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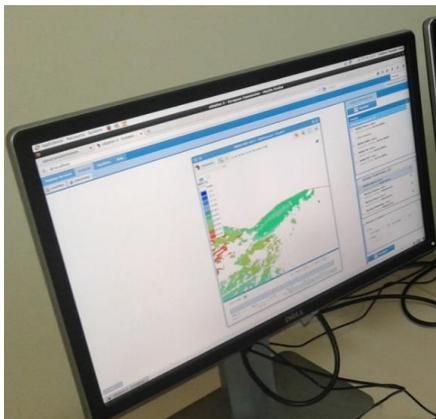
Final Evaluation of the Project of Strengthening Environmental Management Information System for Coastal Development to meet Rio Convention Objectives

GEF ID 5101, UNDP PIMS ID 4491

Final Evaluation done from 1st to 28th May 2017

COTE D'IVOIRE

Final Report



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i. Introduction

Title of the Project: Strengthened Environmental Management Information System for Coastal Development to meet Rio Convention Objectives

ID GEF: 5101 and PMIS ID UNDP: 4491

Evaluation Calendar: From 1st to 28th May

Date of the evaluation report: 15th June 2017

Region and Countries involved in the project: Africa/Ivory Coast

GEF Operational/strategic Programme: CCCD-2: Generate, have access to and use information and knowledge.

Implementation Partners and other partners of the Project: GEF, UNDP, Government of Ivory Coast through the Ministry of Environment and Sustainable Development.

Members of the Evaluation team: M DIANKA Mamadou, International Consultant,

Acknowledgments

The mission of the final evaluation of the Project of Environmental Information Management System (EMIS), took place in a conducive environment. Nonetheless, in this kind of work, a national consultant would have been recruited to support the international consultant. Fortunately, this gap has been filled by the precious assistance of Miss Hafsa OUATTARA, Administrative Assistant of the project and Head of ICT Department at National Agency for Environment (NAE). Key documents proper archiving at both the project level and at UNDP level as well as the availability of different in-charge individuals and information sharing were also a big contribution.

Moreover, we would like to extend our acknowledgements to key in-charge individuals who were involved in the project, mainly:

- Prof. OCHOU Abé Delfin, National Director of EMIS Project;
- Mr. Bernard BROU, Project Coordinator;
- Miss Hafsa OUATTARA, Administrative Assistant of the Project and her team.

We also thank the different actors and beneficiaries of the project at the level of municipalities in the project influence zone, universities, and partner institutions.

ii. Summary

Table : Project summary

Project Title	Strengthening the Environmental Information Management System for the Development of Coastal Zone of Ivory Coast with regard to objectives of Rio Convention			
ID GEF project:	5101	Funding	upon approval (in USD)	upon completion (in USD)
ID UNDP project	4491	GEF Funding:	550 000	550 000
Country:	IVORY COAST	Funding Implementation Agency (UNDP):	400 000	400 000
Region :	Africa	Government :	300 000	150 000
FA Objectives, (OP/SP) :	CCCD-2 : Generate, have access to and use information and knowledge	Total co-funding :	700 000	700 000
Implementation Agency	UNDP	Project total cost:	1 250 000	1 100 000
Focal domain :	Multi Focal Area	Other:		
Other partners involved in the project:	Ministry of Environment and Sustainable Development	Signature of the PD (Date of beginning of the project):		17 March 2014
		Closing date (operational)	Proposed date: 17 March 2017	Effective date : 17 March 2017

Table 1: Project Summary

Source: Project document

Project description (brief)

This project has been developed as an outcome of the process of National capacity self-assessment to reinforce the environment management in Ivory Coast. The activity has made possible the assessment of the inter-sectorial capacity building needs in view of implementing the Rio conventions and other initiatives. The project aims at building the capacities of national and local actors with regard to the management of environmental information. This, will improve the pertinence of decisions making with respect to the management of environment in the coastal zone of the country. Hence, this would contribute to reaching the national and global objectives related to environment. Executed by NAE of the Ministry of environment, the project is divided in two components: 1) Strengthening the existing environmental information management system (EMIS) and capacity of actors; and 2) Creating pilot sites to test the EMIS at the local level, mainly in the coastal zones. The project

started on March 17, 2014 and ended on March 17, 2017, with a total budget of USD 1,250,000.

Without being exhaustive, below is a list of some key partners and stakeholders:

- National Committee for Remote Sensing and Geographic Information ;
- National Institute of Statistics;
- Oceanological Research Centre ;
- University centre for research and applications in remote sensing ;
- Center of Cartography and Remote Sensing ;
- Ocean Data and Information Network for Africa;
- Institute of Tropical Geography;
- National Laboratory for Agricultural Development Support;
- Ecological Research Centre;
- Department of National Meteorology;
- National Environment Fund;
- Union of Cities and Communes of Ivory Coast;
- Ministry of Environment, Sanitation and Sustainable Development;
- National Agency for Environment;
- General Direction of Environment;
- General Direction of Sustainable Development;
- Department for Environmental Quality and Risk Prevention ;
- National Commission for Sustainable Development;
- Department of Infrastructure and Environment Technologies;
- Anti - Pollution Centre of Ivory Coast;
- Office of Parks and Reserves of Ivory Coast;
- Department of Information Technology and Documentation;
- Environment and Sustainable Development Pole of Nangui Abrogoua University;
- Autonomous Port of Abidjan;
- Autonomous Port of San Pédro;
- Laboratory of Atmospheric Physics and Mechanics of Fluids;
- National Federation Networks of Environment and Sustainable Development NGOs and Associations;
- SOS FORESTS;
- GEOSERVICES;

Municipalities of San - Pedro, Grand-Lahou, Port-Bouët and Grand-Bassam.

The EMIS "project" is perfectly relevant to national and local policies and the priorities and needs of targeted beneficiaries.

The current project is in line with the (2012 – 2015) National Development Plan as adopted in 2011. In this plan, the government intends to ensure a safe environment, promote sustainable development and rational management of natural resources. The project is also consistent with the (2014) Sustainable Development Law, that invites territorial collectivities to set up their local Agenda 21 instead of LDP's (Local Development Plan) and their committee of sustainable development;

Particularly, this project falls under the strategic axis 3 of the **national policy and action plan for environment** adopted in 2011.

Ivory Coast ratified the United Nations Framework Convention on climate change (UNFCCC) on November 14, 1994, the United Nations Convention on Biological Diversity (UNCBD) on November 24, 1994 and the United Nations Convention to Combat Desertification on January 6, 1997. The project is entirely in conformity with the commitments to which the country has adhered by ratifying these main conventions.

It is also important to highlight that, in this framework, the project is in harmony with the different national strategies that Ivory Coast has developed with the assistance of UNDP and GEF (enabling activities): the National Strategy and the National Action Plan for Biodiversity, the National Strategy and Action Plan for climate change and the National Strategy and the action plan to combat desertification.

The EMIS "project" is in line with UNDAF 2009-2013. Indeed, the UNDAF environment section is based on the MDG 7, and is consistent with the national priorities following the assessment of the PRSP, including the documents concerning the improvement of accessibility and quality of basic social services and environment preservation.

Table of evaluation ratings

1 Monitoring and evaluation	<i>Rating</i>	Observations	2 Implementation agency	<i>Rating</i>	Observations
Monitoring and evaluation conception at the start of the project	Very Satisfactory		Implementation quality by UNDP	satisfactory	
Implementation of Monitoring and evaluation plan	Moderately unsatisfactory	Role of monitoring and evaluation assumed by the Steering Committee through its deliberations.	Implementation Quality: implementation agency	Satisfactory	Poor logistics, no enough space in the office hosting the project and limited personnel
General quality of the monitoring and evaluation	Satisfactory		General quality of implementation	Satisfactory	
3 Evaluation of results	Implementation agencies:		4 Sustainability	Implementation agencies:	
Relevance	Relevant		Financial resources :	Unlikely	the government has not been able to provide its contribution
Effectiveness	satisfactory		Socio-political :	likely	The level of sensitization and involvement of different stakeholders is enough to sustain the project long term objectives
Efficiency	satisfactory	Adaptation inspite of limited means: a gap of 150 000 USD that the government didn't provide to the project, limited logistics and staff; however, resources have been used at approximately 80% although there were non- executed activities such as the regional workshop of dissemination of the project achievements	Institutional framework and leadership :	Likely	The institutional framework is improved (the law on the environment has just been adopted by the Parliament) and the local decision makers take into account the environment in their local planning
General rating of the project implementation	satisfactory		Environmental	Moderately likely	Extra efforts must be done to counter anthropic effects that threaten environmental balance of Ivory Coast.
			General probability of sustainability	Moderately likely	The World Bank project « WACA » implemented within the costal area have been capitalizing the outcomes of the EMIS project. 50 000 USD have been provided to consolidate

1 Monitoring and evaluation	<i>Rating</i>	Observations	2 Implementation agency	<i>Rating</i>	Observations
					the results of the EMIS project notably the Geoportal

Table 2: Table of rating

Source: evaluator's estimates

Summary of conclusions, recommendations and lessons learnt

Conclusions

In Ivory Coast, as in most countries in the gulf of Guinea, coasts are threatened by the coastal erosion and means are insufficient to work the challenges out, and implement the Rio Conventions' provisions. The first thing to do to counter climatic risks is to have good information about environment which is reliable and accessible to all. From this point of view, the EMIS, as pilot project, came at the right time by giving to the key players, mainly those in the coastal zones, the necessary tools to support populations of this zone of Ivory Coast.

Lessons learnt

Four main lessons drawn from this project final evaluation are:

1. The EMIS project is a very important project, in line with economic orientations of Ivory Coast government and with all the global initiatives to which the country has subscribed, mainly SDG (Sustainable Development Goals) and all the Post Rio Conventions.
2. However, with a gap of 150 000 USD, one can remark not only the judicious use of resources but also a substantial rate of technical implementation which shows the managerial and adaptive capacity of the project management unit in synchronization with the UNDP supervision services.
3. Despite the generally satisfactory results, the project has a status of a pilot project that covers only four communes of Ivory Coast which has about 566 km of coastline. Effort to cover the whole country is needed in such a way to help in strengthening the position of Ivory Coast as leader in West Africa and in the gulf of Guinea.
4. This status as a pilot project has permitted to note, even though it is late in certain cases, the enthusiasm of actors and targeted groups of beneficiaries who were interested in this tool (EMIS) in the light of the challenges related to the management of coastal cities and other environmental problems such as biodiversity degradation, unsustainable forest planning and urban and of industrial residue management. Two universities, Nangui Abrogoua and Houphouët Boigny, have got platforms of information sharing related to these problems. This constitutes an asset in the perspective of EMIS scaling up.

Recommendations

The following five (5) recommendations were formulated:

Recommendation n ° 1: To the Ministry of Environment, Urban Sanitation and Sustainable Development (MINESUDD):

First of all, the Ministry of Environment, Urban Sanitation and Sustainable Development should hold a high level meeting of EMIS project restitution chaired by the Minister, in the presence of the UNDP representative so as to advocate for the consolidation of the project and its implementation.

Secondly, in the perspective of improving environmental management and implementing the provisions of the Rio Convention, the government should take greater ownership of these provisions in synergy with the training programmes of the following universities: Nangui Abrogoua, Houphouët Boigny of Abidjan and San Pedro.

Recommendation No. 2: To the coordination of EMIS project

The coordination of EMIS project should ensure the centralization and sustainability of project data and results and share them in the form of CD-ROM with the technical departments of concerned universities: UCRAT, PE2D, ITG.

Recommendation 3: To the Government and UNDP:

The Government and UNDP should formulate, as soon as possible, an EMIS II scale-up programme in other favorable zones of the coastline. This would be achieved by consolidating the achievements of EMIS I and by integrating other problems, urban management, industrial waste management, Sustainable management of forests on the coast, preparation and monitoring of local agenda 21, and taking into account the provisions of the Rio Convention in communes development policies.

Then, the Government and UNDP should organize a restitution workshop of this new program by inviting the concerned technical and financial partners as well as the local actors.

Recommendation n ° 4: To the communes concerned with EMIS:

The communes concerned with EMIS should have ownership of EMIS results within their perimeters and integrate environmental issues into their development and decentralized cooperation strategy where there is a significant potential.

Recommendation No. 5: To Universities

Universities should promote academic training in various areas of EMIS in line with the needs of potential users and act as an interface with regional projects such as WACA management programs.

iii. Acronyms and abbreviations

AAWFDS:	Airport, Aeronautic, and Weather Forecasting Development Society
APA:	Autonomous Port of Abidjan
APCIC:	Anti-pollution Centre of Ivory Coast
APSP:	Autonomous Port of San Pédro
CCR:	Center of Cartography and Remote Sensing
GDE:	General Direction of Environment
GDSD:	General Direction for Sustainable Development
DID:	Department of Information and Documentation
DIET:	Department of Infrastructure and Environment Technologies
DQRP:	Department of Quality and Risk Prevention
ERC:	Ecological Research Centre
ESDPNAU:	Environment and Sustainable Development Pole of the Nangui Abrogoua University
ITG:	Institute of Tropical Geography
LAPAMF:	Laboratory of Atmospheric Physics and Mechanics of Fluids
MINSESD:	Ministry of Sanitation, Environment and Sustainable Development
NAE:	National Agency for Environment
NCSD:	National Commission for Sustainable Development
NCRGI:	National Committee for Remote Sensing and Geographic Information
NEF:	National Environment Fund
NFNESDNA:	National Federation Networks of Environment and Sustainable Development NGOs and Associations
NIS:	National Institute of Statistics
NLADS:	National Laboratory for Agricultural Development Support
ODINAFRICA:	Ocean Data and Information Network for Africa
OPRIC:	Office of Parks and Reserves of Ivory Coast
ORC:	Oceanological Research Centre
UCCIC:	Union of Cities and communes of Ivory Coast
UCRARS:	University Centre for Research and Applications in Remote Sensing
WACA:	West African Coastline Management Program

1. Introduction

1.1. Context

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all middle-sized or big projects supported by UNDP and funded by GEF are subject to final evaluation. The project “**Strengthened Environmental Management Information System for Coastal Development to meet Rio Convention Objectives**” ended in March 2017.

