond to the needs to strengthen the resilience and adaptation capacities of communities in the intervention areas.

The revitalization of the five COMRECCs by the project should, in principle, enable them to continue to play their roles of support, coordination and animation of the various regional initiatives in terms of adaptation to climate change and in the implementation of Sectoral NAPs at the level of the territories of the regions of intervention. In addition to the revitalization, an action plan has been developed for each COMRECC to seek funding for implementation. This will further improve the functioning and sustainability of these COMRECCs.

In the same vein, the strengthening and modernization of the ANACIM meteorological park, the training of regional actors on the use of its geo-portal and the acquisition of hydrometric stations for the DGPRE will be able to contribute greatly to strengthening sustainability. of the project and be very useful at the same time for other initiatives to strengthen adaptation to climate change.

At the same time, collaborative work between researchers from the Atmospheric Physics Laboratory and Oceanographic Siméon Fongang (LPAO-SF) and other development actors within the framework of this project, constitutes a solid factor for the sustainability of the dynamic initiated by the PNA-FEM. This involvement of research in adaptation initiatives was an innovation for the GEF in Senegal.

In summary, all these impacts generated and the elements which reinforce the sustainability of the PNA-FEM project, were made possible thanks to the support of the coordination of the project by the DEEC, its expertise in the field of climate change, its commitment and the active involvement of its technical staff in the implementation of this project. This amply justifies the institutional anchoring and support of the PNA-FEM project by the DEEC.

2.5.2. Risks for the sustainability of results

The main risk for the sustainability of project results, especially for sectoral NAPs, is linked to institutional instability at the level of sectoral committees, certain executives of which may be transferred or simply leave for other functions. This may affect the implementation of sectoral NAPs and its ownership by the ministries concerned. One of the challenges that currently arises is how to consolidate and preserve the achievements of the sectoral committees, update and/or update the administrative acts creating these committees if structural changes were to be made at the level of the ministries. Furthermore, the end of the project, while the sectoral NAPs have not yet been validated on the political and institutional level by the government authorities, may be a source of relaxation on the part of the committees. The mobilization of the amount of the remaining budget, i.e. approximately 365,000 USD for the GEF and approximately 6,000 USD for the TRAC, should make it possible to ensure that all the measures will be taken to ensure the sustainability of the sectoral committees and to obtain the commitment at the highest level of ministerial authorities for the execution of these NAPs.

It is also unlikely that regional actors (authorities and technical services) can continue to operate and lead the COMRECCs in the absence of the project or any external support. As mentioned previously, an action plan was developed for each COMRECC with a view to seeking funding for implementation after project closure. However, its effectiveness can be doubted, as the capacity of regional actors to attract development finance, including financing and investments in adaptation to climate change, is very limited. This observation is also valid for the consolidation of the achievements of micro-projects through regular local support from regional and departmental technical services often faced with shortages of personnel and means of travel.

The main risk for the sustainability of the project results is of a financial nature, because the Senegalese Government will not be able to mobilize the technical and financial resources to complete the ongoing activities, in particular the formulation of sectoral NAPs, then their implementation if they were to be drawn up. In other words, one of the risks for the sustainability of the project results is that the process of formulating the current sectoral NAPs stops due to lack of technical and financial support. If it is impossible to extend the duration of the project given that the operational closing date has already passed, we could consider taking these risks into account in the formulation of the PNA-FVC project.

It is no less improbable that local actors, local authorities and grassroots community organizations in particular, can themselves mobilize sufficient resources to implement PDCs integrating CCA or perpetuate the experience of micro-projects tested in Mako, Ingath Itikh and Diogue and reproduce it in other villages.

Other risks to the sustainability of the project are identified in the Prodoc (see table below). This table also presents the changes observed in the potential risks initially identified.

Table 12: Risks identified and occurrence or not of these risks

Project risks				
Description	Kind	Impact and Probability	Reduction measures	Risk situation at the date of the assessment
Weak coordination mechanisms and duplication of efforts with ongoing processes	Political and organizational	Probability = 1 Impact = 3	During the PPG, the alignment of the 3 ongoing projects was carried out. The project will therefore work in synergy with the PAS-PNA and PNA-FVC projects. The PMU will communicate extensively with partners, collaborate closely with them and exchange information throughout the implementation of the project. Sharing sessions will be regularly organized.	Risk not occurring
Lack of coordination between sectoral ministries and local actors	Political and strategic	Probability = 2 Impact = 2	A consensus workshop will be organized, bringing together different sectoral ministries and local authorities, with the aim of harmonizing CCA measures and creating synergy between their strategies.	Risk not occurring
Lack of involvement of sectoral ministries and local governments	Political and operational	Probability = 2 Impact = 3	The project will strengthen the capacities of sectoral ministries and local administrations. If the limited participation of ministries hinders the progress of the FPMA-funded project, the chair of the project board will intervene and implement corrective measures. In addition, several partnership agreements will be established at the start of the project.	Risk not occurring
Lack of participation from local VAC platforms due to poor	Operational	Probability = 2 Impact = 4	Local CCA platforms will be established based on good practices experienced in Kaffrine.	Risk occurred Local VAC platforms have not been established. However, instead, it was

understanding of CC issues			The target group will be sensitized and informed during capacity building workshops. Consultations with several stakeholders will be carried out and additional capacity building actions will be planned in the project if necessary.	decided that it was not necessary to create other local ACC platforms like Kaffrine because when the project started, the latter was no longer functional. It was therefore decided to revitalize and rather equip the COMRECCs which would play this role.
Lack of basic skills to understand vulnerability studies	Operational	Probability = 3 Impact = 2	The project will provide training in climate information, vulnerability and risk assessment. The PMU will ensure that the information provided is understood and will support the appropriation of the results of the vulnerability studies. A participatory workshop will be hosted to present vulnerability studies.	Risk occurred But measures to mitigate this risk have been taken: nearly 2,000 actors trained on issues relating to CC; 4 sectoral vulnerability studies and 5 regional vulnerability studies were carried out and the results published; etc.
Lack of involvement of ACC projects in the process	Organizational and operational	Probability = 2 Impact = 2	Experience on the ground will be decisive for the success of the PNA process in Senegal. Broad consultations were carried out to involve them. The project funded by the FPMA will support the integration of CCA into local policies and budgets.	Risk not occurring

Source: Table established on the basis of the Project Document and annual activity reports

3. CONCLUSIONS, LESSONS LEARNED, GOOD PRACTICES AND RECOMMENDATIONS

This chapter presents the main conclusions of the evaluation; draws lessons from the design and execution of the project, then identifies good practices likely to be capitalized on; and makes recommendations to improve the sustainability of project benefits and contribute to the general improvement of UNDP Senegal programming.

3.1. Main findings

Evaluation criteria	Main findings
Relevance of the project	<p>The NAP-GEF project has proven to be very relevant by being particularly well anchored in the development strategies of the country and its partners, notably the UNDP and the GEF.</p> <p>The project development process was built on previous experiences (PAS-PNA and USAID/COMFISH) and all the actors concerned at the national, regional and local level participated together in the development, but also in the smooth running of the project. and in particular the development of annual work plans and budgets and the implementation and monitoring of project activities.</p> <p>Furthermore, the project is well anchored in knowledge of the context and in particular the major obstacles and challenges to adaptation to climate change in Senegal (lack of production and dissemination of climate information to decision-makers and affected populations, insufficient intersectoral and decentralized coordination, inadequate integration of concerns relating to climate change into sectoral and local policies and plans, lack of technical and financial support and coordination regarding decentralized climate change adaptation initiatives, limited capacity of local and national level actors to attract, manage and monitor funding dedicated to climate change adaptation, weak integration of gender issues in planning and budgeting). ThisThe project therefore responds to the needs of adaptation to climate change.</p> <p>Furthermore, the NAP-FEM project is indisputably in line with national priorities in terms of economic development (Emergent Senegal Plan, National Strategy for Equity and Gender Parity) and sustainable development (National Sustainable Development Strategy 2030, National Strategy for the Implementation of the United Nations Framework Convention on Climate Change, National Action Plan for Adaptation to Climate Change, Nationally Determined Contribution of Senegal, etc.) and responds to the challenges identified in the United Nations Framework for Sustainable Development Assistance in Senegal for the period 2019-2023, UNDP Senegal programmatic tools (Country Program 2019-2023 and UNDP Strategic Plan 2018-2022) and the Sustainable Development Goals in the fight against climate change, the promotion of sustainable agriculture, gender equality and the use of renewable energies.</p> <p>In addition, the gender approach has been integrated into the project. This approach is based on the involvement of women in the project as actors and as beneficiaries (for example, 60% of the 634 people trained on the impacts and vulnerability linked to climate change, risk assessment, identification and prioritization, implementation, monitoring and evaluation of adaptation strategies and measures are women; the selection of micro-projects to strengthen the resilience of local communities includes a strong gender dimension; gender has been integrated into the development of municipal development plans).</p> <p>Finally, the relevance of the global approach of the project is indisputable given the context marked by the extreme complexity of the obstacles and challenges to adaptation to climate change. A holistic approach that takes into account the need to strengthen the capacities of sector ministries and regional and local administrations to better assess the implications of climate change and to</p>