It is in this framework that the evaluation of the Project has been carried out.

This evaluation was done in accordance with instructions, rules and procedures established by UNDP and GEF as indicated in the evaluation instructions of UNDP for projects funded by GEF.

1.2. Objectives of the evaluation

The Terms of reference will specify the evaluation objectives which are: to appreciate the project implementation objectives, to draw lessons that can improve the sustainability of project benefits and to foster the general improvement of UNDP programs.

More specifically, it is about appreciating the criteria of relevance, effectiveness, efficiency, sustainability and impact of the project, as defined and explained in the guidelines of UNDP with regard to the implementation of final evaluation of projects supported by UNDP and funded by GEF.

1.3. Scope

This final evaluation covered the period from 2014, the year of effective starting of activities, until May 2017, completion date of the evaluation. It was concerned with the aspects related to the strategic and operational (technical) scope of the project implementation. These are:

- Strategic scope: conception and formulation of the project, logical framework /and results;
- Progress achieved in relation with adaptive management, partnerships, coordination, monitoring and evaluation system, funding and co-funding, reporting and communication;
- Performance with respect to achieving general results, relevance, effectiveness, efficiency, ownership, integration, sustainability and impact.

The evaluation covers the project intervention zones, including the following coastal zones: San - Pedro, Grand-Lahou, Port- Bouët and Grand-Bassam as well as Abidjan where UNDP Country Office, the main actor of this final evaluation. is located.

1.4. Methodology

The methodology used for this final evaluation consisted in documentation and interviews with individual and groups of targeted people who represent main stakeholders who were

involved in the elaboration, implementation and monitoring of EMIS-IC. The reasoned non-random sampling method was also used. It consisted in selecting people to interview by taking into account needs in terms of data and information so as to answer questions of the evaluation. Moreover, the secondary data collection and the choice of targeted people for interviews were also guided by the data and information triangulation requirements.

a) Documentation

The evaluation consultant went through various documents related to the national and sectoral policies. He was also given by the project coordination and UNDP some reports concerning the project, mainly the implementation reports, monitoring reports, accomplished studies and statutory documents (documents of the project or funding agreement, progress reports). The list of consulted documents is attached as appendix 6.

b) Interviews

Interviews started by a briefing meeting held in Abidjan with UNDP program Specialist , the EMIS-IC project manager and his assistant.

Some interviews took place in Abidjan with the representatives of the institutions involved in the project. Other interviews took place on the field in pilot communes namely San - Pedro, Grand-Lahou, Port-Bouët and Grand-Bassam, where we met the representatives of mayors and technical services. The list is found in appendix 4.

c) Analytical framework

The adopted analytical framework is based on the classic evaluation criteria explicitly indicated in the mission's terms of reference:

Relevance: project design and analysis of the results framework/logical framework;

Effectiveness: progress made towards the realization of results;

Efficiency: project implementation and reactive management;

Sustainability: financial, socioeconomic, and environmental risks for the program sustainability, institutional framework and governance.

Moreover, other criteria were also taken into account. These include:

Funding and co-funding: main project financial aspects, notably the planned and realized co-funding part;

Integration: the extent to which the project has successfully been integrated in the UNDP priorities, including the poverty reduction, improvement in management, natural disaster prevention and recovery as well as men-women concerns;

Impact: to what extent has the project had expected impact or made progress toward its realization;

Conclusions, recommendations and lessons learnt: the conclusions will be based on data of the final evaluation, drawn from the obtained results. The recommendations, on the other hand, will be presented in the form of brief statements with essential information. As far as

the lessons learnt are concerned, they will be presented in the form of achievements or lessons learnt which will be the basis of the project scale-up successfully.

(d) Questionnaire

1. The exercise will consist in listing, identifying and analyzing the actions and activities carried out within the framework of the "EMIS-IC" project. It will also provide answers to the following questions:
2. To what extent have the planned activities been implemented?
3. What achievements and shortcomings have been observed?
4. What difficulties and constraints have been encountered?
5. What human, material and financial resources have been used?
6. Who are the direct and indirect beneficiaries?
7. Have the gender, environmental, capacity-building and result-based management aspects been taken into account during the implementation?
8. Have national and development partners been involved?

(e) Limitations and Remedial Measures

In this kind of work, a national consultant would have been recruited to support the international consultant. This gap was fortunately filled by the valuable assistance of Ms Hafsa OUATTARA, administrative assistant of the project and Head of IT Department at NAE. Proper archiving of key documents at both the project and UNDP levels as well as the availability of the various main actors and information sharing were also of great help.

(f) Calendar

During his work, the consultant used a methodology focusing on four (4) main actions grouped into three (3) phases, with a mission in Ivory Coast, over a period of twenty (20) working days.

Phase I: Concept Note - 3 working days

Action 1. Operational framework: collection of information and validation of the methodology and detailed work plan - 3 working days

Phase II: Field work - 10 working days

Action 2: Conducting the evaluation: data collection / analysis and field visits - 10 working days.

Phase III: Production of final evaluation report - 7 working days

Action 3: Drafting a provisional final evaluation report (in French) - 6 working days

Action 4: Production of final evaluation report (in English) - 1 working day

Thus the following chronogram was followed:

Phases/actions and expected results	Duration	Venue	Period
Phase I: Concept Note	3h/d	Head Office	2 nd to 4 th May 2017
Action 1. Operational framework/product 1- initial report	3h/d		2 nd to 4 th May 2017
Phase II: Field work	10h/d	Head Office	7 th to 16 th May 2017
Action 2: Conducting the evaluation:/ product 2- report of phase II	10h/d		7 th to 16 th May 2017
Phase III: Production of final evaluation report	7h/d	At home	17 th to 30 th May 2017
Action 3: Preparation of a provisional final evaluation report (in French) – product 3/ draft final report	6h/d		17 th to 27 th May 2017
Action 4: Production of final evaluation report (in English) – product 4/final report	1h/d		28 th to 30 th May 2017

Table 3: the Conduct of proper evaluation schedule

1.5. Structure of the evaluation report

This project final evaluation report consists of the following main sections:

- Executive summary
- Introduction
- Description and context of the project development
- Conclusions
- Project design / formulation
- Implementation of the project and progress
- Project results (relevance, effectiveness, efficiency, sustainability, impact)
- Constraints and difficulties
- Conclusions, recommendations and lessons learnt.

2. Project Description and Development Context

2.1. Start and duration of the project

The Funding Agreement was signed on March 17, 2014 and the project actually started on August 4, 2014 by first putting in place the project coordination team at the national level. The project ended as planned on March 17, 2017.

2.2. Project Development Context

The entire southern border of Ivory Coast is part of the Gulf of Guinea's coastline. The coastline is 566 km long. It has a variety of coastal habitats, including coastal lagoons, estuaries, mangroves, swamps and wetlands. More than 50% of the population live within 100 km of the coastline covering an area of 32,900 km² and up to 40% of the population gets its income from marine and coastal resources.

The coastal area of Ivory Coast is covered with a rich diversity of flora and fauna. Coastal waters are home to endangered species, including marine turtles, mammals (including dolphins, whales, and porpoises), coastal cetaceans, migratory birds and manatees from West Africa. The country has no protected areas, including the sea, its habitats and its rich biodiversity.

Fishing activities take place along the coastal zone. This sector produces 30% of the fish consumed locally. The marine fishery sector produces about 63,000 tons annually, the lagoon and inland fisheries produce about 30,000 tons. The fishing sector contributes about 3.2% of the agricultural GDP, its contribution to the total GDP is 0.8% and generates 66 billion CFA francs annually. Coastal aquaculture is practiced as a means of subsistence in the lagoons of Ebrié and Grand-Lahou. The annual production of fish is of 20 000 tons.

Most of the agricultural and commercial plantations (cocoa, coffee, cucumbers, bananas, and pineapples) are located in the coastal zone.

Tourism is another important source of income in this area. Ivory Coast's coastline comprises about 82 hostels with a capacity of 4191 rooms. The total revenue of these touristic resorts is \$ 70 million and over 39,000 jobs are created thanks to these touristic facilities.

The construction of the port of Abidjan has also led to the development of industries. More than 60% of the country's industries are located in the coastal zone or near Abidjan. Abidjan is the main trading port and oil terminal of Ivory Coast.

Finally, in order to take into consideration the increase of the population in coastal cities, new housing projects have been undertaken, including the collection of building materials along the coast for construction purposes.

2.3. Problems to be solved by the project

In 2004, Ivory Coast as a signatory of the Rio conventions embarked on the National Capacity Self-Assessment (NCSA) process which objective was to assess the cross-cutting capacity development needs shared among the GEF Enabling Activities and other strategies comprising capacity development elements. This self-assessment activity revealed eleven (11)

inter-sectorial constraints including "low level of awareness and knowledge for better decision-making". According to NCSA report, environmental data and information which are intended to guide decision-making so as to meet global environmental objectives, are scattered, often outdated, partial and inaccessible to users. The low level of synergy in activities, poor efficiency and transparency of administrative institutions, as well as the decision makers' low level of knowledge of the transversal and holistic nature of the environmental aspect were also highlighted.

The coastal zone is one of the most important economic zones: 50% of the population inhabit this area and obtain 40% of their livelihood from there. A thorough analysis of environmental problems and constraints in capacity building revealed that the coastal zone has not experienced optimal management of its environment. This is due to the lack of reliable data and information, overlapping mandates of technical agencies and poor capacity of decentralized government institutions to make use of environmental data in their decision-making process. There is, therefore, a need to develop environmental database and to set up a national environmental management information system that will provide decision-makers with an opportunity to respond more effectively to the obligations of the Rio conventions.

To overcome this constraint, Ivory Coast, with the support of UNDP, has prepared and submitted to GEF Secretariat the project entitled "Strengthened Environmental Management Information System for Coastal Development to meet Rio Convention Objectives".

2.4. Immediate and development objectives of the project

The project aims to build the capacity of national and local decision-makers to use a national environmental management information system as a means of achieving global environmental objectives. It is in line with the objectives of the GEF's three focal areas (biodiversity, climate change and sustainable land management) and is specifically within the strategic priority of inter-sectorial capacity building.

Two strategic components characterize this project:

1st component: Strengthening the existing Environmental Management Information System (EMIS), related structures and networks necessary to improve overall environmental decision-making process in the coastal zone.

2nd component: Establishment of pilot sites to test EMIS at the local level so as to determine the best replication conditions in all coastal areas of Ivory Coast.

2.5. Basic indicators in place

The logical framework of PRODOC shows 7 indicators distributed as follows:

With regard to the objective of the project, there are two indicators:

1. Improvement and sustainability of the stakeholders' capacity to take environmental management information into account in their activities;
2. Percentage (%) of environmental aspects (rehabilitation and protection) in the national budget

Concerning the first component, strengthening the existing Environmental Management Information System (EMIS), related structures and networks needed to improve overall

environmental decision-making process in the coastal zone, three indicators are highlighted:

1. Number of elaborated projects and studies carried out based on the database of the Environmental Management Information System;
2. Percentage of stakeholders who claim to be better informed about environmental issues in relation to their areas of specialization;
3. Establishment of a knowledge sharing platform between various key stakeholders and at different levels in relation to environmental problems.

For the second component in relation to the establishment of pilot sites to test EMIS at the local level so as to determine the best replication conditions in all the coastal areas of Ivory Coast, three indicators were provided:

1. Public awareness about the challenges and activities related to the coastal zone environment;
2. Percentage of local development plans elaborated in accordance with the environmental profile of the National Agency for Environment (NAE);
3. Number of submissions of local environmental activities resulting from Local Development Plans (LDPs).

2.6. Project implementation modalities

The National Execution Modality (NIM) was chosen to implement activities within the project framework. As such, the Ministry of Environment, Urban Sanitation and Sustainable Development (MINEUSSD) was responsible for the project implementation.

UNDP was the implementing agency of this GEF Project. To this end, UNDP provided support services (procurement of goods and services, staff recruitment, etc.) in order to help in the management of the project in accordance with its procedures.

A technical team (coordination) for the implementation of the project, headed by a National Coordinator recruited for this purpose and assisted by the support staff, was responsible for the day-to-day management of the project and for the coordination of the implementation of activities in accordance with the annual action plans.

A steering committee (SC) has been set up. Its mandate was to approve the project action plan and to provide guidance in relation with the needs on the field in order to be consistent with all initiatives in this domain in Ivory Coast. The steering committee was co-chaired by the Minister of State, Minister of Planning and Development or his/her Representative and the UNDP Resident Representative or his/her Representative.

Finally, a Technical Advisory Group (TAG) was set up because of the nature of the project which is very technical. This group consisted of Institutions having a database and which have signed a Memoranda of Understanding within the project framework. These include Institutions such as NCRGI, NIS, ORC, UCRARS, CCR, ODINAFRICA, APA, APSP, ERC, LAPAMF, ESDPNAU, ITG, AAWFDS and the technical structures of MINSESD (DGE, DGSD, DQRP, NCSD, NEF, APCIC and NAE).

2.7. Partners and key stakeholders involved in the project implementation

In its implementation, the project adopted the principle of enlarged partnership with specialized national and local structures.

Partners and stakeholders have been chosen because they are among public institutions in charge of environment, such as Departments of the Ministry in charge of Environment. They have also been chosen because they are involved in data collection or in the management of environmental information or simply because they are direct beneficiaries of the project like the four pilot communes of San Pedro, Grand Lahou, Port Bouet and Grand Bassam.

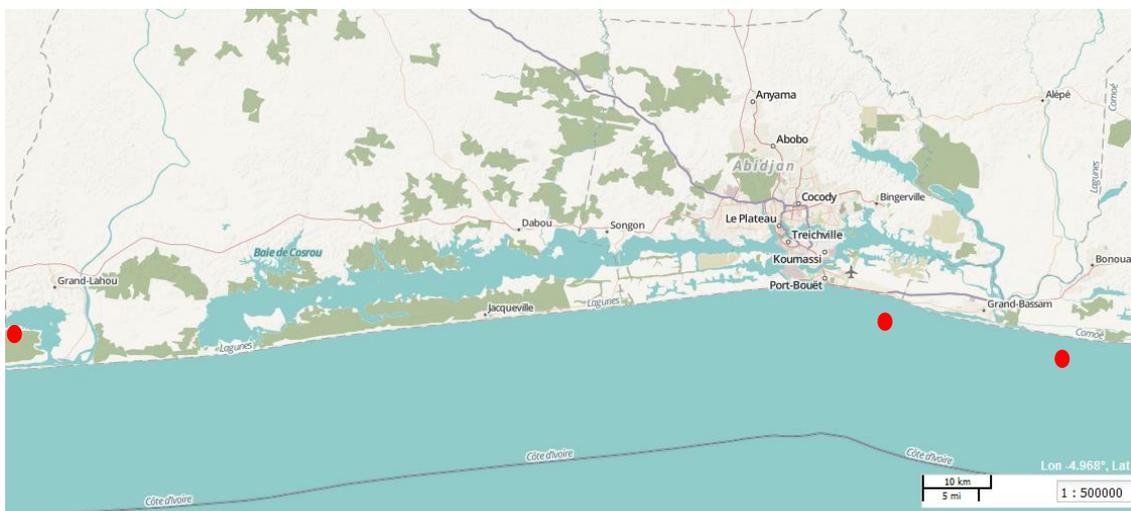
Below is the non-exhaustive list of some key partners and stakeholders:

- National Committee for Remote Sensing and Geographic Information ;
- National Institute of Statistics;
- Oceanological Research Centre;
- University Centre for Research and Applications in Remote Sensing ;
- Cartography and Teledetection Centre;
- Ocean Data and Information Network for Africa;
- Institute of Tropical Geography ;
- National Laboratory for Agricultural Development Support;
- Ecological Research Centre;
- Airport, Aeronautic, and Weather Forecasting Development Society;
- National Environment Fund;
- Union of Cities and Communes of Ivory Coast;
- Ministry of Environment, Sanitation and Sustainable Development;
- National Agency for Environment;
- General Department of Environment;
- General Department of Sustainable Development;
- Department of Quality and Risk Prevention;
- National Commission for Sustainable Development;
- Department of Infrastructure and Environment Technologies;
- Anti - Pollution Centre of Ivory Coast;
- Office of Parks and Reserves of Ivory Coast;
- Department of Information Technology and Documentation;
- Environment and Sustainable Development Pole of Nangui Abrogoua university;
- Autonomous Port of Abidjan;
- Autonomous Port of San Pedro;
- Laboratory of Atmospheric and Mechanics of Fluids Physics;
- National Commission of Sustainable Development;
- National Federation of Networks, NGOs and Environment and Sustainable Development Associations;
- SOS FORESTS;
- GEOSERVICES;
- Communes of San - Pedro, Grand-Lahou, Port-Bouët and Grand-Bassam.

2.8. Areas of the project intervention

The area of influence of the EMIS project consists of four strategic sites which are key to Ivory Coast national economy and is located on the coastline:

- **Port-Bouet:** It is a suburb of Abidjan, part of the communes of the capital, not far from the airport, south of Ebrié lagoon, opposite of the Atlantic Ocean. The commune coast stretches over 13 km.
- **Grand Bassam** is located at 43 km East of Abidjan. It has a status of a historic city since it is the former capital of Ivory Coast (1893-1900). It is a City of about 80,000 inhabitants found at the South of Comoé region. The historic centre of the city has, since 3 July 2012, been classified as a UNESCO World Heritage. The city is located on the coastline and thus includes a facade of about 20 km on the Atlantic Ocean and another on the Ébrié lagoon. This means that the city of Grand Bassam faces daily effects of coastal erosion which impact on socio-economic life.
- **Grand-Lahou** is a city located in the Department of Grand Lahou, at 150 km from Abidjan in the Lagunes region. It is located in the south of the country, on the shores of the Gulf of Guinea, at the mouth of river Bandama. This ancient city covers about 80 km of coastline. Due to coastal erosion (1 to 2 m long per year), a new site was found for the city of Grand-Lahou, created in 1975. It should be noted that in this old city, with 7000 fishermen, colonial buildings disappeared as a result of coastal erosion. Today, the population of Grand Lahou, as a new city, is estimated at around 12,000 inhabitants. Environmental issues, especially the provisions of the Rio Convention, are included on the agenda of the commune, which top leader is heavily involved at the international level.



Map 1: Three of the four areas covered by the project

Source : <http://ci-sgie.pigeo.fr/geoportal/>

- **San Pedro** is a port city of the Gulf of Guinea located at about 350 km from Abidjan with a population of about 170 000 inhabitants. In addition to an airport and a port which has an annual processing capacity of more than 5 million tons, the city of San

Pedro has some agro-industries, timber industries and a fishing port. There is also a fairly well-developed trade as well as a touristic area with some hotels.

2.9. Expected results

The expected results are the following:

- A situational or stocktaking analysis related to local data and information as well as the needs is carried out;
- Memoranda of understanding are prepared and signed with national entities in order to share environmental data and information;
- Existing databases on the management of the coastal zone are strengthened;
- The organizational capacities of key management structures are strengthened;
- The Environmental Management Information System, with free access via Internet is established;
- The institutional analysis of local governance structures is carried out;
- The institutional reforms for information management within local structures are realized;
- Sensitization and training campaigns for the stakeholders of the pilot communes are carried out;
- A system for vertical information sharing and dissemination on integrated management of the coastal zone is set up.

3. Conclusions

3.1 Project Design / Formulation

Logical framework analysis - LFA (project logic/strategy, indicators)

The logical framework of this project was succinct, but above all accurate. Eight (8) indicators were formulated on the basis of two components and the project objective instead of the outputs. A single indicator can help to measure one or more types of results. They are all in line with the impacts to be measured, however some are not SMART.

Results	Indicator	SMART	Observations
Objective: strengthening the capacity of national and local decision-makers to use national environmental management information system as a means of achieving global environmental objectives	Improvement and sustainability of the stakeholders' ability to take into account the informations related to environmental management in their activities	Not SMART	As stated, the indicator is not measurable. Fortunately, in the definition of the baseline scenario and target, this was measured in terms of percentages of stakeholders having undergone the capacity building in this domain. However, nothing is measurable in terms of sustainability.
	National budget percentage related to environmental aspects (rehabilitation and protection)	SMART	Unfortunately, in the definition of the target instead of continuing with the budget, it is the number of projects that was targeted.
Component I: The environmental management information system and associated structures are strengthened and networks are established for improved global	Number of projects and studies elaborated on the basis of data deriving from the Environmental Management Information System	SMART	Non-applicable (N/A)
	Percentage of stakeholders who claim to be better informed about environmental issues	SMART	Non-applicable (N/A)

Results	Indicator	SMART	Observations
environmental decision-making related to all coastal areas	Establishment of a knowledge sharing platform between the various key stakeholders and at different levels in relation to environmental problems.	Not SMART	Not specific, the existence of a platform in itself does not express a change. Fortunately, the target has been translated in percentages of those who recognize the platform as the main tool of environmental information management.
Component II: Establishment of pilot sites to test the EMIS locally in order to determine the best replication conditions in all coastal areas of Ivory Coast	Public awareness on challenges and actions related to the coastal environment	Not SMART	Not measurable as such. However, in defining the target, the measure considers only local leaders. Nothing is said about the public.
	Percentage of local development plans developed in accordance with the environmental profile of the National Agency for Environment (NAE)	SMART	Non-applicable (N/A)
	Number of submissions of local environmental activities resulting from Local Development Plans (LDPs).	SMART	Unfortunately, for this indicator, there is no basic scenario or target in the logical framework.

Table 4: Logical Framework Analysis – Indicators

Hypotheses and risks

This kind of EMIS project operating in an environment where users are at the learning stage and where the public authorities have difficulty in implementing the provisions of the Rio Convention as well as decentralization faces a number of risks:

- Weak political will reflected in the definition of decision-makers' priorities;
- Low level of the decentralization policy implementation;
- Low level of environmental concerns integration into policies and strategies, including local management;
- Low level of involvement of institutions managing environmental data and information;
- Fear of change;

However, risks have been decreased over time with the use of a consultation and dialogue framework including a participatory approach and guidance of academia.

Lessons learnt from other relevant projects incorporated into the project design

The current project has been developed as a follow up of the National Capacity Self-Assessment (NCSA) exercise conducted between 2004 and 2007. This exercise was carried out in compliance with Ivory Coast's commitments towards the Rio conventions.

The project design was part of a response to the following 11 priorities, identified in terms of capacity and synergy needs, during this self-assessment exercise:

1. **To improve the level of awareness and knowledge for better decision-making;**
2. To optimize the development of human resources in order to improve their performance within institutions;
3. To clarify the missions of institutions in order to strengthen coordination and cooperation among stakeholders;
4. To strengthen capacity for good governance in the management of financial resources, equipments and goods;
5. **To build capacities in data management for better policy design and effective decision-making;**
6. To strengthen the national policy framework for the effective implementation of rules and regulations;
7. To build human capacities on international negotiations;
8. To integrate the results of scientific and technological research into the decision and policy making processes;
9. To build the civil society actors' capacities and contribute to the professionalization of NGOs work in the area of environment;
10. To establish incentive mechanisms to ensure fair and equitable sharing of benefits from the use of traditional knowledge in accordance with the market tools;
11. To improve mechanisms for technology transfer.

Expected involvement of stakeholders

The project has been designed in consultation with all stakeholders. During the implementation of the project, a major effort has been made to mobilize the various stakeholders, governmental institutions in charge of environment, starting by the Ministry of Environment, Urban Sanitation and Sustainable Development and its divisions, agencies in charge of collecting and processing environmental data, research institutions such as universities and decentralized administrations (in the pilot zones), the civil society and the private sector.

Replication Approach

This project has been designed in such a way to have a great potential in terms of replication in the West African region. To this end, a regional workshop has been planned to review lessons learnt, best practices and make recommendations for replication in other countries of the region. But, this workshop has not taken place due to resource insufficiency (US \$ 150,000 have not been provided by the government as scheduled).

Fortunately, the project team took advantage of the COP22 platform during the side event of Ivory Coast on its Climate Change Adaptation process to present to delegations from both West Africa and the other regions, the achievements of the project mainly the EMIS Geoportal, which is a real decision-making tool to strengthen the resilience of coastal cities.

Comparative advantage of UNDP

As agreed in the United Nations Development Assistance Framework (UNDAF 2009-2013), the Government is committed to meeting the objectives of Rio Convention with the support of the United Nations agencies on the basis of their respective comparative advantages and mandates. In particular, the UNDAF calls for strengthening analytical capacities and strategic partnerships to better implement MDG 7 and reverse the trend related to environmental degradation. This project has played a key role in achieving this objective by strengthening data and information needed to make better decisions in order to achieve the objectives of the Rio Convention and other multilateral environmental and sustainable development agreements.

It is worth noting that another positive achievement of UNDP is the fact that it has successfully involved university researchers in a local development project, which is not common in sub-Saharan countries.

The links between the project and other interventions within the sector

The project has interrelations with the following projects and initiatives, even though consolidation and development of synergies have to be further improved:

- Environment and Sustainable Development Pole of the Nangui Abrogoua University ;
- Project for the establishment of an Environmental Information System (EIS) at the national level;
- National Coastal Erosion Research Program;
- Coastal Environment Program;

- Platform for access and sharing of data on risks and environment (PADRE) - an EIS model set up by the World Bank – considering the Ivorian context (http://ci-sgie.pigeo.fr/ci-sgie-gn2_10/apps/geoportal/index.html?hl=fre);
- Monitoring for Environment and Security in Africa (MESA);
- West African Coastal Management Program (WACA).

Management Modalities

The institutional project structure takes into account the sustainability aspect. The national implementation modality (NIM) has been opted to ensure ownership of the project by Ivory Coast. As such, the Ministry of Environment, Urban Sanitation and Sustainable Development (MINEUSSD) has committed to take the responsibility for the implementation of the project. UNDP has played the role of the GEF implementation agency.

In the same vein, the extended steering committee that involves all key stakeholders in environmental data management has been a key element ensuring the sustainability of the project's achievements.

3.2 Project implementation and progress made

Adaptive management (changes to the project design and project results during implementation)

It has been planned to recruit a technical adviser to support the project coordination. However, for budgetary reasons, this recruitment did not take place. The coordination of the project has been able to adapt to this institutional vacuum by intensifying the collaboration with the universities: Houphouët Boigny and Nangui Abrogoua. This adaptation has been appreciated because it has not only made it possible to create the conditions for project sustainability but also to foster ownership and post-project integration of the achievements of the EMIS in the projects that these universities are developing either at the level of the Institute of Tropical Geography (ITG) or at the level of the Environment and Sustainable Development Pole of the Nangui Abrogoua University .

Partnerships

In terms of partnerships, it is necessary to note the partnerships that have been initiated with both the civil society and the private sector. These are:

- Two civil society organizations: SOS-FORESTS and the Network for Environment and Sustainable Development Federation (NEFDF), which shared environmental information with the project and benefited from its capacity-building activities;
- GEOSERVICES, from the private sector, which also has benefited from the project's capacity building activities.

All three entities are members of the Information Sharing Platform.

Comments on the monitoring and evaluation activities used in the framework of the adaptive management

A daily monitoring of the project has been carried out by the coordination team. This has resulted in quarterly and annual activity reports. The steering committee has played its oversight and advisory role by approving the project work plans and reorienting them according to the needs on the ground and in order to be in line with all the initiatives in this area in Ivory Coast. Thus, due consideration of the steering committee's recommendations has contributed to corrective measures in the implementation of the project in terms of adaptive management.

Finally, given the relatively small size of the project (in terms budget and timeframe), the mid-term evaluation initially planned has not been carried out.

Project funding / co-funding

The table below shows the summary of the funds received by the project between 2014 and 2017 and the corresponding disbursement rate. The different rates are practically satisfactory. Residual expenditure is still largely due to the UNDP contribution, pending closure of the project.