	adapt existing policies and budgets in terms of integrating climate change risks and medium- and long-term adaptation measures, without forgetting the need to strengthen the resilience of grassroots community organizations at the same time by financing micro-projects in market gardening, fish farming and the processing of fish products.
Project effectiveness	<p>Overall, the effectiveness of the project is considered very satisfactory with its interesting results obtained and the achievement rates for some of which exceed the expected level.</p> <p>The results obtained from the implementation of the PNA-FEM project are very satisfactory. As of March 15, 2023, four (4) specific results expected from its execution included in the logical framework out of a total of six (6) specific results expected, i.e. approximately 67%, have been achieved at a rate of between 100% and 317% ,while the other two (2) specific products expected (around 33%) were 80% and 69%, respectively. Note, however, that the sectoral NAPs which in fact constitute the core business of the project and which support the production of the global NAP document are finalized while awaiting their political and institutional validation which depends on the availability of ministers. UNDP and the DEEC will ensure that these highly strategic meetings take place.</p> <p>The project experienced a multitude of challenges which impacted its smooth running: the delay in the start of the project (delay of 6 months between the planned launch of the project in September 2019 and the actual start of the project in March 2020), the delay in the release of funds and the opening of project bank accounts, the non-recruitment of the monitoring-evaluation expert by the DEEC which was never effective, the slowness of the procurement procedures at the very beginning of the project and the slowness in the execution of the activities of partners such as ANACIM and private operators, the delay in the provision of sectoral and regional vulnerability studies, the occurrence of the Covid-19 pandemic in 2020 and 2021 and its induced effects which made it particularly difficult to mobilize stakeholders, but also slowed down project activities.</p> <p>On the other hand, these following factors facilitated the implementation of the project and its results: (i) the institutional anchoring of the project within the DEEC which supported the project in its implementation, (ii) the strong commitment of the stakeholders, in particular the sectoral ministries, (iii) the signing of partnership agreements with the sectoral ministries for the coordination and monitoring of the development of vulnerability studies and national adaptation plans, (iv) the signing of memorandums of understanding with implementing partners for the implementation of project activities, (v) the existence of a service in charge of environmental issues in practically all the sectoral ministries concerned (the manager or a senior of this service served as the project's "focal point") and (vi) the existence of sectoral committees, COMNACC, COMRECCs and RDAs which facilitated relay with the various actors at the national and regional levels.</p>
Project efficiency	<p>If the efficiency of the execution of the project results is considered good, the weaknesses noted in co-financing, the provision of funds quite late and the absence of staff dedicated to monitoring and evaluation which could have increased costs management of the project, had a considerable impact on the efficiency of the project.</p> <p>In 2020, 2021 and 2022, it was planned to allocate 68.5%, 70.5% and 64.6% of the project budget to Result 1 respectively (Address capacity gaps and weaknesses in the implementation of the NAP process), compared to 20.9%, 22.5% and 25.3% in Result 2 (Adapting policies for long-term resilience) and 10.6%, 7% and 10.1% to project management. Result 1 also represented the largest amount of total project expenditure: 88% in 2022, 61% in 2021 and 38% in 2020. Project management costs represented 11%, 4% and 3 % of total expenditure in 2020, 2021 and 2022, respectively. A relatively low rate, at least in 2021 and 2022, which is explained by the non-recruitment of the monitoring and evaluation expert by the DEEC. Still, if we take into account the rules of the GEF, namely PMC not exceeding 5% of the total budget, we can conclude</p>

	<p>that execution of the NAP-GEF project budget took this standard threshold into account in 2021 and 2022.</p> <p>At least two factors had a negative impact on the efficiency of the project: a coverage of certain project management costs (premises housing the office of the national project coordinator, water and electricity charges) by the Ministry of the Environment, Sustainable Development and Ecological Transition through the DEEC and management of project resources according to UNDP management standards. On the other hand, the non-exemption of the project, the delays in the provision of financial resources and the fact that the project did not succeed in mobilizing funds announced funding have negatively affected its efficiency.</p>
Project impacts	<p>Considerable achievements have been obtained at the institutional and strategic level (national ownership of the project); they are not yet sufficient to generate impacts, since all the planning instruments (sectoral PNA and PDC) have not yet been put into practice.</p> <p>The PNA-FEM project is not in reality a classic project, it can be considered as a process or an initiated dynamic whose outcome will ultimately lead to the development of the National Adaptation Plan which will in fact be the result of the different NAPs of all sectors vulnerable to climate change in Senegal. As highlighted in the “summary” section, the finalization and technical validation of the sectoral NAPs is a considerable impact obtained within the framework of this project, even if, moreover, for the moment, their political validation by the ministerial authorities remains. prerequisite for starting their implementation.</p> <p>With regard to the technical validation of the guide for integrating climate change into planning for the DGPPE, the training that the heads of the planning units of the sectoral ministries received on this guide, as well as the PNAs developed, it emerges with a very high probability of occurrence, that the integration of climate change into the national planning system becomes effective in the short term.</p> <p>Moreover, the DGPPE has requested to receive the priority programs of the sectoral NAPs for their maturation with a view to their upcoming implementation.</p> <p>The strengthened capacities of national, regional and local institutional actors, the revitalization of regional structures responsible for coordinating issues related to climate change, the commitment of the authorities, the encouraging results of adaptation micro-projects, etc. constitute convincing impacts generated by the implementation of the NAP-GEF project.</p> <p>On the other hand, if the impacts of the PNA-FEM should be appreciated at the local scale, among grassroots communities, they would be very satisfactory thanks to the very interesting results generated by the implementation of micro-projects from Diogué to Ziguinchor. and from Ingath Itikh to Kédougou. The dynamics of developing PDCs integrating adaptation to climate change has begun to produce results. This is the case of the municipality of Santhiaba Manjacque in the Ziguinchor region which began to receive funding in 2022, following the process of developing its PDC.</p>
Project sustainability	<p>Overall, the probability of the project's sustainability occurring is strong both on an institutional and operational level.</p> <p>The strategic interest given to the project by the state authorities materialized by the involvement of the General Directorate of Economic Policy Planning (DGPPE) whose planning framework served as a guide and support to the sectoral ministries in the development of their PNA, militates in favor of a high probability of occurrence for the sustainability of the project's achievements.</p>

The national anchoring of the PNA-FEM project (national execution methods) which empowers the national entities, in particular the MEDDT through the DEEC/DCC, encouraged the appropriation of the project by the government authorities of Senegal, itself a guarantee of good sustainability of the results, particularly on the institutional and strategic levels above all. This appropriation will be all the more important since the ministries concerned are committed to the implementation of sectoral NAPs.

The NAP support project is part of an integrated process and system initiated by the State of Senegal with the support of its partners, which first goes through the development of sectoral NAPs to finally lead to the National Plan of Adaptation.

This process creates a dynamic of empowerment of actors in the different sectors exposed to climate risks (water, flooding, agriculture, livestock, fishing, infrastructure, health, etc.) with the use of various tools which makes it possible to better take into account the adaptation dimension in sectoral planning processes. The sectoral NAPs translate into action the adaptation component of the National Determined Contribution (CDN) which is the commitment of the State of Senegal in terms of adaptation to climate change. This institutional architecture around which the PNA-FEM project is built actually constitutes a very solid factor in the sustainability of its results which should not be understood only on the temporary scale of the project,

The adaptation micro-projects financed by the PNA-FEM project also contribute from an operational point of view to the implementation of the CDN (National Determined Contribution). These various local initiatives respond to the needs to strengthen the resilience and adaptation capacities of communities in the intervention areas.

3.2. Lessons learned

The main lessons learned from the evaluation are as follows:

1. Whatever the measures taken at the level of the DEEC to internalize the monitoring-evaluation of the NAP-FEM by building the capacities of its personnel, it is important, if not to recruit an external person, to have one or more specialists trained on the monitoring-evaluation profession in order to support the implementation of the project and make it much more efficient. This option of not recruiting a monitoring-evaluation manager contrary to what was provided for in the Project Document and the provision of an administrative assistant, showed its limits which resulted, among other things, in an overload of work. the coordination of the project which straddled all technical activities,
2. Support from State technical services before and during the implementation of population resilience micro-projects is a sine qua non condition for their effectiveness and sustainability, because where this support has been lacking, as is the case in Mako (“Sustainable Agriculture and Fishing” Project), the results are very disappointing unlike the micro-projects implemented in Ingath Itikh and Diogué.