Budget PRODOC (US\$)					Expenditures (US\$)				
Years	GEF	UNDP (Trac)	GOV.IC	Total	Years	GEF	UNDP (Trac)	GOV.IC	Total
2014	69 189	82 154		151 343	2014	63 113	71 114		134 227
2015	175 388	175 956		351 344	2015	170 284	175 956		346 240
2016	284 110	157 500		441 610	2016	283 593	156 685		440 278
2017	32 494	90 000		122 494	2017	28 932	43 858		72 790
Total	561 181	505 610	150 000	1 216 791	Total	545 922	447 613	0	993 535
					% Budget	97,28%	88,52%	0%	81,65%

Table 5: Summary of budget and expenditures

3.4. Changes during implementation

It should be noted that the budget as provided in Project Document is USD 1,250,000 mainly distributed as follows:

- GEF: US \$ 550,000
- UNDP: US \$ 400,000
- Government: US \$ 300 000

Regarding the contribution of US \$ 300,000 that was expected from the government, US \$ 150,000 was in form of in-kind contribution and the remaining US \$ 150,000 was to be allocated to the project activities. But the government has not provided its contribution of US \$ 150,000. Therefore, the project has actually operated on the basis of GEF and UNDP resources only. On this basis, the actual disbursement rate was around 100%.

Monitoring and Evaluation: Project design and its Implementation

Due to the lack of resources coupled with the relatively short project duration (3 years), the mid-term evaluation did not take place. However, as indicated above, this gap has been bridged by meetings of steering committee and other meetings with various actors. The project coordination and technical supervision by UNDP have also been of great help.

Monitoring and evaluation activities have been well-planned in the project document, objectively verifiable indicators have been defined, and the evaluation matrix has been well-developed. During the implementation of the project, despite the small number of staff, it is worth noting that the quarterly and annual reports have been produced and the steering committee has been able to meet every year. This enabled a continuous project monitoring.

However, the mid-term evaluation that was foreseen in the project document did not take place. Given the relatively medium size and duration of the project, this has had virtually no impact on the project.

Generally, the monitoring and evaluation exercise can be described as very satisfactory.

Coordination of the implementation and execution by UNDP and Implementation partners and Operational Issues

Coordination au niveau de la mise en œuvre et de l'exécution avec PNUD et le partenaire de mise en œuvre et questions opérationnelles

During the implementation of this project, UNDP acted as the implementation agency for the GEF. To this end, UNDP has regularly provided support services, including procurement of equipment and services, staff recruitment, etc. This helped to manage the project in accordance with the procedures in force and due respect of deadlines.

In terms of partnerships, it is necessary to note the following partnerships that have been initiated with both the civil society and the private sector:

- Two civil society organizations: SOS-FORESTS and the Network for Environment and Sustainable Development Federation, which shared environmental information with the project and benefited from the capacity-building activities of the Project;
- GEOSERVICES, from the private sector, which also benefited from the project's capacity building activities.

All three entities are members of the Information Sharing Platform.

As far as the operational aspect is concerned, the project has been implemented under the national modality, which has contributed to the ownership of the project at both the national level (Universities and Institutes) and at the local level of 4 pilot communes: San-Pedro, Grand-Lahou, Port-Bouët and Grand-Bassam.

3.3 Project Results - Performance

Interviews with heads of communes and those from far-reaching areas of project revealed that the results are convincing. Indeed, all four municipalities have benefited from the appropriate

support provided by the project in terms of training on the geo-catalog, capacity building and provision technical equipment. More specifically, the pilot sites have benefited from the following actions:

- Donation of computer hardware;
- Formulation of local Agenda 21 - with the exception of Grand Lahou commune. Indeed, it should be noted that the EMIS project, in order to promote synergy and avoid duplication with the World Bank project entitled WACA that operates in Grand-Lahou, has not developed a local Agenda 21. The World Bank is planning to develop for Grand-Lahou an Investment Plan which is in fact similar to the local agenda 21. Taking panoramic photos;
- Taking high-resolution aerial photographs using drones, which are useful for territorial spatial planning of the pilot municipalities;
- Training on geo-catalog, sustainable development laws and Rio conventions;
- Establishment of Sustainable Development Committees in the communes of Grand-Bassam, San-Pedro and the Regional Council of San-Pedro. The project envisaged the setting up of a regional committee for sustainable development; which is not in line with the provision of the new 2014 law on sustainable development that recommends instead the establishment of a sustainable development committee within each organization;
- Sessions on the Geoportal popularization.

Despite the insufficiency of senior staff assigned to it, the project has performed well in its implementation by adopting the "learning by doing" principle through consultancies and relying on ongoing projects in two universities: Houphouët Boigny University and Nangui Abrogoua University. The satisfying disbursement rate also proves this performance.

Overall results (achievement of objectives)

Information sharing with the main actors and various reports showed that:

- More than 77% of the organizations member of the coastal area platform for data and information sharing have signed their Memorandum of Understanding (MOU) with MINEUSSD and have committed to share data and information; the private sector and NGOs are represented in a data-sharing platform. All national structures/institutions, in particular the actors in the pilot communes, are further equipped for better internal data management and decision-making at both the national and coastal zone levels;
- Three pilot communes (Port-Bouet, Grand-Bassam and San Pedro) have a tool of strategic development planning at the local level through their local Agenda 21, which are very important documents;
- The actors in the environmental data and information sharing platform make a better use of the softwares (ArcGis desktop, ArcGis server, spatial analysis, Geoserver, Geonetwork ...) for the optimal Geoportal exploitation.
- The previous 37 environmental indicators have been revised in light of the information and data available at national and local level. A total number of 48 indicators for which data and information have been collected are available on the Geoportal.
- A deployment of the Environmental Information System was made through the EMIS and Geoportal website below:

(http://ci-sgie.pigeo.fr/ci-sgie-gn2_10/apps/geoportal/index.html?hl=fre)

- Actors in the regional councils and communes (Deputy Mayors, Directors, Advisers ...) of Port-Bouët, Grand-Bassam and Sud-Comoé have been more mobilized and have a better understanding of the issue surrounding environmental information for local development. They are equipped for taking into account the environment and sustainable development in the management of their local territory.
- The key players of General Department of Decentralization and Local Development better understand the strict obligations of the Sustainable Development orientation law; Elected representatives of local and regional organizations expressed their agreement and commitment to the establishment of local sustainable development committees and the formulation of local agenda 21. The Geoportal was enriched with data collected from the pilot sites.
- Members of the data and information sharing platform are familiar with the use and management of the central database, and have adopted an institutional EMIS architecture. This transfer of competencies has enabled better collaboration and management of environmental data and information. In addition, there is a better understanding of the need for data and information sharing and greater mobilization of the institutions for the implementation of the EMIS.
- The structures of the data-sharing platform, in particular the involved universities, better manage their data and information thanks to the computer equipment that they received. Thirteen (13) structures/institutions have benefited from this donation of equipments as well as capacity building programs. The details and type of support to the different structures are given in the following table:

N°	Name of the structure	Type of support
1	Port Bouet City Council	<ul style="list-style-type: none"> - Donation of IT equipment for better management of data and information at local level; - Formulation of local Agenda 21; - Taking panoramic photographs ; - Taking aerial photographs using drones for spatial planning; - Training on geocatalogue, sustainable development laws and Rio conventions; - Training on analysis grid of sustainable development; - Provision of decision-making tool (a Geoportal comprising 48 environmental and socio-economic indicators); - Training sessions to make the geoportal familiar;
2	Grand Bassam City Council	<ul style="list-style-type: none"> - Donation of IT equipment for better management of data and information at local level; - Formulation of local Agenda 21 - Taking panoramic photographs ; - Taking aerial photographs using drones for spatial planning;

N°	Name of the structure	Type of support
		<ul style="list-style-type: none"> - Training on geocatalogue, sustainable development laws and Rio conventions; - Training on analysis grid of sustainable development; - Provision of decision-making tool (a Geoportal comprising 48 environmental and socio-economic indicators); - Training sessions to make the geoportal familiar;
3	Grand Lahou City Council	<ul style="list-style-type: none"> - Donation of IT equipment for better management of data and information at local level; - Taking panoramic photographs ; - Taking aerial photographs using drones for spatial planning; - Training on geocatalogue, sustainable development laws and Rio conventions; - Provision of decision-making tool (a Geoportal comprising 48 environmental and socio-economic indicators); - Training sessions to popularize the geoportal.
4	San-Pedro City Council	<ul style="list-style-type: none"> - Donation of IT equipment for better management of data and information at local level; - Formulation of local Agenda 21 - Setting up of sustainable development committees at the commune level and San-Pedro Regional Council; - Taking panoramic photographs ; - Taking aerial photographs using drones for spatial planning; - Training on geocatalogue, sustainable development laws and Rio conventions; - Training on analysis grid of sustainable development; - Provision of decision-making tool (a Geoportal comprising 48 environmental and socio-economic indicators); - Training sessions to popularize the geoportal;
5	APA APSP LAPAMF DQRP	<ul style="list-style-type: none"> - Training on geocatalogue, GIS tools ((ArcGIS desktop, ArcGIS Server, Geonetwork, Geoserver, QGIS...)) - Training sessions to popularize the geoportal.
6	NIS ORC UCRAT CTC ITG ERC AAWFDS APCIC OPRIC	<ul style="list-style-type: none"> - Donation of IT equipment; - Training on geocatalogue, GIS tools ((ArcGIS desktop, ArcGIS Server, Geonetwork, Geoserver, QGIS...)) - Training sessions to popularize the geoportal.

N°	Name of the structure	Type of support
	DID ESDPNAU GEOSERVICES (private structure) NFNESDA	

Table 6: Type of support offered to EMIS Partners

Relevance

The "EMIS" project is perfectly relevant to national and local policies and to the priorities and needs of targeted beneficiaries.

- The project is in line with the National Development Plan 2012 - 2015 adopted in 2011. In this plan, the government intends to ensure a safe environment, promote sustainable development and rational management of natural resources. More specifically, it aims at (i) improving governance of the environment sector and sustainable development, (ii) restoring different ecosystems and improving natural resource management, (iii) reducing disaster risks and maintaining an environmental monitoring system and (iv) promoting the concept of sustainable development and its implementation. The project is also in line with the 2014 law on sustainable development, which requires local and regional municipalities to set up their local Agenda 21 instead of Local Development Plan (LDP) and Sustainable development committees ;
- In particular, this project is in line with the third strategy of the National environment policy and action plan adopted in 2011. Actually, its third strategy is related to the setting up of a national system of information, education, communication and monitoring of the state of the environment. This strategy acknowledges that lack of awareness and knowledge limits the ability to discuss, make decisions and has an impact on environmental information.
- Ivory Coast ratified the UNFCCC on 14 November 1994, the United Nations Convention on Biological Diversity (UNCBD) on 24 November 1994 and the United Nations Convention to Combat Desertification (UNCCD) on 6 January 1997. This project is entirely in conformity with the commitments of the country with respect to the ratified conventions. These commitments are related to:
 - o Education, training and awareness on environmental issues;
 - o Integrated environmental information management;
 - o Coastal zone management;
 - o Organizational capacity, and
 - o Environmental governance.
- It should also be noted that, in this context, the project is in accordance with the various national strategies that the country has developed with the help of UNDP and

GEF habilitation activities. These include: The National Strategy and Action Plan for Biodiversity, the National Strategy and Action Plan for Climate Change and the National Strategy and Action plan to Combat Desertification.

- The (EMIS) project is in line with United Nations Development Assistance Framework (UNDAF) 2009 - 2013. Indeed, the UNDAF environmental section is backed up by Millennium Development Goals - MDG 7, and meets national priorities following the Poverty Reduction Strategy Papers (PRSP) review, including those related to the improvement of accessibility, quality of basic social services and preservation of the environment. They also take into account the important challenges and priorities contained in existing strategic documents or documents being developed such as the National Environmental Action Policy (NEAP).

Effectiveness

The table below presents the evaluation of project results. Globally, the results obtained were satisfactory.

Products	Indicator	Baseline	Targets 2016	Notation Ratings	Observations
<p>Project objective (equivalent to output in atlas)</p> <p>To strengthen the capacity of national and local decision-makers to use a national environmental management information system as a means to apply lessons learned and best practices to meet global environmental objectives within the setting of coastal development</p>	<p>Impact Indicators: Ability of stakeholders to diagnose, understand and transform information about environmental management into local actions increased and retained;</p>	<p>Capacity of the main stakeholders is low and dispersed over many organisations;</p>	<p>50% of stakeholders have benefitted from capacity building activity for better use of the EMIS for monitoring progress in coastal zone management (e.g. training and workshops);</p>	<p>Very satisfactory</p>	<p>See table No 6</p>
	<p>*% of overall government budget for environmental protection and rehabilitation activities within national budgets;</p>	<p>* Budgets for environmental initiatives in CI remain low (less than 1% of total government budget spending) due to ignorance of environmental impacts of human interventions;</p>	<p>* EMIS has contributed to a significant rise in the elaboration of environmental projects (7%), particularly in the coastal zone.</p>	<p>satisfactory</p>	

Products	Indicator	Baseline	Targets 2016	Notation Rating	Observations
<p>Outcome 1 Strengthened environmental management information system and associated structures and networks established for improved global environmental decision-making related to all coastal areas in Cote d'Ivoire.</p> <p>To the extent possible: data will be standardized; scientifically sound methods will be better applied; data and information gaps filled; open access to data and information; translation of data and information significantly increases their accessibility to decision-makers; and the financial sustainability of the EMIS is secured.</p>	number of studies and projects that have made use of EMIS for baseline information;	Since a coordinated EMIS doesn't exist yet, the number of projects that use it as basis is zero.	At the End of Project (2016), 75% of all new projects and studies with an environmental component make use of the EMIS at ANDE;	satisfactory	Some projects (coastal erosion research program and contribution to the West Africa Coastal Areas Management Program (WACA) use the data made available by this project: PE2D, 77% of projects use these data.
	Percentage of stakeholders that indicate to be better informed about environmental issues within their area of intervention;	Most government agencies retain control over their data bases and sources of information; sharing on ad hoc basis and on demand.	40% of stakeholders indicate to have been proactively engaged in information exchanges on coastal zone management.	satisfactory	There were training sessions of 80 leaders of local organisations to better help them understand environmental issues and how to integrate them into their local planning. This is what motivated these leaders (Mayors, Deputy Mayors and Municipal Advisors) to adopt Local Agenda 21. In addition, the developing the local agenda 21 process has begun an intensive participatory and inclusive process.
	knowledge platform established between key stakeholders at various levels to exchange data on environmental issues;	The CNDD is the only high level exchange platform on environmental issues, but there is no specific focus on coastal zone.	75% of Stakeholders acknowledge the Regional Committee for Sustainable Development (CRDD) within the coastal zone as the main platform for stakeholder information	satisfactory	The leaders of the pilot communes were trained with the support of the NCSDD on the requirements of sustainable development at the local level. The project supported the NCSDD to popularize sustainable

Products	Indicator	Baseline	Targets 2016	Notation Rating	Observations
			exchange and monitoring of sustainable development in the coastal zone;		development best practices and set up sustainable development committees. It should be stressed that the implementation of local agendas 21 and sustainable development committees falls under the National Commission for Sustainable Development NCSA's mandate and the project supported it in order to carry out these activities at the level of the pilot communes. The training missions of local communes on requirements of the law on sustainable development were realized with the full participation of the Permanent Secretary of the NCSA and the Director of Sustainable Development Policies and Strategies.
Outcome 2 Improved coastal zone management decision-making based on better information systems tested	Public awareness about specific challenges and actions in the coastal zone environment;	communities are not aware of the severity of the environmental problems in their locality;	75% of local leaders are aware of environmental issues in their community and allot proper priority to sound NRM;	very satisfactory	

Products	Indicator	Baseline	Targets 2016	Notation Rating	Observations
in key area.	% of local development plans produced on basis of ANDE environmental profiles;	only 4 environmental profiles of communities have been produced and none of these have lead to changes in Local Development Plans	all coastal zone communities have participated in the Strategic Impact Assessment by ANDE for the elaboration of their LPDs and are knowledgeable about the environmental activities in their community;	very satisfactory	¾ have put in place their Agenda 21, Grand LAHOU will implement its Agenda through WACA program to avoid the duplication of efforts.
	number of submissions of local environmental activities resulting from LPD			Not evaluated, no reference or target	It should be noted that the local Agenda 21 of Grand-Bassam helped to identify actions with rapid impact. The Francophonie Institution has agreed to fund some of these activities in Grand-Bassam .

Table 7: Table of Evaluation Results

Efficiency

It should be noted that despite the government's failure to make available the budget equivalent to USD 150,000, the budget disbursement rate shows that about 20% of the available financial resources have not been used. Two questions can be asked at this level: (i) Was the original budget overestimated? (ii) Were the resources properly used?

Considering that all results have been achieved with a satisfactory minimum level, using scarce financial, human and logistic resources, it is possible to affirm that the resources were properly used. However, some activities were not carried out. For example, the regional workshop for the dissemination of project achievements, although the project took advantage of the side event during COP 22 to share the achievements of the project at the international level.

Generally, the efficiency of the project can be described as satisfactory.

Ownership by the country:

Apart from two universities in Abidjan, which have in their research agenda the management of environmental information, ownership of the project by the concerned departments (town halls, actors, and partners) has been progressive. Actually, with the change of mindset and the complexity of information and technology tools, ownership was not spontaneous. There was reluctance at the beginning. But gradually, with trainings, the creation of the geoportal, ownership became a reality. In addition, the most visible cases of ownership were noted at the Port of San Pedro which integrates environmental information in its expansion plans. There are also premises of ownership at the level of San Pedro and Grand Lahou City Councils with a strong commitment of the technical services.

Integration

The environment, as it is always said, is a cross-cutting sector that interests all areas of socio-economic life. In practice, there is still a lack of awareness of the importance of the environment in the development process, even if awareness is being developed with the systematization of environmental impact assessments on major development projects. The EMIS project also took this into account with the Agenda 21 in three communes, which contributed to the integrated development. In San Pedro, the evaluation mission had the privilege to participate partially in the Round Table Consultation on Integrated Strategic Environmental Assessments. This study, which resulted in the gathering of all development actors in the San Pedro area, addressed the environmental issue that affects key sectors: water, sanitation, energy, urbanization, coastal erosion, management of forest resources, Agriculture and so on.

Sustainability

There are many facts and factors which make it possible to assert that the implementation of the EMIS project has been sustainable from the point of view of the technical platform consistency:

The project is housed within the NAE, which is under the supervision of the MINESSD, together with the head of the IT department, who assumed the role of administrative assistant and who perfectly knows the merits of EMIS;

Key partners at the level of Houphouët BOIGNY and Nangui ABROGOUA universities participated in the implementation of the project as data providers, trainers and users and are willing to make the EMIS more dynamic. Moreover, Nangui ABROGOUA University is a university devoted exclusively to environmental issues, with the ESDPNAU having an environmental database unit. It is a university with a national and regional ambition with computing center and an ecological numerical simulation pole and Sustainable Development.

Practically, all local leaders have become aware of environmental problems in their communities and are committed to safeguard the environment in their areas of influence.

It is critically needed to put into practice the recommendations of local Agenda 21, especially since local plans for the development of the coastal zone are formulated on the basis of environmental profiles.

All the technical departments of the city councils concerned by the project, as well as the managers of the Port of San Pedro, integrated the EMIS through the Geoportal and the geocatalogue into their roadmap.

However, from the point of view of the availability of post-project financial resources, nothing predicts sustainability because there is no sign showing the continuity of the activities of EMIS. With the budgetary deficit in the fiscal year 2017, it is less likely to find bridging funding from the government. The mission also proposes the MINESSD to prepare a request for the EMIS scale-up which will be submitted to The Francophonie Institute for Sustainable Development (IFDD), to the Kingdom of the Netherlands or to some Scandinavian countries.

However, it should be noted that the project benefited from USD 50 000 (for 2017) from the West African Economic and Monetary Union (WAEMU) with the support of the WACA project to consolidate the achievements of EMIS. The Geoportal will be capitalized within the framework of the WACA initiative as a platform for sharing environmental data and information.

Impact

The process of project implementation had real impact on the actors' awareness who were involved in the project, particularly, the actors in charge of decision-making. Given the pilot nature of EMIS, the physical impact can only be measured in the context of a larger project.

Nevertheless, it should be noted that leaders of the pilot local organizations became aware of the environmental issues and took them into account in the local planning. This was reflected in the motivation of leaders (mayors, deputy mayors and municipal councilors) to get involved in the development and adoption of local agenda 21 through a participatory and inclusive process.

Moreover, the organization of a sub-regional workshop, which unfortunately did not take place due to the lack of financial resources, would have contributed to widening the impact in West Africa.

Generally speaking, the impact of the project at the current stage can be described as minimal.

Gender mainstreaming

The direct involvement of women in the EMIS project is currently minimal. The project has made it possible to sensitize more local actors in the communes of San Pedro, Grand Lahou, Port Bouet and Grand Bassam in order to take into account environmental issues in their local planning. Among 80 local leaders trained, 19% of them were women involved in the management of these local organizations. In addition, 20% of the representatives of the member organizations of the national platform for environmental data and information sharing in the coastal zone have been equipped in order to enable them to better use geographical information and data analysis software. This will help them contribute to the improvement of decision-making concerning the sustainable management in local organizations in coastal zone of Ivory Coast. It should also be emphasized that this GEF project has put a focus on gender parity in the management team made up of one (1) National Coordinator, two (2) technical assistants (with one woman and one man) and a woman in charge of administration and finance.

4. Constraints and difficulties

With a disbursement rate and generally satisfactory results, one might think that constraints and difficulties in the project implementation are minimal. However, it should be stressed that different difficulties and constraints have been encountered. These include:

- Lack of personnel and logistics;
- Limited financial resources;
- reluctance of some players at the beginning before their adherence to the project;
- The various number of actors that represents a challenge with respect to synergy in their different interventions.

Fortunately, these difficulties and constraints were overcome thanks to the support of two universities in Abidjan, good supervision by UNDP and good guidance by the steering committee.

5. Conclusions, recommendations and lessons learned

5.1 Remedial measures in project design, implementation, monitoring and evaluation

EMIS project is designed to enable the Government of Ivory Coast to have a central database and an environmental information system that would allow networking of all key institutions managing data and information in the coastal zone. EMIS, as a decision-making tool, should enable stakeholders to make decisions for better management of the coastal zone. The pilot nature of the project, limitations in terms of financial and human resources, and above all, the lack of a mid-term evaluation, handicapped the taking of necessary remedial measures. Even though the Steering Committee fulfilled its role, its meetings did not solve the critical problems of the project and bring about remedial measures. Thus, although the results were generally satisfactory, the networking aspect of the institutions must be further consolidated for a better ownership of the tool.

5.2. Measures to ensure follow-up or reinforce initial benefits of the project

Since the project has ended, it is therefore suggested that, due to the absence of a steering committee, NAE should put the sustainability of EMIS into its priorities by pooling necessary means and seeking for assistance from the universities of Houphouët Boigny and Nangui Abrogoua.

5.3. Suggestions for future perspectives in support of the main objectives

By strengthening the synergies between projects and ongoing initiatives in these two institutions, a better networking of structures and consolidation of EMS achievements would be possible. That is why, in the interests of EMIS sustainability in Ivory Coast, it is suggested that these two institutions should be made more responsible in disseminating knowledge about the management of environmental information. Developing more synergies between institutions by pooling existing resources should be essential for of NAE while waiting for EMIS II.

5.4. Best and worst practices in dealing with relevance, performance and success issues

The following lessons were learnt during the project implementation:

The best practices include:

- The project relevance to the economic orientations of the government (ex: NPESD) and international initiatives (ex: SDO, SE4ALL);
- performance in technical and financial implementation using a small staff but increase synergies with the partners of the project on the basis of a participatory approach and « faire-faire »
- Success through the provision and mastery of a functional geoportal.

The worst practices include:

- Adherence of the main actors to EMIS project, which took a long period to understand the involved issues and have ownership of the project;

- small national contribution to the project and its failure to make it available, which would be perceived as if the government is not interested;
- Lack of visibility of populations living around the project influence zone. For example, some professions (fishermen, fishmongers, tourist guides, health agents, landing stage managers) were not visible but they constitute the portion of the population who would most benefit from environmental information.

6. Annex

6.1. Terms of reference

Terms of reference for the selection of an international consultant for the final evaluation of the project “ Strengthened Environmental Management Information System for Coastal Development to meet Rio Convention Objectives”

A. PROJECT CIV10-00088559 - STRENGTHENED ENVIRONMENTAL MANAGEMENT INFORMATION SYSTEM FOR COASTAL DEVELOPMENT TO MEET RIO CONVENTION OBJECTIVES.

INTRODUCTION

In accordance with UNDP / GEF monitoring and evaluation policies and procedures, all medium and large-scale projects supported by UNDP and Funded by GEF must be subjected to a final evaluation at the end of their implementation. These Terms of Reference (TORs) set out the expectations for a final evaluation of the project "Strengthening the Environmental Information Management System for the Development of Coastal Zone of Ivory Coast in response to the objectives of the Rio Conventions”.

The essential project aspects to be evaluated are the following: (see table below).

PROJECT SUMMARY		Strengthening the Environmental Information Management System		
Project Title				
GEF Project ID:	5101		<i>upon approval (in USD)</i>	<i>upon completion (in USD)</i>
UNDP project ID:	4491	GEF funding:	550,000	550,000
Country :	Ivory Coast	Funding the implementation agency / execution agency	400,000	400,000
Region	Africa	Government	300,000	300,000
Focal area	Multi Focal Area		Others	
Objectives FA (OP/SP)	CCCD-2 : Generate, have access to and use information and knowledge	Total co-funding	700,000	700,000
Implementation agency	UNDP	project total cost	1,250,000	1,250,000
Other partners involved in the project:	Ministry of Environment and Sustainable Development	DP’s Signature (Starting date of Project):		17 March 2014
Closing date (operational):	Proposed date: 28 February 2016	Effective date :	28 February 2016	

B. OBJECTIVE AND SIGNIFICANCE

Summary

In 2004, Ivory Coast as a signatory to the Rio conventions committed itself to undertake a self-evaluation of capacities to reinforce the management of the global environment launched in January 2000 by the Global Environment Fund (GEF) in collaboration with the United Nations Development Program (UNDP). The purpose of the initiative was to assist developing countries in identifying their priority needs and problems in the areas of biological diversity, climate change and land degradation in the overall context of sustainable development.

This self-evaluation exercise revealed eleven (11) intersectorial constraints including "low level of sensitization and poor knowledge for better decision-making". According to the NCSA (National Capacity Self-Assessment) report, environmental data and information intended to guide decision-making in order to meet global environmental objectives are scattered, often outdated, partial and inaccessible to users. The insufficient synergy within the activities, lack of efficiency and transparency in administrative institutions, including low level of knowledge of the transversal and holistic nature of the environmental themes by decision-makers were also highlighted.

An in-depth analysis of environmental problems and constraints in capacity building revealed that the coastal zone, one of the most important economic zones, did not experience optimal management of its environment. This was due to the lack of data and overlapping mandates of technical agencies and insufficient capacities of decentralized authorities to use environmental data for decision-making. There is therefore a need to develop environmental database and to establish a national environmental information management system that will provide decision-makers with an opportunity to respond more effectively to the obligations of the Rio conventions.

To overcome this constraint and with the support of UNDP, Ivory Coast has prepared and submitted to the GEF Secretariat the project "Strengthening the Environmental Information Management System for the Development of Coastal Zone of Ivory Coast in response to the objectives of the Rio conventions".

The project aims at strengthening the capacity of national and local decision-makers to use a national environmental information management system as a means of achieving global environmental objectives. It responds to the objectives of the GEF's three focal areas (biodiversity, climate change and sustainable land management). The project is specifically in line with the strategic priority related to intersectorial capacities.

Two strategic components characterize this project. These are:

1. Strengthening of the existing Environmental Information Management System (EMIS) and related structures and networks needed to improve overall environmental decision-making in the coastal zone;

- Presenting the current situation of data and information at both national and local levels;
- Establishing a Memorandum of Understanding with regard to the sharing of environmental data and information;
- Strengthening the existing database of coastal zone management;
- Strengthening organizational capacities of key management structures;
- Setting up an environmental information system.