3.3. Good practices

Among the good practices observed in the design and implementation of the project, we can cite, among others:

1. The development and execution of the project according to an inclusive and participatory approach through the real and strong involvement of the different categories of stakeholders concerned at the national, regional and local level.
2. The signing of formal partnership agreements between the Ministry of Environment and Development and the other sectoral ministries involved for the coordination and monitoring of the development of vulnerability studies and national adaptation plans as well as protocols for formal

agreement between the project and the partners (ANACIM, DGPPE, CNCR, ISE, ARD, etc.) for the implementation of activities.

3. Taking gender into account in project interventions, in particular by defining gender criteria in the choice of micro-projects to strengthen the resilience of local communities and by setting quotas to increase the number of women members of GIE beneficiaries of the training on climate risk management.
4. Adapting the project's intervention strategy to changes in the context (the health crisis linked to the Covid-19 pandemic and the socio-political crisis) by suspending the implementation of certain activities, postponing the implementation of other activities or by favoring teleworking.

3.4. Recommendations

No	Recommendation	Type of recommendations	Addressed to :
01	Review the number of years (4 to 5 years minimum) for the implementation of projects knowing that the first 6 months of a project do not allow the PMU to start concretely or failing that, provide a period for the aspects administrative and preparatory tasks not to be considered during the project implementation period	has. Priority: high b. Resources: high vs. Timeframe: short term	MEDDTE FEM UNDP
02	Explore and map structures and consultancy firms specializing in thematic studies of vulnerability, adaptation and resilience to climate change.	has. Priority: Moderate b. Resources: low vs. Timeframe: short term	MEDDTE UNDP
03	Better thinking and adopting overall consistency in the overall planning of future projects in order to avoid delays in carrying out certain priority activities. For example, if the vulnerability studies and the launch of the call for projects (adaptation micro-projects) had been done from the start of the project in the first year, this would have avoided the delays observed in the finalization of the vulnerability resulting in delays in the preparation of sectoral NAPs and would also have enabled the project's regional partners to support and consolidate the achievements of the micro-projects before the end of the NAP-GEF. The micro-projects were launched almost a year from the end of the project with the extension agreement obtained.	has. Priority: high b. Resources: not applicable vs. Timeframe: medium term	MEDDTE FEM UNDP
04	Consolidate and preserve the achievements of the sectoral committees. To do this, the authorities of the sectoral ministries must make institutional arrangements for the stability of the sectoral committees which are responsible for steering and implementing sectoral NAPs.	has. Priority: high b. Resources: not applicable vs. Timeframe: short term	Sector ministries
05	Maintain the functionality of the COMRECC by implementing a resource mobilization strategy involving and involving all partners operating in the regions' territories. Such an option will reduce the dependence of COMRECCs on project intervention and will contribute to making them reference frameworks for all climate interventions at the regional level.	has. Priority: high b. Resources: low vs. Timeframe: short term	DEEC COMNACC Regional authorities
06	Consolidate the achievements of micro-projects through local support for beneficiary GIEs.	has. Priority: high b. Resources: low vs. Timeframe: short term	DREEC ARD Territorial communities

			GIE
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APPENDICES

Annex 1: Terms of reference

Terms of reference for the recruitment of an international consultant responsible for the final evaluation of the “project to support the national adaptation plan (PNA)(Kaffrine, Kédougou, Matam, Saint-Louis, Ziguinchor)

Position Type: International consultant

Number of Positions: 01

Position Location (Local or International): national

Contract Type and Grade: International consultancy

Duty Station: home-based with travel to project sites.

Duration: 30 days spread over 10 weeks

Start date: Specify

LANGUAGES: French

1. Introduction

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all medium and large-scale UNDP-supported and GEF-funded projects must undergo a terminal evaluation (TE) at the end of the project. These terms of reference (ToR) set out the expectations associated with the FE of the large-scale project entitled “Senegal National Adaptation Plan Support Project”) (PIMS#5428) and implemented by the Ministry of the Environment and Sustainable Development through the Department of the Environment and Classified Establishments. The project started in August 2019 and is currently in its 3rd year of implementation following an extension of the implementation period until March 16, 2023. The FE process should follow the guidelines described in the document “ [Guidelines for Conducting Terminal Evaluations of UNDP-Supported and GEF-Financed Projects](#)».

2. Project description

In Senegal, numerous challenges and obstacles have been identified as factors contributing to strengthening the country's vulnerability, namely: the lack of coordination between the structures responsible for data collection, the weak integration of gender and climate change issues in planning, sectoral, local and budgeting, weak intersectoral and decentralized coordination, the limited capacity of local actors and the national level to attract funding dedicated to adaptation to climate change. To date, insufficient technical, institutional and financial capacities at the national, sectoral and local levels limit the country's capacity to undertake the NAP process and to cope with adaptation to climate change.

It is in this context that the Government of the Republic of Senegal requested and obtained a donation from the Global Environment Facility and the United Nations Development Program to finance the project to support the National Adaptation Plan. of Senegal (PNA/FEM) of Senegal.

The three (3) year project aims to strengthen the capacity of sectoral ministries and local administrations to better assess the impacts of climate change and adapt existing policies and budgets in terms of integrating the risks posed by climate change and medium- and long-term adaptation measures. First, it addresses the gaps and weaknesses in the implementation of the PNA through the development of technical and functional capacities of climate and hydrology monitoring centers (ANACIM, DGPRE), research centers (LPAOSF,

UCAD , CSE, ISRA) and decision-makers in order to better use available information on historical and future climate to plan short- and long-term adaptation strategies. Secondly,

Ultimately, the project will make it possible to develop climate change NAPs for the Agriculture, Health, Infrastructure and Flooding sectors.

This project will contribute to the development of Senegal's PNA, which will be the national roadmap that guides climate change policies and projects with respect to the implementation of the nationally determined contribution.

Indeed, many development plans, policies and projects do not take climate change into account due to insufficient awareness and a lack of clarity on how to effectively develop and integrate potential adaptations.

Integrating adaptation to climate change into sectoral planning represents a major opportunity to make more climate-resilient investments.

The project is thus entering its third year of execution and in accordance with the requirements and programming of the GEF, a final evaluation is planned to measure the results of the project.

It is in this context that UNDP is recruiting an international consultant to conduct the final evaluation of the PNA project.

The project is executed according to the NEX modality

3. Objective of the EF

The EF report should assess the achievement of project results against what was planned and draw lessons that can both improve the sustainability of this project's benefits and contribute to the general improvement of UNDP programming. EF's report encourages accountability and transparency, and assesses the extent of the project's achievements.

In accordance with the agreement document with the partners, the project must be subject to a final evaluation in order to measure progress, draw lessons learned and ensure the existence of a sustainability strategy and the commitment of the parties. stakeholders.

OBLIGATIONS AND RESPONSIBILITIES

4. FE approach and methodology

The FE must provide credible, reliable and useful evidence-based information.

The EF team should review all relevant sources of information, including documents developed during the preparation phase (such as the FIP, the UNDP Inception Plan, the UNDP Environmental and Social Risk Detection Procedure). UNDP/PDRES), project document, project reports, including PIRs and Mid-Term Review, project budget reviews, lessons learned reports, national strategic and legal documents and any other material that the team deems useful to support this assessment. The EF team should review the baseline and mid-term baseline indicators/monitoring tools of the GEF focal area, submitted to the GEF at the time of Director approval and at mid-term milestones,

The EF team should follow a participatory and consultative approach ensuring close collaboration with the project team, government counterparts (the GEF operational focal point), implementing partners, the UNDP country office, regional technical advisors, direct beneficiaries and other stakeholders.

Stakeholder participation is essential to the success of FE. Stakeholder engagement should include interviews with stakeholders who have responsibilities in the project, including (see Annex I);

implementing agencies, senior officials and team/component leaders, key experts and consultants in the relevant field, the project steering committee, project beneficiaries, academia, local authorities and CSOs, etc. In addition, the EF team is expected to carry out field missions to Kédougou, Kaffrine, Saint Louis, Matam and Ziguinchor to meet key stakeholders at the local level and also visit the achievements of the micro-projects.

The specific design and methodology of the FE should emerge from consultations between the FE team and the aforementioned parties regarding what is appropriate and feasible to achieve the goal and objectives of the FE and answer the questions of assessment, given budget, time and data constraints. However, the EF team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are integrated into the EF report.

The final methodological approach, including the schedule of interviews, field visits and data to be used in the evaluation, should be clearly outlined in the inception report and subject to in-depth discussion and review. agreement between UNDP, stakeholders and the EF team.

The final FE report should describe the overall approach taken for the FE and the rationale for that approach, making explicit the underlying assumptions, challenges, strengths and weaknesses regarding the methods and approach. of the evaluation.

On March 11, 2020, faced with the rapid spread of the new coronavirus in all regions of the world, the World Health Organization (WHO) declared COVID-19 a global pandemic. Travel restrictions have been lifted, making field missions easier. To this end, the evaluation mission will visit the PNA sites.

5. EF Detailed Scope

The RU should assess the performance of the project against the expectations set out in the project's logical/results framework (see Annex A of the ToR). It must evaluate the results against the criteria described in the [Guidelines for Conducting Final Evaluations of UNDP-Supported and GEF-Funded Projects](#).