2. The establishment of pilot sites to test EMIS at the local level in order to determine best replication conditions in all coastal areas of Ivory Coast.

- Institutional analysis of local governance structures;
- Conducting institutional management reforms in the local structures;
- Carrying out sensitization and training campaigns for stakeholders in the pilot municipalities;
- Creating a system of vertical information sharing and dissemination for integrated management of the coastal zone.

The expected results are:

- Current situation analysis of national and local data and information and related needs;
- Memoranda of Understanding on environmental data and information sharing were drafted and signed with national entities;
- Existing database of the management of the coastal zone was strengthened;
- Organizational capacities of key management structures were strengthened;
- Environmental information system for free access via the internet was set up.
- Institutional analysis of local government structures was carried out;
- Institutional information management reforms of local structures were carried out;
- Sensitization and training campaigns for stakeholders in the pilot municipalities were carried out;
- A system for the vertical information sharing and dissemination on integrated management of the coastal zone was available.

The final evaluation was carried out in accordance with the guidelines, rules and procedures established by UNDP and GEF as outlined in the UNDP evaluation guidelines for GEF-funded projects.

The evaluation objectives were to assess the outcomes of the project and to draw lessons that would help improve the sustainability of the project benefits and promote the overall improvement of UNDP programs.

C. APPROACH AND METHOD OF EVALUATION

A comprehensive approach and methodology for conducting final evaluations of UNDP-supported and GEF-funded projects have been developed over time. The evaluator is expected to take into consideration the criteria of relevance, effectiveness, efficiency, sustainability and impact as defined and explained in the UNDP guidelines for conducting final evaluations of projects supported by UNDP and funded by GEF. A series of questions covering each of these criteria have been written and included in the Terms of Reference (complete Appendix C). The evaluator must modify, complete and submit this table as part of an initial evaluation report and attach it to the final report in the appendix.

The evaluation must provide factual information which is credible, reliable and useful. The evaluator must adopt a participatory and consultative approach that ensures close collaboration with government counterparts, in particular with the GEF operational focal person, UNDP country office, project team, UNDP- GEF based in the region and key stakeholders. The evaluator must carry out a field visit to Abidjan in Ivory Coast, and to the following municipalities: San Pedro, Grand Lahou, Port Bouët and Grand Bassam. Interviews will be held with at least the following organizations and individuals: Project focal persons within the Oceanological Research Center (ORC), Ecological Research Center (ERC), University Center for Research and Applications in Remote Sensing (UCRAT), Laboratory of Atmospheric Physics and Mechanics of Fluids (LAPA-MF), Research Center for Environment and Sustainable Development of Nagui Abrogoua University, the NGO SOS-FORESTS, Environment and Sustainable Development Federation (ESDF), GEOSERVICES, Anti-Pollution Center of Ivory Coast (APCIC), National Agency for Environment (NAE), Autonomous Port of Abidjan (APA), Autonomous Port of San Pedro (APSP), National Commission for Sustainable Development (NCSD), Department of Environmental Quality and Risk Prevention (DEQRP), Direction of Information and Documentation (DID) , Airport, Aeronautic, and Weather Forecasting Development Society (AAWFDS), Center for Mapping and Remote Sensing (CCRS), National Technical Studies and Development Office (NTSDO), Institute of Tropical Geography (ITG), Earth Spatial Surveillance (ESS) of the Permanent Secretariat of REDD +.

The evaluator will consult all relevant sources of information, such as project document, project reports, including the project annual report / report on project implementation and other reports, project budget review, mid-term review, progress reports, GEF focal area monitoring tools, project files, national policy and legal documents, and all other documents that the evaluator considers useful for this fact-based assessment. A list of documents that the project team will provide to the evaluator for review is attached to these Terms of Reference as Appendix B.

D. EVALUATION CRITERIA AND RATINGS

An evaluation of the project performance, based on the expectations set out in the project logical framework / results framework (see appendix A), which provides performance and impact indicators for project implementation and the corresponding verification means will be carried out. The evaluation will address at least the criteria of relevance, effectiveness, efficiency and sustainability. Ratings must be provided against the following performance criteria. The completed table must be attached to the evaluation summary. Mandatory rating scales are included in Appendix D.

Evaluation Ratings:			
<i>1-Monitoring and evaluation</i>	<i>Scoring</i>	<i>2-Execution agency / implementation agency</i>	<i>scoring</i>
Design of monitoring and evaluation upon entry		Quality of implementation by UNDP	
Implementation of the Monitoring and Evaluation Plan		Quality of execution: implementation agency	
Overall quality of monitoring and evaluation		Overall Quality of implementation and execution	
<i>3-Evaluation of results</i>	<i>Execution agency / implementation agency</i>	<i>4. Sustainability</i>	<i>Execution agency / implementation agency</i>
Relevance		Financial resources	
Effectiveness		Socio-political aspects:	
Efficiency		Institutional framework and governance:	
Overall rating of project implementation		Environnemental aspects	
Overall probability of sustainability:			

E. PROJECT FUNDING/ CO-FUNDING

The evaluation will cover the main financial aspects of the project; in particular the part of the co-funding planned and executed. Data on costs and project funding will be required, including annual expenditures. Differences between planned and actual spending should be assessed and explained. The results of the recent financial audits available should be taken into account. The evaluators will benefit from the intervention of the Country Office (CO) and the project team in their quest for financial data to complete the co-funding table below, which will be included in the final evaluation report.

Co-funding (Type / source)	UNDP proper funding (USD million)		Government ((USD million)		Partner organization ((USD million)		Total ((USD million)	
	Planned	Real	Planned	Real	Planned	Real	Real	Real
Subsidie								
Loans / leases								
In-kind support								
Others								
Total								

F. INTEGRATION

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

G. IMPACT

Evaluators will assess the extent to which the project is reaching or progressing towards achieving the impacts. Among the main outcomes of the evaluations are the following: a) verifiable progress in ecological system, b) verifiable reduction of stress in ecological systems, or c) significant progress towards impact reduction

H. CONCLUSIONS, RECOMMENDATIONS AND LESSONS

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons learnt.

I. IMPLEMENTATION MODALITIES

The main responsibility for the management of this evaluation falls under the re UNDP Country Office in Abidjan (Côte d'Ivoire). The UNDP Country Office will contact the evaluators to ensure the timely payment of the per diem to the evaluation team and to finalize the country's travel arrangements. The project team will be responsible for liaising with the team of evaluators to organize stakeholder interviews and field visits, as well as coordination with the government, etc.

J. EVALUATION SCHEDULE

The evaluation will take a total of 20 working days according to the following plan:

Activity	duration	Completion date
Preparation	3 days	On 01, 02 and 03 February 2017
Evaluation Mission	10 days	On 06, 07, 08, 09, 10, 13, 14, 15, 16, 17 February 2017
Draft evaluation report in French	6 days	On 20, 21, 22, 23, 24 et 27 February 2017
Final report in English	1 day	on 28 February 2017

K. PRODUCTS TO BE DELIVERED UNDER THE TERMS OF THE EVALUATION

The following elements are expected from the evaluation team:

Deliverables	Contents	Duration	responsibilities
Initial report	The evaluator shall provide details on the timetable and methodology	No later than two weeks before the evaluation mission.	The evaluator sends the report to the UNDP CO
Presentation	Initial conclusions	End of the evaluation mission	At the UNDP CO project head quarter Sent to the CO,
Draft final report (in French)	Full Report, (as attached) with Appendices (in French)	Within three weeks of the evaluation mission	Reviewed by RTA, the Program Coordination Unit and PFOs of GEF
Final report*(in English)	Revised report in English	Within one week after receipt of UNDP comments on the project	Sent to CO for uploading on the UNDP CGELE website.

* During the presentation of the final evaluation report, the evaluator is also required to provide a room for audit, explaining in detail how comments received (or have not) have been addressed in the report.

L. THE TEAM MEMBERS

The evaluation team will be composed of an international evaluator. The consultant must have proof of previous experience in evaluating similar projects. Experience in GEF-funded projects is an advantage. The selected evaluator must not have participated in the preparation or implementation of the project and must not have a conflict of interest with the project activities.

The evaluator must have the following qualifications:

- A higher education degree, 3rd cycle education(BAC + at least5 years)
- Qualification in one of the following domains: economics, statistics, environment or related field, and being a specialist in planning,;
- At least 5 years of relevant professional experience;
- Knowledge of UNDP and GEF;
- previous experience with result-oriented monitoring and evaluation methodologies;
- Having technical knowledge in the targeted focal areas;
- Knowledge of environmental information system;
- Excellent command of French and English (writing, speaking and reading).

M. CODE OF CONDUCT FOR THE EVALUATOR

The evaluation consultant is required to adhere to the highest ethical standards and must sign a code of conduct (see Appendix E) for acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles set out in the "UNEG Ethical Guidelines for Evaluations"

N. MODES OF PAYMENT AND SPECIFICATIONS

%	Step
20 %	Following the presentation of the validated work plan
50 %	Following the presentation and approval of the first draft of the final evaluation report in French
30 %	Following the submission and approval (by the BP project of UNDP and RTA) of the final evaluation report in English

O. NOMINATION PROCESS

The Consultant's financial offer must be at a fixed-price contract. The package must include payment fees, and mission expenses, etc.

Offer submission

The following documents must be included:

- a) Curriculum Vitae (CV) or P11, indicating all previous experiences and contacts (email and phone number) of 3 references.
- b) A brief description of the working methodology and the approach to perform the work according to the TORs
- c) The financial proposal indicating the fixed amount proposed by the tenderer for the mission to be conducted.

Technical evaluation criteria

	Recap of evaluation forms of technical proposal	Maximum rating	Consultant				
			A	B	C	D	E
1	Qualification and experience in the field	40					
2	Work plan	10					
3	Proposed methodology and approach to perform the work according to TOR	50					
	Total	100					

Technical proposal evaluation form- form 1		Maximum number of points	Consultant				
			A	B	C	D	E
Proposed methodology and approach to perform work according to TOR							
1.1	Degrees	10					
1.2	Relevant experience in final evaluation	10					
1.3	Expertise in the field of evaluation of GEF-UNDP projects relating to the environment	15					
1.4	Previous references for similar work	5					
		40					

Technical proposal evaluation form- form 2		Maximum number of points	Consultant				
			A	B	C	D	E
Work plan							
2.1	Is the work plan well defined, well detailed, and in line with the terms of references	10					
		10					

Technical proposal evaluation form- form 3		Maximum number of points	Consultant				
			A	B	C	D	E
Proposed methodology and approach to perform work according to TOR							
3.1	Does the proposal show a general understanding of the project?	10					
3.2	Have the important aspects of the task been dealt with in sufficient details?	10					
3.3	Does the proposal include a coherent methodological framework?	15					
3.4	Does the proposal include a relevant monitoring and evaluation framework?	5					
3.5	Is the presentation clear and are the succession of activities and planning logical, realistic, and sufficient enough for a successful implementation of the project?	10					
		50					

APPENDIX A: PROJECT LOGICAL FRAMEWORK

<p>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</p> <p>National and local capacities are reinforced for the implementation and the monitoring of environmental policies and project/programmes</p>
<p>Country Programme Outcome Indicators:</p> <p>Policies document and strategies are updated Environmental database developed and regularly updated.</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</p> <p>Mainstreaming environment and energy OR</p> <p>Catalyzing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.</p>
<p>Applicable GEF Strategic Objective and Program: GEF Strategic Objective and Program:</p> <p>CCCD-2: Generate, access and use of information and knowledge</p>
<p>Applicable GEF Expected Outcomes:</p> <p>Improved knowledge management systems yield better policy and programme decisions for the global environment, by:</p> <p>2.1 Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions;</p> <p>2.2 Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of global environmental problems and develop local solutions ;</p> <p>2.3 Public awareness raised and information management improved</p>
<p>Applicable GEF Outcome Indicators:</p> <p>Increased number of socio-economic policies, plans, and programmes call for explicit deliverables of global environmental benefits. In particular:</p> <p>Institutions and stakeholders trained how to use different tools available to manage information; Stakeholders are better informed via workshops and trainings about global challenges and local actions required; Ability of stakeholders to diagnose, understand and transform information and knowledge into local actions increased and retained in 16 countries; Knowledge platform established to share lessons</p>

learned among CBOs and CSOs across SGP participating countries (Number); Public awareness raised through workshops and other activities (Number)					
	Indicator	Baseline	Targets 2016	Source of verification	Risks and Assumptions
<p>Project objective3 (equivalent to output in atlas)</p> <p>To strengthen the capacity of national and local decision-makers to use a national environmental management information system as a means to apply lessons learned and best practices to meet global environmental objectives within the setting of coastal development</p>	<p>Impact Indicators:</p> <p>Ability of stakeholders to diagnose, understand and transform information about environmental management into local actions increased and retained;</p> <p>*% of overall government budget for environmental protection and rehabilitation activities within national budgets;</p>	<p>Capacity of the main stakeholders is low and dispersed over many organisations;</p> <p>* Budgets for environmental initiatives in CI remain low (less than 1% of total government budget spending) due to ignorance of environmental impacts of human interventions;</p>	<p>50% of stakeholders have benefitted from capacity building activity for better use of the EMIS for monitoring progress in coastal zone management (e.g. training and workshops);</p> <p>* EMIS has contributed to a significant rise in the elaboration of environmental projects (7%), particularly in the coastal zone.</p>	<p>capacity development monitoring scorecards;</p> <p>FNDE year reports;</p> <p>Subscription of environmental projects in Public Investments Portfolio;</p> <p>INS Statistics</p> <p>Mid-term and Terminal Evaluation Report</p>	<p>Less/no extreme climate events occur that can accelerate sea level rise by triggering floods and debris flow in the targeted locations.</p> <p>Political stability and security situation is favourable to implement planned activities.</p> <p>Economic growth in CI continues to rise after the 2011 crisis;</p> <p>the various government agencies respect their commitment to transfer funds to FNDE;</p> <p>private sector enterprises and project proponents understand the necessity to comply with the obligations for EIA and SIA;</p> <p>* government stands by its intentions and priorities as noted in the PNAE, NCSA</p> <p>strategy and action plan and the recently adopted Environmental policy and action plan.</p>

learned among CBOs and CSOs across SGP participating countries (Number); Public awareness raised through workshops and other activities (Number)					
	Indicator	Baseline	Targets 2016	Source of verification	Risks and Assumptions
<p>Outcome 14</p> <p>Strengthened environmental management information system and associated structures and networks established for improved global environmental decision-making related to all coastal areas in Cote d'Ivoire.</p> <p>To the extent possible: data will be standardized; scientifically sound methods will be better applied; data and information gaps filled; open access to data and in-formation;</p> <p>Translation of data and information significantly increases their accessibility to decision-makers; and the financial sustainability of the EMIS is secured.</p>	<p>number of studies and projects that have made use of EMIS for baseline information;</p> <p>Percentage of stakeholders that indicate to be better informed about environmental issues within their area of intervention;</p> <p>knowledge platform established between key stakeholders at various levels to exchange data on environmental issues;</p>	<p>Since a coordinated EMIS doesn't exist yet, the number of projects that use it as basis is zero.</p> <p>Most government agencies retain control over their data bases and sources of information; sharing on ad hoc basis and on demand.</p> <p>The CNDD is the only high level exchange platform on environmental issues, but there is no specific focus on coastal zone.</p>	<p>At the End of Project (2016), 75% of all new projects and studies with an environmental component make use of the EMIS at ANDE;</p> <p>40% of stakeholders indicate to have been proactively engaged in information exchanges on coastal zone management.</p> <p>75% of Stakeholders acknowledge the Regional Committee for Sustainable Development (CRDD) within the coastal zone as the main platform for stakeholder information</p> <p>exchange and monitoring of sustainable development in the coastal zone;</p>	<p>list of projects that have benefited from an ANDE evaluation for EIA/SEA;</p> <p>CRDD and CNDD monitoring reports; State of the CI Environment 2016;</p> <p>Project records, supplemented by beneficiary verification;</p> <p>CNTIG and ANDE year reports</p> <p>Project monitoring reports;</p> <p>hit-counter on ANDE website;</p>	<p>There will be no/limited transfers of trained technical staff in other ministries/departments or in other non-government organisations.</p> <p>National environmental registries and their data continue to be maintained and updated adequately</p> <p>Political will of government agencies to freely share public data and information</p> <p>CNDD and CRDD's are rendered operational;</p> <p>the data sharing infrastructure established in CI can handle exchange of large quantities of data produced by SIG;</p>

learned among CBOs and CSOs across SGP participating countries (Number); Public awareness raised through workshops and other activities (Number)					
	Indicator	Baseline	Targets 2016	Source of verification	Risks and Assumptions
<p>Outcome 2</p> <p>Improved coastal zone management decision-making based on better information systems tested in key area.</p>	<p>Public awareness about specific challenges and actions in the coastal zone environment;</p> <p>% of local development plans produced on basis of ANDE environmental profiles;</p> <p>number of submissions of local environmental activities resulting from LPD</p>	<p>communities are not aware of the severity of the environmental problems in their locality;</p> <p>only 4 environmental profiles of communities have been produced and none of these have lead to changes in Local Development Plans</p>	<p>75% of local leaders are aware of environmental issues in their community and allot proper priority to sound NRM;</p> <p>all coastal zone communities have participated in the Strategic Impact Assessment by ANDE for the elaboration of their LPDs and are knowledgeable about the environmental activities in their community;</p>	<p>Survey, Gender disaggregated interviews, field monitoring and testing during the yearly recurring 15-days environment campaign;</p> <p>Interviews with Prefectures and Regional reports;</p> <p>LDPs</p>	<p>Institutions established at the community and district level are functional and supportive to implement the project activities.</p> <p>Communities participate in project awareness generation and training activities on Integrated Coastal Zone Management, learn how to operate and maintain the EMIS and see value in maintaining it beyond the life of the project.</p> <p>Local communities perceive value and support in improved coastal zone management above and being taking care of waste management;</p>

Appendix B: LIST OF DOCUMENTS TO BE EXAMINED BY THE EVALUATORS

1. The UNDP-GEF Project Document "Strengthening the Environmental Information Management System" signed by both the Government and UNDP;
2. The Report of the Local Committee for the Project Evaluation (CLEP);
3. The Initial Project Report;
4. Quarterly Reports;
5. Annual reports;
6. Annual Work Plans (PTAs);
7. Revised Annual Work Plans;
8. Monitoring and Evaluations plans;
9. The audit report of 2015;
10. Reports of the Steering Committee;
11. Combined delivery reports by Activity (CDR);
12. The Ivorian Government - UNDP Cooperation Program Document for the period 2009-2015;
13. The "UNDAF 2013-2016";
14. The NDP 2012-2015;
15. The Strategic Objectives of GEF-5;
16. The project website (<http://sgie.ci/>);
17. Presentation of the four pilot sites of the project and contacts of the focal points;
18. The Project Geoportal;
19. The project press clippings.

APPENDIX F: MAIN ELEMENTS OF THE EVALUATION REPORT

i.	<p>Page introduction: Introduction page: Title of GEF-funded project and supported by UNDP</p> <ul style="list-style-type: none"> - Identification numbers of UNDP and GEF projects - Evaluation schedule and date of the evaluation report - Region and country included in the project <p>GEF Operational/Strategic Program</p> <ul style="list-style-type: none"> - Implementation partner and other project partners - Members of the evaluation team <p>acknowledgements</p>
ii.	<p>Summary</p> <ul style="list-style-type: none"> -Project summary table -(Short) Project description -Evaluation rating table - Summary of findings, recommendations and lessons learnt
iii.	<p>Acronyms and Abbreviations (See: UNDP6 Drafting Manual)</p>
1	<p>Introduction</p> <ul style="list-style-type: none"> - Purpose of the evaluation - Scope and methodology - Structure of the evaluation report
2	<p>Project Description and Context</p> <ul style="list-style-type: none"> - Start and duration of the project - Problems to be addressed by the project - Project immediate and development objectives - Basic indicators in place - Key stakeholders -Expected results
3	<p>Conclusions (In addition to a descriptive appreciation, all criteria marked with a (*) must be scored 7</p>
3.1	<p>Project Design / Formulation</p> <ul style="list-style-type: none"> - LFA / outcome framework analysis (project logic / strategy, indicators) - Hypotheses and Risks - Lessons learnt from other relevant projects (eg in the same focal area) <p>incorporated into the project design</p> <ul style="list-style-type: none"> - Planned stakeholder participation - Replication Approach - Comparative Advantage of UNDP - The links between the project and other interventions within the sector management modalities

3.2	<p>Mise en œuvre du projet Project Implementation</p> <ul style="list-style-type: none"> - Adaptive management (changes to project design and project results during implementation) - Memoranda of understanding (with relevant stakeholders operating in the country / region) - Comments from monitoring and evaluation activities used in adaptive management - Project funding - Monitoring and evaluation: project design at the beginning and implementation (*) - Coordination during implementation and execution with UNDP and implementation partner (*) and operational issues
3.3	<p>Project results</p> <ul style="list-style-type: none"> - Overall results (achievement of objectives) (*) - Relevance (*) - Effectiveness and efficiency (*) - Ownership by the country - Integration - Sustainability (*) - impact
4	<p>Conclusions, recommendations and lessons learned</p> <ul style="list-style-type: none"> - Remedial measures for the project design, implementation, monitoring and evaluation - Measures to ensure follow-up or enhance the project initial benefits - Proposals for future orientations supporting the main objectives - Best and worst practices related to aspects of relevance, performance and success
5	<p>Appendices TOR</p> <ul style="list-style-type: none"> - Itinerary - List of interviewees - Summary of field visits - List of consulted documents - Table of evaluation questions - Questionnaire and summary of results - Evaluation Consultant Acceptance Form

6.2. Itineraries

The evaluation mission took the following itineraries:

- Abidjan - Port Bouet
- Abidjan – Grand Bassam
- Abidjan – Grand Lahou - Abidjan
- Abidjan – San Pedro - Abidjan
- Universities Houphouët BOIGNY and Nangui ABROGOUA

6.3. List of interviewees

NAE

- Miss Hafsa OUATTARA, Head of IT Department - Project Administrative Assistant
- Mr YEO, DAF -
- Mr. Jean P. DIEBRI, Research Officer
- Miss Bénédicte, NDA EMIS trainee
- Mr. Brice AKAFHOU, computer trainee

UNDP

- Mr. Bernard BROU, Programme Manager - Project Supervisor
- Mrs. Claudia KOUDJODJI, spouse MOUTIA Assistant Procurement

City Council of PORT BOUET

- Karim TRAORE – Deputy Mayor
- Koffi Mesmin TIEKOULA- Head of Sanitation Unit
- Ouin Antoine Désiré KLA - Head of Logistics and Heritage Unit
- Daniel DOUA Agent

City Council of GRAND BASSAM

- Mr BRINDOUMI
- Mr SORO, Technical Director

City Council of GRAND LAHOU

- Mr. Maximin YAO, City Council Advisor in Environmental Affairs
- Mr. Luc KONAN, Head of Technical Services - Environment Focal Point
- Mr. Dobra BOGUI, Technical Advisor
- Mr. Torna TUO, Director of the mayor's office

City Council of SAN PEDRO

- Mr. GOUANOU BEH, Deputy Technical Director

Port of SAN PEDRO

- Mr. Dominique ALANGBA, Responsible for environmental issues
- Mr. MANGOUA, Directorate of Infrastructure

Directorate-General for the Environment SAN PEDRO

- Colonel TISSE TOKPA, Director
- Mr. GUEU GUILLAUME, Administrative Assistant to the Director

Nanguin University ABROGOUA

- Prof. Souleymane KONATE, Head of Ecological & Biodiversity / Deputy Director, GRP WASCAL Climate C. & Biodiversity (Houphouet University BOIGNY)
- Dr Naga COULIBALY, Deputy Director of Environment and Sustainable Development - PE2D

University of Houphouet BOIGNY - University Center for Research and Application in Remote Sensing - UCRAT

- Prof. Koffi Fernand KOUAME, Director
- Dr. Brice MOBIO, Researcher and Teacher

University of Houphouet BOIGNY -Institute of Tropical Geography - ITG

- Dr Aimé YAO, Researcher and Teacher
- Dr Daouda SYLLA, Researcher and Teacher
- Dr DANGUI, Researcher and teacher

6.4. Summary of field visits

From the 2nd to 17th May 2017, the mission team met a number of managers of institutions involved in the implementation of the E Management Information System project (EMIS), in accordance with the program of visits agreed with the project coordinator and the UNDP Office. Thus the mission team met for the most part the following individuals:

- The Deputy Mayors or Advisers in Charge of Environment, accompanied everywhere by the Chief of Technical Services (CTS);
- Managers of projects dealing with environment and geography in Universities of Abidjan;
- The managers of the Infrastructure Department of the Port of San Pedro.

After identifying the institutional environment of EMIS and its integration into the concerned structures, various managers were asked about essential questions before asking them to respond to the details indicated in two evaluation questionnaires:

- How did the EMIS project address their daily concerns as part of their mission?
- How did they take ownership of the management tool?
- What are the strengths and weaknesses in the implementation of the project?
- Has the gender issue been taken into account in the various functions of the project?
- How do they see the future in terms of sustainability and continuity of the project?

The different answers and perceptions in relation to the EMIS project are:

City Councils

All respondents acknowledged that EMIS project was timely in terms of the environmental problems (coastal erosion, biodiversity loss and others) to which their locality and structure have been subjected in recent years, due to climate change. The lack of environmental information and managerial structures in this area has been a handicap and jeopardizes the socioeconomic development of the entities concerned. As a result, the EMIS project allowed them to integrate this information into their mission and to better deal with the problem through periodic photography, feeding and exploitation of database, consultation of the geoportal, Learning or capacity building through various workshops and training sessions. Although the management tool is well used by the Chief of Technical Services (CTS), the continuing management of the database and training for other users require some continuity. To avoid the breaking up of the project, all managers, while expressing their satisfaction with regard to the progress of EMIS project, want its continuity through the scaling up and the mobilization of all actors in the coastal region of Ivorian Coast. At this level, it was suggested that municipal budgets should include a line of credit dedicated to EMIS project pending further funding for its scale up.

Concerning gender mainstreaming, it should be noted that there is a marginal participation of women, although it is appreciable that the city council of Port Bouet is headed by a woman.

Port of San Pedro

The Infrastructure Department of Port Bouet is very involved in the environmental issues, particularly in the management of the coastal zone of the Port, which, with a considerable capacity (more than 5 million tonnes of processed goods and products) requires a deep draught. That is why, with "Monsieur Environnement", the managers of the Port took over the project from the early hours of the project by actively participating in the provision of data and control of the operation of the geoportal. Photography was also of interest to those managers. Even though the consultant failed to take photos at the beginning, the Port Management hired subcontractors with a drone in the region to handle this activity. This shows that an entity such as the Port of San Pedro can ensure the continuity of EMIS project pending further funding. It is worth noting that the Port is well involved in the environmental management in the city of San Pedro. Indeed, it played a big role in the implementation of the integrated strategic environmental assessment project. Moreover, the mission team had the opportunity to participate in the consultation roundtable on these assessments with the participation of the Heads of the main development sectors of San Pedro city: Environment, Water, Energy, Sanitation, Decentralization, Port, Industries, University etc.

Universities

The mission team met the Heads of Houphouët Boigny and Nangui ABROGOUA universities who are partners of EMIS project not only as data providers but also as data receivers and at the same time trainers through curricula. Interlocutors have been involved in specific programs such as the Environment and Sustainable Development Program (PE2DD), Monitoring for Environment and Security in Africa (MESA), the activities of the Institute of Tropical Geography through two major laboratories: Image Processing and Geographic Information Laboratory (IPGI-LAB) and Laboratories for Studies and Research on Tropical Continental and Coastal Natural Environment (LAMINAT). These structures, in particular the PE2D, participated in the conceptual studies, in the collection and processing of data, in the animation of the Geoportal. The structures also participated in the training on geocatalogue, GIS tools (ArcGIS desktop, ArcGIS Server, Geonetwork, Geoserver, QGIS, ...) and the geoportal extension sessions.