The findings section of the EF report must cover the topics listed below.

A complete presentation of the contents of the EF report is provided in Annex C of the ToR.

Criteria requiring scoring are marked with an asterisk (*).

Findings

i. Project design/development

- National priorities and country ownership
- Theory of change
- Gender equality and women's empowerment
- Social and environmental protection measures
- Analysis of the results framework: project logic and strategy, indicators
- Assumptions and risks
- Lessons learned from other relevant projects (e.g. in the same focal area) incorporated into project design
- Planned stakeholder participation
- Links between the project and other interventions within the sector
- Management methods

ii. Project implementation

- Adaptive management (changing project design and project products during implementation)
- Real participation of stakeholders and real partnership agreements

- Financing and co-financing of the project
- Monitoring and evaluation: design at entry (*), implementation (*) and overall M&E assessment (*)
- Implementing partner (UNDP) (*) and executing agency (*), overall project control/implementation and execution (*)
- Risk management, including environmental and social standards

iii. Project results

- Assess the achievement of results against indicators by reporting the level of progress for each objective and result indicator at the time of the FE and noting the final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall implementation of the project (*)
- Sustainability: financial (*), sociopolitical (*), institutional framework and governance (*), environmental (*), overall probability of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty reduction, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, fundamental rights, capacity building, South-South cooperation, knowledge management, volunteerism, etc. , According to the case)
- GEF additionality
- Catalytic role / Replication effect
- Progress towards impact

iv. Key findings, conclusions, recommendations and lessons learned

- The FE team should include a summary of key findings in the FE report. Findings should be presented as statements of fact based on data analysis.
- The conclusions section is written in light of the findings. Conclusions should be comprehensive and balanced, broadly supported by the evidence and consistent with the findings of the FE. They must highlight the strengths, weaknesses and results of the project, answer the main evaluation questions and provide avenues for reflection for the identification and/or resolution of important problems or questions relevant to the beneficiaries of the project. project, UNDP and GEF, including issues relating to gender equality and women's empowerment.
- The report should present concrete, practical, achievable recommendations for the intended users of the evaluation concerning the measures to be adopted or the decisions to be made. Recommendations should be specifically supported by evidence and linked to findings and conclusions related to the key questions addressed by the evaluation.
- The EF report should also include lessons that can be learned from the evaluation, including best – and worst – practices regarding relevance, performance and success, which can provide insights gained from particular circumstances (the programming and evaluation methods used, partnerships, financial levers, etc.) applicable to other GEF and UNDP interventions. Where possible, the FE team should include examples of good practice regarding project design and implementation.
- It is important that the findings, recommendations and lessons learned from the EF report integrate gender equality and women's empowerment.

The EF report will include an evaluation rating table, as presented in the TOR annex.

6. Expected Products and Deliverables

THE *consultant/the team* of the RU must prepare and submit the following:

- EF Initial Report: EF team outlines EF objectives and methods no later than 2 weeks prior to EF mission. FE team submits FE inception report to commissioning unit and project management. Approximate date of presentation of the report: *November 15, 2022*
- Presentation: the EF team presents its initial findings to project management and the commissioning unit at the end of the EF mission. Approximate date of presentation: November 15, 2022
- Draft EF report: the EF team submits a complete draft report, with annexes *within three weeks* after the end of the EF mission. Approximate date of submission of draft report: *(December 15)*
- Final EF* report and audit trail: the EF team sends the revised report, with the audit trail detailing how the comments received were (or were not) taken into account in EF's final report, to the commissioning unit *in the following week* receipt of comments from UNDP on the draft report. Approximate date of presentation of the report: *December 22, 2022*

*The final EF report must be written in English. If appropriate, the commissioning unit may decide to translate the report into a language more commonly spoken by national stakeholders.

All final EF reports will be subject to quality analysis by the UNDP Independent Evaluation Office (IEO). For more details on the quality analysis of decentralized evaluations carried out by the IBE, please consult section 6 of the UNDP Evaluation Guide¹⁶.

7. Provisions relating to the RU

The primary responsibility for conducting the EF lies with the commissioning unit. The commissioning unit for this FE project is the UNDP Environment/Climate Change Unit.

The project team will be responsible for contacting the EF team in order to provide them with all the necessary documents, prepare interviews with stakeholders and organize field visits.

8. Duration of activities

The total duration of the EF will be approximately (30 working days on average) over a period of (10 weeks) starting the November 23, 2022. The provisional schedule for the EF is as follows:

- *(November 23)*: Preparation of the EF team (communication of project documents)
- *November 26* (: 3days: Document review and preparation of initial EF report
- *November 28* (:2days: Finalization and validation of the initial EF report – at the latest at the start of the EF mission
- *November 29 – December 8*: 10 days: EF mission: meetings with stakeholders, interviews, field visits
- *December 09*: Closing meeting of the mission and presentation of the first findings – at the earliest at the end of the EF mission
- *(09 -16 December)*: Preparation of the draft EF report
- *(December 18)*: Circulation of the draft EF report for comments
- *(December 20)*: 2days: Incorporate comments on the draft FE report into the audit trail and finalize the FE report
- *(December 22)*: Preparation and publication of the management response
- *(December 27)*: (optional) Closing workshop with stakeholders
- *(02 January)*: Expected date of completion of the entire FE process

The expected date for the start of the contract is November 23.

9. Duty station

¹⁶Available on : <http://web.undp.org/evaluation/guideline/French/section-6.shtml>

The consultant will be home-based with travel to project sites in: Kédougou, Kaffrine Saint Louis, Matam and Ziguinchor.

Journey :

- International travel will be required to Senegal during the EF mission.
- The BSAFE course must have been successfully completed prior to travel.
- Consultants are responsible for ensuring that they have the necessary vaccinations for travel to certain countries, as prescribed by the United Nations Medical Director.
- Consultants must comply with the United Nations Security Guidelines set out on: <https://dss.un.org/dssweb/>
- All associated travel costs will be covered and reimbursed, in accordance with UNDP regulations, upon presentation of Form F-10 and supporting documents.

SKILLS AND EXPERIENCE REQUIRED

10. Composition of the EF team and required qualifications

A team made up of two independent evaluators will lead the EF – a team leader (with experience of projects and evaluations in other countries) and a national expert.

The team leader will be responsible for the overall design and writing of the EF report. These terms of reference relate to the recruitment of the national expert who will be responsible for assessing emerging trends regarding regulatory frameworks, budget allocations, capacity building, working with the project team to define the route of the EF mission.

The evaluator(s) must not have participated in the preparation, formulation, and/or implementation of the project (including the drafting of the Project Document), must not have carried out the mid-term evaluation of this project and must not have a conflict of interest in relation to project-related activities.

Evaluators will be selected so that the team has maximum skills in the following areas: evaluation of climate change adaptation projects financed by the GEF. The head of mission must have strong analytical and coordination skills.

Education

- Master's degree in *planning* or any other area closely related to natural resource management;

Experience

- Recent experience in results-based management evaluation methodologies;
- Experience in applying SMART indicators and reworking or validating initial scenarios;
- Adaptive management skills, as applied to adaptation to climate change and access to climate finance for vulnerable populations;
- Experience in evaluation projects;
- Professional experience in Sahel countries;
- Professional experience of at least 7 years in relevant technical sectors;
- Demonstrated understanding of gender issues and adaptation to climate change; experience in gender assessment and analysis;
- Excellent communication skills;
- Proven analytical skills;
- Experience in project evaluation/review in the UN system will be considered an asset.

Language: Fluency in written and spoken French. Fluency in English is an asset.

11. Evaluation criteria

<i>Criteria</i>	<i>Points</i>
Experience with the GEF	10 points
Relevant experience in evaluation on subjects related to the project	40 points
Experience with the United Nations system	10 points
Experience in Senegal or the sub-region	20 points
Linguistic abilities in French, English (and Wolof)	5 points
Relevant studies (master's degree in social sciences, evaluation, economics, management, or other closely related sectors)	15 points

12. Appraiser Code of Ethics

The FE team is required to adhere to the highest ethical standards and sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles set out in the UNEG “Ethical Guidelines for Evaluation”. The evaluator should protect the rights and confidentiality of informants, interviewees and stakeholders by taking steps to ensure compliance with legal codes and other relevant codes governing data collection and reporting. The evaluator must also ensure the security of the information collected before and after the evaluation and respect protocols aimed at guaranteeing the anonymity and confidentiality of the sources of information when this is foreseen. Moreover,

13. Payment terms

- Deposit of 20% of payment after the satisfactory presentation of the final version of the initial EF report and after approval of the commissioning unit
- Disbursement of 40% of payment after satisfactory submission of the draft EF report to the commissioning unit
- Payment of 40% of payment after the satisfactory presentation of the final EF report and after approval of the commissioning unit and the CTR (via signatures on the EF report approval form), and once the audit trail of the EF has been submitted EF.

Criteria to be met to issue the final payment of 40%:

- The final EF report includes all requirements set out in the EF TOR and follows the EF guidelines.
- The EF final report is clearly written, logically organized and specific to the project concerned (the text has not been copied and pasted from other mid-term evaluation reports).
- The audit trail includes responses and justifications for all comments identified.

14. Recommended proposal format:

- a) **Letter of confirmation of interest and availability** using the [model](#) provided by UNDP;
- b) **resume** and Personal note ([Form P11](#)) ;
- c) **Brief description of the working approach/technical proposal** indicating the reasons why the person considers to be the best placed to carry out the assigned mission, and proposed methodology indicating how he will approach and carry out the assigned mission (1 page maximum);
- d) **Financial proposal** indicating the total all-inclusive amount of the contract and all other associated travel costs (airfare, per diem, etc.), distributing the costs using the template attached to the [confirmation of interest letter template](#). In the event that a candidate works for an organization/company/institution and arranges for the management fee to be charged by their employer in relation to the procedure for them to be made available to UNDP under a repayable loan

agreement (RLA), the candidate must indicate this here and ensure that all associated costs are included in the financial proposal submitted to UNDP.

All documents associated with the application must be sent to the address (indicate postal address) in a sealed envelope bearing the following reference “Consultant for the final evaluation of *(Project title)*” or by email to the following address ONLY: *(indicate email address)* from here to *(date and hour)*. Incomplete applications will not be considered.

15. Criteria for selecting the best proposal

Only proposals meeting the criteria will be evaluated. Proposals will be evaluated using a combination of ratings method – where training and experience in similar roles will count for 70% and the proposed rate will count for 30% of the total score. The contract will be awarded to the candidate who obtains the best combined score and has accepted the UNDP general conditions.

16. List of stakeholders:

Department of the Environment and Classified Establishments (DEEC), FEM focal point;
 Department of Cooperation and External Financing (DCFE);
 Directorate of Budget Programming (DPB);
 National Agency for Civil Aviation and Meteorology (ANACIM);
 Department of Water Resources Management and Planning (DGPRE);

Ministry of Agriculture and Rural Equipment;
 Ministry of Health and Social Action;
 Ministry of Water and Sanitation;
 Ministry of land infrastructure, land transport and opening up;
 Ministry of Finance and Budget;
 Ministry of Economy, Planning and Cooperation;
 LPAOSF;
 COMNACC;
 CNCR;
 Institute of Environmental Sciences (ISE/UCAD)
 ARD KAFFRINE
 ARD KEDOUGOU
 ARD MATAM
 ARD SAINT LOUIS
 ARD ZIGUINCHOR

DREEC KAFFRINE
 DREEC KEDOUGOU
 DREEC MATAM
 DREEC SAINT LOUIS
 DREEC ZIGUINCHOR
 GIE AMARA INGATH ITIKH OF SALEMATA
 GIE BOCK Khole de Diogue de Ziguinchor
 GIE BALLAL ALLAH BY MAKO

Appendix 2: Evaluation matrix

Main question	Sub-questions	Success Indicators/Standards	Data sources	Data analysis methods
Relevance of the project	Was the approach taken to design and implement the project and to target beneficiaries adequate?	Level of consideration of the challenges and problems related to adaptation to climate change Level of inclusiveness of the approach	Project documents Results of key informant interviews	Analysis of the adequacy of the approach
	To what extent were the basic assumptions of the Project Document (Prodoc) relevant? To what extent have erroneous assumptions or contextual changes impacted the achievement of project results as stated in the Prodoc?	Existence of a project theory of change Number of relevant (good) hypotheses Number of erroneous assumptions impacting project results Number and types of contextual changes impacting project results	Project documents Results of key informant interviews	Analysis of the quality of change hypotheses
	Have lessons learned from other relevant projects been adequately taken into account in the project design?	Number of lessons learned from other projects taken into account in project design	Project documents Results of interviews with key informants	Analysis of results indicators Triangulation of data collected with data from the documentary review
	To what extent were the objectives and specific results expected from project implementation aligned with both Senegal's priorities and the mandate and priorities of UNDP?	Level of adequacy of project objectives/results/expected products with national priorities Level of adequacy of the objectives/results/expected products of the project with the strategic priorities of UNDP Senegal	Project documents National policy, strategy and program documents (PSE), SNDES, PRSP, SNEEG), SNDD2030, SNMO-UNCCNUCC, PANA, CNCC, CPDN...) UNDP program documents (CPD 2019-2023, strategic plan), UNDAF Results of key informant interviews	Content and thematic analysis
	Did the project interventions really meet the needs expressed by the beneficiaries?	Level of adequacy of project interventions to priority needs and expectations of beneficiaries Level of satisfaction of beneficiaries	Project documents Results of interviews with key informants (state institutions, local actors, station managers and data entry operators, etc.)	Content and thematic analysis
	To what extent did the project respond to way adapted to political, legal, economic, institutional and health developments in Senegal?	Number and types of changes occurring Number and types of adjustments made	Project documents Results of interviews with key informants	Content and thematic analysis
	To what extent were the views of those affected by project decisions, those who might influence the outcomes, and those who might contribute information or other resources to the process taken into account? during project design?	Level of stakeholder involvement/participation in the project design process Number of important project design decisions in which stakeholders were involved	Project documents Results of interviews with key informants	Content and thematic analysis

	To what extent are the indicators and targets in the project logical framework “SMART” (specific, measurable, achievable, relevant and time-limited)? If not, what specific modifications/revisions should be made, if necessary?	Number of SMART logical framework indicators and targets Number of logical framework indicators and targets that should have been modified/revised	Project documents Results of key informant interviews	Analysis of results indicators Triangulation of data collected with data from the documentary review
	Are the objectives, results or elements of the project clear, applicable in practice and achievable within the set deadlines?	Proportion of objectives and results that are clear, applicable and achievable	Project documents Results of key informant interviews	Analysis of results indicators Triangulation of data collected with data from the documentary review
	To what extent has progress to date produced beneficial development outcomes (e.g. income generation, gender equality and women's empowerment, better governance, etc.) that should be incorporated into the results framework of the project and monitor annually?	Number and types of development benefits to be included in the project results framework and monitored annually	Project documents Results of key informant interviews	Analysis of results indicators Triangulation of data collected with data from the documentary review
	What are “SMART” development indicators, including gender-disaggregated indicators and indicators showing developmental benefits that can be developed and recommended?	Number of SMART indicators disaggregated by gender Number of indicators with beneficial effects on development to be designed or recommended	Project documents Results of key informant interviews	Analysis of results indicators Triangulation of data collected with data from the documentary review
Project coherence	To what extent were the project interventions consistent with the interventions of projects and programs of the same nature carried out by other actors (state structures, bilateral and multilateral donors, national or international NGOs/CSOs, local authorities, actors of the private sector, etc.) in the project area?	Level of adequacy of the objectives/results/expected products of the project with the objectives/results/expected products of other projects and programs	Project documents Results of key informant interviews	Analysis of results indicators Triangulation of data collected with data from the documentary review
	Was there or not a search for forms of collaboration/partnership and/or synergy on the ground between the different actors intervening in the project intervention area to reduce the risk of wasting resources and energy, and therefore increase the efficiency of each?	Number and types of collaboration/partnership and/or synergy developed Partner satisfaction level	Project documents Results of key informant interviews	Analysis of results indicators Triangulation of data collected with data from the documentary review
Efficiency	To what extent has the NAP achieved the specific objectives and expected results as defined in the results framework/logical framework?	Number of results fully achieved Number of results partially achieved Number of planned results that were not achieved Number of beneficiaries	Project documents Results of key informant interviews Results of focus groups with beneficiaries	Analysis of results indicators Triangulation of data collected with data from the documentary review
	Was the project implemented according to the planned schedule or were there major deviations observed?	Proportion of objectives and activities completed late versus proportion of objectives and activities completed on time Causes of delays	Project documents Results of interviews with key informants Results of focus groups with beneficiaries	Analysis of results indicators Triangulation of data collected with data from the documentary review

	In which areas did the project perform best? Why and what were the facilitating factors? In which areas did it perform worst? What were the limiting factors and why?	Types and proportion of objectives/expected results with a high achievement rate Number and types of facilitating factors identified Types and proportion of objectives/expected results with low achievement rate Number and types of limiting factors identified	Project documents Results of interviews with key informants Results of focus groups with beneficiaries Results of visits to project achievements	Analysis of results indicators Triangulation of data collected with data from the documentary review
	To what extent did the project contribute to the cooperation framework documents (CPD/CPAP and UNDAF 2019-2023)?	Proportion of objectives and expected results achieved in line with the expected effects and results of the implementation of the cooperation frameworks (CPD/CPAP and UNDAF 2019-2023)	Project documents Results of interviews with key informants	Analysis of results indicators Triangulation of data collected with data from the documentary review
	Was the project able to adapt to socio-economic and political changes in the country? What was the impact of the Covid-19 pandemic on the implementation of the project and its results?	Number and types of modifications/adjustments made to project implementation due to socio-economic and political changes Number and types of modifications/adjustments made to project execution due to Covid-19	Project documents Results of interviews with key informants	Analysis of results indicators Triangulation of data collected with data from the documentary review
	What is the degree of satisfaction of the various stakeholders involved (national party, UNDP Senegal, project steering committee, project team, implementation partners, local authorities, beneficiaries, etc.) with the results of the project?	Level of satisfaction of the stakeholders concerned with the results of the project	Project documents Results of interviews with key informants Results of focus groups with beneficiaries Results of visits to project achievements	Analysis of results indicators Triangulation of data collected with data from the documentary review
	Furthermore, have the necessary and appropriate partnerships been set up? Have the partners played an active role in decisions made about the project that support the effectiveness of its implementation? If not, what alternative strategy, if any, could have been more effective in achieving the expected results of project implementation?	Number and types of partnerships established Partner satisfaction level Number of decisions taken involving partners	Project documents Results of interviews with key informants	Analysis of results indicators Triangulation of data collected with data from the documentary review
Project efficiency	How efficient is the PNA in delivering services and goods?	Efficiency rate	Project documents Results of key informant interviews	Economic and financial analysis Triangulation of data collected with data from the documentary review
	Have the human, material/logistical and financial resources allocated to the project been used strategically and economically to achieve the results? Were they allocated in a timely manner, i.e. on time?	Project efficiency/cost ratios Delays in the release of funds and causes	Project documents Results of key informant interviews	Economic and financial analysis Triangulation of data collected with data from the documentary review
	Were the resources allocated to the project sufficient?	- Amount of resources allocated in relation to planned activities Resource utilization rate	Project documents Results of key informant interviews	Economic and financial analysis Triangulation of data collected with data from the documentary review
	How effective was the project in mobilizing resources for its implementation?	Existence of a resource mobilization strategy Amount of additional resources mobilized Number of additional donors mobilized	Project documents Results of key informant interviews	Economic and financial analysis Triangulation of data collected with data from the documentary review

	How effective was the coordination and management of the project as set out in the Project Document? Were changes made and were they effective?	<ul style="list-style-type: none"> - Level of concordance of resource allocation with initial planning - Number and types of changes made to project management Number and types of effects induced by the changes made	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Were the responsibilities and reporting structure clear? Was the decision-making process transparent and initiated in a timely manner?	Level of clarity of roles and responsibilities of the hierarchical structure Diagram of the decision-making process and level of transparency Number and types of improvements to be made	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	To what extent was the project's communication strategy effective and contributed to better visibility of the project and its results?	Existence of a communication strategy Number of internal communication tools implemented Level of regularity of communication Level of quality and inclusiveness of communication	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
Impact	To what extent are the interventions of PNA have they generated effects on the various actors concerned and in particular the beneficiaries and implementing partners?	Number and types of stakeholders involved as beneficiaries Perception of beneficiary actors of the impact of project interventions	Project documents Results of key informant interviews Results of focus groups with beneficiaries	Content and thematic analysis Triangulation of data collected with data from the documentary review
	What was the specific added value of the interventions of the project in terms of effects/impacts?	Number of comparative advantages of the project in terms of effects/impacts	Project documents Results of key informant interviews Results of focus groups with beneficiaries	Content and thematic analysis Triangulation of data collected with data from the documentary review
	To what extent can the observed changes in the situation of beneficiaries and implementing partners be attributed to project interventions?	Number and types of changes attributable to the project Number and types of changes attributable to other factors	Project documents Results of key informant interviews Results of focus groups with beneficiaries	Content and thematic analysis Triangulation of data collected with data from the documentary review
Sustainability	What is the probability that the results achieved by the PNA project continue?	Taking into account the need to sustain project results in project design <ul style="list-style-type: none"> - Level of appropriation of project results by beneficiaries - Number of existing or potential sources of self-financing identified 	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Have the main stakeholders concerned become aware of the need to sustain the project's achievements?	Level of awareness of the main stakeholders of the need to maintain the benefits of the project	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review

		Level of awareness of the public/key stakeholders on the need to support the long-term objectives of the project		
	Did the project benefit from the support of the Malagasy Government and authorities at the regional and local levels?	Number of actions taken to support the project	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	What was the level of involvement/participation of decentralized State services in the implementation of the project?	Level of participation of decentralized services in the planning of activities Level of participation of decentralized State services in project management Level of participation of decentralized State services in monitoring activities	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Were the project team and partners concerned about the sustainability of the project actions? If yes, what actions have been taken in this direction?	Number of actions taken to ensure the sustainability of project actions	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Have the main actors concerned seen their capacities strengthened?	Number of actors having seen their capacities strengthened Number and types of capacity building activities carried out Level of satisfaction of beneficiary actors	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Did the project have an exit strategy?	Existence of an exit strategy	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Are there political, institutional, social, economic, financial, health or environmental risks likely to threaten the sustainability of the achievements of the project interventions?	Number and types of existing or potential risks identified	Project documents Results of key informant interviews	Content and thematic analysis Triangulation of data collected with data from the documentary review
Taking into account cross-cutting issues	To what extent have relevant cross-cutting gender and human rights issues been taken into account in the design of the NAP project?	Proportion of end-of-project indicators and targets linked to cross-cutting aspects Number of activities dedicated to cross-functional aspects Proportion of budget allocated to cross-cutting aspects	Project documents	Content and thematic analysis Triangulation of data collected with data from the documentary review
	Have indicators targeting exclusively or mainly women and the most vulnerable population groups been defined and, at the very least, disaggregated by sex?	Proportion of end-of-project indicators and targets linked to cross-cutting aspects Proportion of end-of-project indicators and targets disaggregated by gender	Project documents	Content and thematic analysis Triangulation of data collected with data from the documentary review

	Has the project produced beneficial effects for women and the most disadvantaged social strata? If so, what is the evidence?	Number and types of gender equality and women's empowerment activities carried out Appreciation of women and other vulnerable groups of the impact of the project on them	Project documents Results of key informant interviews Results of focus groups with beneficiaries	Content and thematic analysis Triangulation of data collected with data from the documentary review
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Appendix 3: List of documents consulted

1. Project document
2. PTBA 2020
3. PTBA 2021
4. PTA 2022
5. Quarterly PTBA 2023
6. Mid-term evaluation report of the PNA-GEF Senegal, August 2021
7. Funding authorization and confirmation of expenditure, December 31, 2020
8. Funding authorization and confirmation of expenditure, October 19, 2020
9. Funding authorization and confirmation of expenditure, October 5, 2020
10. Funding authorization and confirmation of expenditures, March 31, 2021
11. Funding authorization and confirmation of expenditure, October 3, 2021
12. Funding authorization and confirmation of expenditure, February 4, 2022
13. Funding authorization and confirmation of expenditure, March 8, 2022
14. Funding authorization and confirmation of expenditure, October 28, 2022
15. Memorandum of understanding for strengthening the production of climate services and contributing to the development of sectoral and zonal vulnerability studies, August 2020
16. Memorandum of Understanding for the development of communal development plans in the Kaffrine region, October 2022
17. Memorandum of understanding for the development of municipal development plans in the Matam region, September 2020
18. Memorandum of understanding for the development of communal development plans in the Kédougou region, August 2020
19. Memorandum of Understanding for the elaboration of communal development plans in the Ziguinchor region, October 2020
20. Memorandum of understanding for strengthening institutional and technical capacities, June 2020
21. Partnership agreement for better management of the real support needs of producers in the PNA-FEM project, May 2021
22. Report of the 4th session of the COPIL, July 7, 2022 (videoconference)
23. Activity report from October to November 2022
24. Mission report on the upkeep and maintenance of the three automatic hydrometric stations with remote transmission installed in November 2021 on the Gambia River
25. Report of the flow measurement mission at the hydrometric stations of the Gambia River installed as part of the PNA-FEM Senegal project, October 21-29, 2022
26. CAFOMT consultation report on behalf of PNA-FEM Senegal: maintenance and management of automatic stations, DGPRE-ISRA
27. Report of the site identification workshop as part of climate change vulnerability studies in the sectors of agriculture, health, land transport infrastructure and flooding in the Matam region, March 14, 2022
28. Report of the exchange workshop for the identification of the areas most vulnerable to climate change in the sectors of agriculture, health and transport infrastructure in the Kaffrine region
29. Minutes of the workshop to identify the sites that will have to be subject to a vulnerability study as part of the NAP-FEM project, April 15, 2022
30. Minutes of the meeting relating to the identification of potential sites for the study of vulnerability to climate change, Ziguinchor, March 4, 2022
31. Minutes of the site identification workshop for the vulnerability studies of the PNA-FEM project in the Kédougou region, April 7, 2022

32. Report on series of radio, weather and health broadcasts, ANACIM, November 20 – December 2, 2022
33. Mission report “Strengthening the development of the Geoportal”, ANCIM, March 7-29, 2022 in Montpellier
34. Site identification workshop on the vulnerability study of the PNA-FEM project in the Kédougou region
35. Report of the mission to install a shelter and digital meteorological equipment at the instrument park of the RANEROU meteorological station, ANACIM, August 5-9, 2021
36. Report of the mission to install a shelter and digital meteorological equipment at the instrument park of the Ziguinchor and Podor meteorological station, ANACIM, February 11-19, 2021
37. Environmental monitoring report of the PNA-FEM meteorological and hydrological stations in Kédougou, Kaffrine and Ziguinchor, DEEC, March 21-26, 2022
38. Environmental monitoring report of the PNA-FEM meteorological and hydrological stations in Kédougou, Kaffrine and Ziguinchor, DEEC, August 21-28, 2022
39. Mission report on the deployment of electronic TCM at the Koungeul and Kédougou meteorological stations as part of the PNA-FEM project, August 2022
40. North Zone mission report: Observation capacity report on the development and transmission of meteorological observation messages, ANCIM, August 21-29, 2022
41. Prospecting mission report for strengthening the hydrological observation network in the Gambia River basin, DGPRE, August 5-15, 2020
42. Mission report to harmonize the understanding of local stakeholders for better integration of their contributions into the planning processes of local strategies to combat climate change: Regions of Saint-Louis-Kaffrine-Ziguinchor, CNCR, December 2021
43. Deployment mission report of the electronic TCM and the CLIDATA client at the Ziguinchor and CAP Skirring meteorological stations as part of the PNA-FEM project
44. Report on strengthening the meteorological database by recruiting data entry operators under the PNA-FEM project, ANACIM, January 2022
45. Analysis of gaps in integrating the climate change dimension into sectoral development policy letters (LPSD): agriculture, infrastructure, floods and health, February 2021
46. Global report on sectoral risk training, CSE, June 2022
47. Annual activity report 2020
48. Annual activity report 2021
49. Minutes of the 3rd session of the COPIL, 01/14/2022
50. Report of the 1st session of the COPIL, 05/2020
51. Minutes of the 5th session of the COPIL, 01/30/2023
52. Country Program Document for Senegal 2029-2023
53. United Nations Development Assistance Framework Program for Senegal 2019-2023
54. Annual Project Review/PIR
55. Global Environment Facility Tracking Tools.

Appendix 4: Lists of people interviewed

Institutions	People met	Contacts (phones and email)
At the national level		
UNDP	Ms. Ndeye Fatou DIAW GUENE	78 638 31 78 ndeye.fatou.diaw.guene@undp.org
DEEC/Project coordination	Ms. Madeleine Diouf SARR	rosemadiouf@gmail.com 77 068 25 33
FEM focal point	Mr. Baba DRAMA	babadrame@gmail.com
Department of Ordinance of Public Dependencies (DODP)	Mr. Arona DIA	77 635 06 15
National Agency for Civil Aviation and Meteorology (ANACIM)	Mr. Ousmane NDIAYE	78 187 33 29
DGPRES	Mr. Bakary FATY	77 664 70 29 bakaryfaty42@gmail.com
Siméon Fongang Atmospheric and Oceanographic Physics Laboratory (LPAOSF)	Mr. Amadou Thierno GAYE	77 578 28 38 atgaye@gmail.com
CNCR (National Council for Coordination and Cooperation of Rural Communities)	Mr. Ibrahima Paul THIAO	77 555 99 69 / 70 692 98 86 fassarpate@yahoo.fr
Ministry of Agriculture and Rural Equipment (MAER)	Mr. Oumar NDIAYE, DA Mr. Mbaye DIOP, ISRA	Omarndiaye1@gmail.com 76 615 96 09 Mbaye.diop@isra.sn 77 657 52 81
Ministry of Water and Sanitation (MEA)	Mr. Hamidou KONATE, DPGI	Konate.hamidou@hotmail.fr 78 462 09 29
Ministry of land infrastructure, land transport and opening up	Mr. Alla DIOUCK	alladiouck@gmail.com 77 178 98 33
Ministry of Health and Social Action	Mr. Codou Badiane MANE	codoumane@gmail.com 77 445 88 47
COMNACC	Mr. Boubacar FALL	77 518 37 55
At the regional level and on the ground		
ARD of Kaffrine	Mr. Samba Faye DIOP	77 418 06 67 sambafayediop@gmail.com
ARD Kédougou	Mr. Kalioub CISSOKHO DG Mr. Adama CISSOKHO, Planning Manager	amkalidiou@gmail.com 77 534 57 63
ARD Saint-Louis	Mr. Ousmane SOW	oussousow@yahoo.fr 77 793 12 25
ARD Ziguinchor	Mr. Boubacar SONKO	77 450 88 16 sonkos@hotmail.com
COMRECC Regional	Mr. William MANE, Governor Kaffrine Ms. NDIAYE, AD Governor Ziguinchor	77 5290514 gouv.kaffrine@interieur.gov.sn uv.sn
Regional DREECs	Mr. Mangone DIAGNE, DREEC Ziguinchor	diagnemangone@gmail.com 77 551 29 10
	Mr. Maurice Coly Ndior, DREEC Kédougou	77 454 70 99/ 76 439 33 46 ndiormc@gmail.com
	Mr. Khadim NIASS, DREEC Saint Louis	khadimnias@gmail.com 77 632 74 80
	Mr. Birane DIOP, DREEC Kaffrine	dreeckaffrine@gmail.com

		77 167 61 56
	Mr. Cheikhou Dans OKHO, DREEC Matam	dansokho27@hotmail.com 77 627 27 27
Sub-prefectures	Mr. Lamine DIOP Sub-prefect Bandafassi	
	Mr. Amadou WAGUE Sub-prefect of Katabal	77 529 07 69
GIE Amara Ingath Itikh of Salemata	Ms. Marceline Penda BINDIA	78 346 72 67
	Mr. Clément BOUBANE	78 563 84 74
	+ 17 members of the GIE	77 098 93 25
GIE Bock Khole de Diogue	Ms. Amy GAYE + 21 members of the GIE	77 571 52 41
GIE Ballal Allah de Mako	Mr. Amadou SAMBOU + 12 members of the GIE	77 986 05 19

Appendix 5: Maintenance guides

Overall Maintenance Guide

Entities/Actor Groups	Talking Points	Synthesis of reactions	Comments

◆ Situation of co-financing of the PNA support project

Type/source of co-financing	UNDP		Government		FEM		Other (s) to be specified		Total in USD	
	Approved	Executed	Approved	Executed	Approved	Executed	Approved	Executed	approved	executed
Nature										
Grant										
Ready										

◆ Sources of co-financing

Source of co-financing	Name of co-financier	Type of co-financing	Investment mobilized	Total amount USD

◆ Project Budget Execution Status (USD)

Sections	Programming	Commitments	Disbursements	Execution rate

◆ Other transversal axes to be taken into account in the evaluation matrix previously presented

	Areas of discussion and questions
--	-----------------------------------

Areas of intervention/criteria	UNDP, GEF, National Authorities	Beneficiary communities	Implementing Partners
Other cross-cutting questions and criteria			
Project monitoring-evaluation and coordination mechanisms			
Lessons learned and recommendations			

♦ **Interview guide with institutions** partners signing memorandums or protocols with the project

Name of the institution :
Name of person(s) met:
Indication of activities/actions planned within the framework of the execution of the Memorandum or Protocol
The relevance of the collaboration, which makes it possible to assess the level of consistency of the support provided by the partner with the sectoral and global priorities of the country and the specific needs of the Actors/Partners. Appreciate the coherence of the support to Memo/Protocol partners. Appreciate the solutions brought to the concerns of these structures in relation to the areas of intervention of the project
The effectiveness which makes it possible to report on the reality of the actions carried out (in particular: degree of realization of the activities, respect of the forecasts, drafting of reports, management of the unforeseen events and their causes).
Make an inventory of achievements in terms of activities. ^[SEP] Identify unachieved results and try to understand the reasons. ^[SEP] Make an inventory of the difficulties (related to meeting deadlines and procedures) and their causes.
Effectiveness is the extent to which the objectives of the Project/Memorandum or Protocol have been achieved. An extent to which an initiative produces the intended results. Analyze the results achieved by the Memo/Proto with reference to the forecasts.
Appreciate the conditions (influence factors) in which the activities were carried out. Analyze the difficulties linked to the conduct of activities. ^[SEP] Respect of deadlines. ^[SEP] Special constraints.
Measurement of efficiency in terms of the impact of the partner's contribution on the achievements of the activities of the Memoranda or Protocols (result/cost ratio).Efficiency is the extent to which resources are converted into results in an economical manner, the extent to which the initiative produces the planned outputs

relative to the resource expenditure.

◆ **Interview guide – Project coordination team**

Name of the person met (or who completed the form):.....

Function of the person met (or having completed the form):

Telephone:..... Email:.....

1. How was the approach adopted to design and implement the project and to target beneficiaries adequate?
.....

2. How is the project strategy relevant?
.....

3. Do you know if lessons learned from other projects have been taken into account in the design of the project?
(A) Yes B. No

If yes, explain?
.....

4. Do the project interventions really meet the needs and expectations of the target beneficiaries?
(A) Yes B. No

If yes, explain
.....

5. Did you encounter any difficulties in carrying out the project?
(A) Yes B. No

If so why
.....

If so, what solutions have been implemented?
.....

6. Do you find that the views of key stakeholders and actors have been taken into consideration in the design of the project?
(A) Yes B. No

If yes, explain
.....

7. Do you find that the cross-cutting aspects and in particular the gender aspect have been sufficiently taken into account in the formulation and implementation of the project?
(A) Yes B. No

If yes, explain
.....

8. What are the results of the project so far that you are particularly proud of and why?
.....

9. What are the results of the project so far that you are less proud of and why?

.....
10. Are there any obstacles that continue to hinder the achievement of the project objectives?

(A) Yes B. No

If yes, which ones ?

.....
If yes, what solutions have been implemented?

.....
11. Do any project interventions specifically or primarily target women and other vulnerable groups?

(A) Yes B. No

If so why ?

.....
...

12. Do you find that the project interventions have an impact on women and other vulnerable groups?

(A) Yes B. No

If yes, explain

.....
.....

13. Have the project interventions contributed to building the capacity of implementing partners?

(A) Yes B. No

If yes, explain

.....

14. Have the project interventions contributed to building the capacities of local actors (State technical services, authorities, NGOs/CSOs, etc.)?

(A) Yes B. No

If yes, explain

.....
.

15. Have any changes been made to project management?

(A) Yes B. No

If yes, what changes?

.....
...

If yes, have these changes been notified to the main stakeholders (GEF, National Party, Project Steering Committee)?

.....

If so, were these changes effective?

.....

16. In your opinion, is the quality of execution of the project implementation partners good?

(A) Yes B. No

If yes, explain

.....

If not, what improvements should be made?

.....
...
17. In your opinion, is the quality of support provided by UNDP to the project good?
(A) Yes B. No

If yes, explain
.....

If not, what improvements should be made?
.....

18. What were the main factors in favor or against the achievement of the project results?
.....

19. Have there been delays in project start-up and implementation?
(A) Yes B. No

If so, what are the main causes of its delays?
.....

20. Are there activities that needed to be carried out and have not yet been done?

(A) Yes B. No

If yes, explain
.....

21. Were there activities that were not originally planned that you carried out?
(A) Yes B. No

If yes, explain
.....

22. Are the resources allocated sufficient both for the management and for the monitoring and evaluation of project activities?
(A) Yes B. No

If no, explain
.....

23. Did the project not experience delays in the release of funds?
(A) Yes B. No

If yes, explain
.....
.....

If so, what solutions have been implemented?
.....

24. What is the number of project staff?

Total number.....

-including women.....

-including executives.....

-including field staff.....

25. Project staff

No.	Family name, first names	Functions	Full Time Part Time
1			

2			
3			
...			

26. Are the human resources made available to the project sufficient??

(A) Yes B. No

If no, explain

.....

27. Are the material/logistical resources made available to the project sufficient??

(A) Yes B. No

If no, explain

.....

28. Efficiency index (in %)

	2019	2020	2021	2022
Physical achievement rate (or activity completion rate)				
Financial realization rate (or financial resources realization rate)				

29. Do government stakeholders at the national, regional and local levels support the project objectives??

(A) Yes B. No

If yes, explain

.....

30. Do you think that the various stakeholders are aware that it is in their interest to sustainably maintain the benefits of the project?

(A) Yes B. No

If yes, explain

.....

31. Is the project activity planning process results-oriented?

(A) Yes B. No

If yes, explain

.....

If not, how can the planning of activities be reoriented so that it is results-oriented?

.....

32. Has the project's results framework/logical framework as a management tool been applied as intended?

(A) Yes B. No

If yes, explain

.....

If yes, Have any changes been made since the start of the project?

.....

33. Has the project succeeded in mobilizing additional resources?

(A) Yes B. No

If yes, explain

.....

34. Was the financial management of the project subject to regular checks/audits??

(A) Yes B. No

If yes, explain (types of checks/audits, number of checks/audits since the start of the project, etc.)

.....

35. Do you find that the allocated resources are sufficient for monitoring and evaluation of project activities??

(A) Yes B. No

If no, explain

.....

36. Has the project established the necessary and appropriate partnerships with direct and indirect stakeholders?

(A) Yes B. No

If yes, explain and give concrete examples (number and types of partnerships developed thanks to the project, partners involved, etc.)

.....

37. Is there a communications strategy?

(A) Yes B. No

If yes, what are the main communication tools used?

.....

38. Is there a system for collecting complaints and/or feedback from implementing partners and project beneficiaries?

(A) Yes B. No

If yes, give examples of complaints and/or feedback from implementing partners and beneficiaries taken into account or rejected by the project?

.....

39. Were the reports (quarterly and annual progress reports, financial reports, etc.) of the project prepared and submitted to the stakeholders within the allotted deadlines?

(A) Yes B. No

If not, explain?

.....

40. What planning tools does the project use?

.....

41. Are the planning tools used participatory and inclusive?

(A) Yes B. No

If yes, explain?

.....

42. What management tools are used by the project?

.....

43. Are the management tools used participatory and inclusive?

(A) Yes B. No

If yes, explain?

.....

44. What monitoring-evaluation tools are used by the project?

.....

45. Are the monitoring-evaluation tools used participatory and inclusive?

(A) Yes B. No

If yes, explain?

.....

46. Did the Project Steering Committee function normally?

(A) Yes B. No

If yes, explain (for example, statutory meetings held, member participation, etc.)

.....

If not why

.....

47. Are there any risks that could threaten the sustainability of project achievements?

(A) Yes B. No

If yes, explain

.....

...

48. What main lessons do you draw from the implementation of the project?

.....

49. What are your recommendations for the continuation of the project?

.....

...

◆ **Interview guide – Implementing partner**

Name of partner:		
Legal status of the partner:		
Head	office	(Physical address):
Intervention areas:.....		
Telephone:.....E-mail.....		

Name of person met:.....	
Function of the person met:	
Telephone:.....	Email:.....

I-PARTNERSHIP WITH UNDP/GEF

1. Since what year did your institution enter into a partnership with the project?.....

2. Who took the first step?

- A. My institution
- B. The project

3. Why did you enter into a partnership with the project?

- A. To increase our reach
- B. To serve more vulnerable populations
- C. To serve more women
- D. Other (s) to be specified).....

4. What does the partnership with the project consist of?

Explain.....

5. How does the partnership with the project meet the needs of your institution?

.....

6. Has the partnership with the project had an impact on your institution's intervention capacities?

(A) Yes B. No

Explain.....

7. Do you find that the partnership with the project had any impact on the latter?

(A) Yes B. No

Explain.....

8. Do you find that the partnership with the project has had any impact on the beneficiaries?

(A) Yes B. No

Explain.....

9. Do you find that the partnership with the project has any advantages?

(A) Yes (B) No

Explain.....

10. Do you find that the partnership with the project has any disadvantages?

(A) Yes (B) No

Explain.....

11. Do you find that improvements should have been made to the partnership with the project?

(A) Yes (B) No

Explain.....

12. More generally, what are your proposals/recommendations in relation to the partnership with the project?

.....

II-PROJECT INTERVENTIONS

13. Do you find that the project interventions fit well with Senegal's priorities?

(A) Yes B. No

Explain ?.....

14. Do you find that the project interventions fit well with the priorities at regional and local level?

(A) Yes B. No

Explain.....

15. Do the project interventions fully meet the needs and expectations of the beneficiaries?

(A) Yes B. No

Explain.....

16. Did the project interventions have any impact on the beneficiaries?

(A) Yes B. No

Explain.....

17. Have project interventions had an impact on women and other vulnerable groups?

(A) Yes B. No

Explain.....

18. Do you find that improvements and adaptations/adjustments should be made to the project interventions?

(A) Yes (B) No

Explain.....

19. What are your proposals/recommendations for the design and implementation of a similar project?

.....

◆ Guide to interviews with regional and municipal authorities

Name of authority:
Function :
Telephone:.....E-mail.....

1. Are you aware of the NAP project implemented by UNDP in your region?

.....

(A) Yes (B) No

If so, how did you find out about the project?

.....

2. Do you find that the project interventions are in line with regional and local priorities?

(A) Yes (B) No

If yes, explain

.....

A. Were you involved in the design of the project and are you involved in its execution and monitoring of activities?

(A) Yes (B) No

If so, how was your involvement in the design of the project sought?

.....

If so, how is your involvement in the implementation and monitoring of activities sought?

.....

B. What are your recommendations for the design and implementation of a similar project?

.....