In terms of perspectives and continuity, the partner universities want EMIS project to keep its dynamism, to ensure that training sessions continue and that synergies are developed between various structures, pooling resources and positioning Ivory Coast as a Regional hub for EMIS.

6.5. List of consulted documents

- The UNDP-GEF Project Document "Strengthening the Environmental Information Management System" signed by both the Government and UNDP;
- The Report of the Local Committee for the Project Evaluation (CLEP);
- The Initial Project Report;
- Quarterly Reports;
- Annual reports;
- Annual Work Plans (PTAs);
- Revised Annual Work Plans;
- Monitoring and Evaluations plans;
- The audit report of 2015;
- Reports of the Steering Committee;
- Combined delivery reports by Activity (CDR);
- The Ivorian Government - UNDP Cooperation Program Document for the period 2009-2015;
- The "UNDAF 2013-2016";
- The NDP 2012-2015;
- The Strategic Objectives of GEF-5;
- The project website (<http://sgie.ci/>);
- Presentation of the four pilot sites of the project and contacts of the focal points;
- The Project Geoportal;
- The project press clippings.
- RIO Convention
- National Program for Economic and Social Development - 2016-2020

6.6. Questionnaires and summary of results

Two questionnaires were prepared (see below) and distributed to the relevant managers from concerned City Councils. However, there was no feedback. But based on the answers obtained during the interviews with the managers of the concerned structures and the reading of various reports, it was possible to have an idea on EMIS project.

Questionnaire N°1

EMIS Project evaluation

INTERVIEW GUIDE WITH NATIONAL, REGIONAL AND LOCAL DECISION-MAKERS

(Targets: Governors, Prefects, Mayors, Heads of Decentralized services, Elected officials, etc.)

Region-----Department -----

Municipality..... locality

Name and Function of the respondent:

.....

1. Introduction

Informing respondents of the evaluation mission issues and objectives

2. Prospective (to be gauged)

Project knowledge level: A / B / C /

Level of involvement in the justification and formulation of the project: A / B / C /

Level of involvement in project implementation: A / B / C /

Participation in the pilot project and / or follow-up: A / B / C /

Comments:

.....
.....
.....

2. Perspectives

Opinions and suggestions for the project development -----

.....

.....

A: Very good to good B: Medium to Fair C: Insignificant to zero

Questionnaire N° 2

EMIS Project evaluation -Ivory Coast

INTERVIEW GUIDE WITH KEY Actors

IN THE IMPLEMENTATION OF THE PROJECT

(Targets: Staff / Project, Staff / UNDP, Staff /municipalities, Staff / Ministries, Private Enterprises, NGOs, Universities.

Key actors :

Interviewee :/Function.....

...../Contact.....

1. Relevance of the project

Relevance/Needs of target groups?

Compliance with the government's (national & sectoral) policies? partners and supports?

2. Quality aspect of the project design

Project Validity, clarity and coherence of the intervention logic?

Implementation modalities / partner capacities?

Participation in planning of activities?

Taking into account relevant cross-cutting issues? (Environment, gender, human rights and governance, donor coordination, etc.)

Logical framewok

3. Aspect of Efficiency in the implementation

Availability and usage of planned means and resources?

Execution of activities?

Delivery of products (goods / services)?

Quality of Partners' participation and contribution?

4. Aspect of implementation effectiveness

Measure to achieve expected outcomes?

Project progress and probability of achieving its specific objective?

5. Impact of the project

Perspectives of the project direct impact (its contribution to the overall objective)

Whether or not there is indirect (positive or negative) impact?

6. Aspect of sustainability and exit strategy

Financial / economic viability of the continuation of profits after the end of the project?

Degree of project ownership by target groups and stakeholders?

Incidence of political, socioeconomic and sociocultural environment with regard to the project's sustainability

Contribution of the project to the development of partners' capacities?

9. Horizontal aspects

Quality of cooperation between project partners / capacity building?

Visibility

10. Transversal aspects

Practical and strategic consideration of gender?

Respect of environmental needs (sustainable development)?

Good governance ?

Promotion of human rights?

11. Main observations and Lessons

12. Perspective aspect of EMIS evolution

Analysis and results of questionnaire responses

The questionnaire's quintessence is shown in the two tables below:

In summary, the analysis of the two tables shows the following findings:

QUESTIONNAIRE1: INTERVIEW GUIDE WITH NATIONAL, REGIONAL AND LOCAL DECISION-MAKERS

The following can be noted from the different sections of the interview guide :

1. Target groups have been made more aware of the issues and objectives of the evaluation mission in all the concerned municipalities;
2. Regarding perspectives related to rating scales, interviews show different levels of: (i) knowledge of the project, (ii) involvement in the justification and formulation of the project, (iii) involvement in the Implementation of the project, and (iv) Participation in pilot project and / or follow-up are all generally average. At the level of the Municipalities of Grand Lahou and Abobo-Adjamé, in spite of the "B" score on the level of participation in pilot project and / or follow-up of the project, as a comment, it was clear that there was a good involvement of interviewees, mainly through the University of Nangui located in Abobo-Adjamé.
3. The involvement of women in the implementation of the project has been almost insignificant in all municipalities. (I) In Port Bouet, women were involved in training and capacity building, (ii) In Abobo-Adjamé, training in cartographic software involved both women researchers and men in the universities of Felix Houphouët Boigny and Nangui;
4. As far as perspectives are concerned, at the level of all municipalities except Grand Bassam where no opinion has been recorded; they seem to be good, notably through the management of EMIS project Geoportal by NAE and its use by the WACCA project funded by the World Bank as a site for disseminating its results.

A. Questionnaire 2: INTERVIEW GUIDE WITH KEY ACTORS IN THE IMPLEMENTATION OF THE PROJECT

From the analysis of the results of this questionnaire we note:

1. The relevance of the project shows that: (i) the needs of the target groups are being met; (ii) the project contributes significantly to national priorities, including the implementation of national policies and strategies
2. With regard to quality aspect of the project design, it is clear that: (i) the project is valid, clear and coherent; (ii) the project is being implemented satisfactorily by the national side and UNDP;) The participation of stakeholders in planning of actions has not been so effective, (iv) the consideration of cross-cutting issues such as gender and environment is relevant and has been effective, and (v) The logical framework is well developed
3. The efficiency of the project was well demonstrated by: (i) the proper use of means and resources, (ii) successful implementation of activities, (iii) average involvement of women in

the implementation of the project Project, (iv) satisfactory outcomes of the expected outputs, (v) good participation of the various partners in the project;

4. Concerning the effectiveness of project implementation, it is noted that: (i) the expected direct effects of the project have been achieved, (ii) the objectives have been largely achieved;

5. For sustainability, it is noted that: (i) sustainability is fairly good at all levels, (ii) appropriate ownership of the project by target groups, (iii) the impact of the political, socio-economic and socio-cultural environment on The sustainability of the operation is very negligible, (iv) the project has largely contributed to the development of partners' capacities, particularly at the university level;

6. For the horizontal aspects, it is noted that the quality at the level of the cooperation is good and that the visibility is acceptable;

7. All the points raised in the cross-cutting aspects have received satisfactory answers, particularly in terms of gender mainstreaming, respect for environmental needs and good governance. The promotion of human rights has been somewhat mixed in some places. The main findings and lessons learned / lessons learned at this level highlight good stakeholder involvement, good environmental information sharing, good participation of universities, to draw on national expertise in the project and other;

8. As regards the aspect of the evolution of the EMIS, it is noteworthy that it is particularly good for the Geoportal.

Questionnaire1: Interview GUIDE WITH NATIONAL, REGIONAL AND LOCAL DECISION-MAKERS

views	Grand Bassam	Port Bouet	Grand Lahou	Abobo-Adjamé	Cocody	San Pedro
Introduction Informing interviewees about the issues and objectives of the evaluation mission	yes	yes	yes	yes	yes	yes
Prospective						
Level of knowledge of the project	Medium to fair	Medium to fair	Medium to fair	Medium to fair	Medium to fair	Medium to fair
Level of involvement in the project justification and formulation	Medium to fair	Medium to fair	Medium to fair	Medium to fair	Medium to fair	Medium to fair
Level of involvement in the project implementation	Medium to fair	Medium to fair	Medium to fair	Medium to Fair	Medium to fair	Medium to fair
Participation in the pilot and / or follow-up of the project	Medium to Fair	Medium to Fair	Medium to Fair Fully involved in the implementation	Medium to Fair: There was good involvement and participation of Nangui University in the project in order to collect relevant research information related to the coastal are	Medium to Fair	Medium to Fair
Involvement of women in the project implementation	Insignificant to Zero	Insignificant to Zero: Women were involved in training and capacity building	Insignificant to Zero	Insignificant to Zero : training courses on cartographic software involved both women and men researchers	Insignificant	Insignificant : Women were involved in the trainings and capacity building

views	Grand Bassam	Port Bouet	Grand Lahou	Abobo-Adjamé	Cocody	San Pedro
				from universities of Felix Houphouët Boigny and Nagui		
3. Perspectives	Nothing	Support for Geoportal by NAE	WACA project funded by the World Bank as it capitalizes on the EMIS geoportal has shown good perspectives.	WACA project funded by the World Bank takes advantage of the EMIS project's results, mainly the use of the Geoportal as a gateway for the dissemination of WACA project results	Nothing	Management of the Geoportal by NAE

Questionnaire 2: INTERVIEW GUIDE WITH KEY ACTORS IN THE IMPLEMENTATION OF THE PROJECT

Views	Grand Bassam	Port Bouet	Grand Lahou	University of Nangui Abrogoua	University Felix Houphouet Boigny in Cocody
1. Relevance of the project					
Relevance / Needs of target groups?	Needs met	The project effectively meets the needs of the target populations, including the municipality of Port-Bouet.	The project is helping to meet the needs of coastal cities	The project addresses the needs of the target groups	The needs of national actors are considered in this project
Project compliance with the government's (national & sectoral) policies? Partners and supports?	Good contribution of the project to national priorities	The project contributes to the implementation of environmental policies and strategies	The project contributes to the environmental policy	The project is aligned with environmental policy	The project is well in line with the environmental policy
2. Quality aspect of the project design					
Validity, clarity and coherence of the project intervention logic?	Coherent and clear	It is valid, clear and coherent	The project is coherent	Yes it is clear, valid and consistent	The project is coherent, valid and clear
Implementation modalities / partners' capacities?	UNDP implements the project in collaboration with UNDP?	The Ministry of Environment has implemented the project, relying on the expertise of international and	Implemented by the Ministry of Environment	At the national level, the project is implemented by UNDP and the Ministry of Environment YES	The government (Ministry of Environment and UNDP) implements the project

Views	Grand Bassam	Port Bouet	Grand Lahou	University of Nangui Abrogoua	University Felix Houphouet Boigny in Cocody
		national consultants.			
Participation in the planning of activities		No participation in the project design	Involvement in the NCSA project for project formulation	Yes	We did not really participate
Taking into account the relevant cross-cutting aspects? (Environment, gender, human rights and governance, donor coordination, etc.)	Yes	Consideration of gender was taken into account during capacity building local actors' activities	Effective gender mainstreaming	Yes	Yes
Logical framework ?	Yes	Well developed	Good logical framework	Yes	Yes
3. Efficiency in the implementation of project					
Availability of budgeted means and resources?	Good use	Means and resources were well managed	Efficiency in the use of means and resources	The project was efficient	The efficiency of the project is proven
Implementation of activities?	successful	All activities have been implemented	Effective implementation	Good implementation of the project	All activities were carried out
Involvement of women in the implementation of the project	Women have been involved	In particular in capacity-building activities	Relative women's involvement	Women have been more or less involved	The involvement is under-average
Delivery of expected products (goods / services)?	Good results	Expected outputs were delivered	The results were delivered	The results are OK	The results are satisfactory

Views	Grand Bassam	Port Bouet	Grand Lahou	University of Nangui Abrogoua	University Felix Houphouet Boigny in Cocody
Participation quality and Partners' contribution?	Medium quality	Good participation and contribution from partners	The participation and contribution of partners was ensured	Good quality	Quality remains good in terms of participation and partners' contribution
4. Effectiveness in the project implementation					
Measure to achieve expected direct effects?	obtained effects	Good execution and direct effects	Direct effects were obtained	Optimal achievement of direct effects	Direct effects obtained
Progress of the project and probability of achieving the Specific Objective?	Good implementation of the project	good	Implementation of the project was effective	General and specific objectives of the project were met	Objectives were achieved
5. Impact of the project					
Overview of the direct impact of the project (its contribution to the overall objective)	Impact of the project ensured	Good impact of the project	Impact of the project	Good expectations of project direct impact	Expectations of project direct impact are good
Whether or not there is (positive or negative) indirect impact?	No negative impact	The impact is positive	Indirect impacts is positive	No negative impact is foreseen	Indirect negative impact is minor
6. Aspect of sustainability and exit strategy					
Financial / economic viability of the continuation of profits after the end of the project?	Viability was good in all areas	Sustainability at the level of the Ministry of Environment	Sustainability ensured by the Ministry of Environment	Good financial / economic viability	Good viability

Views	Grand Bassam	Port Bouet	Grand Lahou	University of Nangui Abrogoua	University Felix Houphouet Boigny in Cocody
Degree of ownership of the project by target groups and stakeholders?	Good ownership	Effective ownership	Ownership has been good	Ownership is good	Good ownership
Impact of the political, socio-economic and socio-cultural environment on the project sustainability?	No impact	No impact	nothing	impact is minimal	No impact
Contribution of the project to of partners' capacity building?	Yes there was a contribution	Effective contribution	There is a good contribution	Certainly, there is a very good contribution especially within UFRs-sciences in the Universities	Capacity building activities were carried out with the involvement of the UFRs in the concerned universities.
7. Horizontal Aspects					
Quality of cooperation among project partners / capacity building?	Quality of cooperation is good	Quality of cooperation is good	Quality of cooperation is good	Very good cooperation	Good cooperation
Visibility	good	good	effective	Acceptable	There is more room for improvement

views	Grand Bassam	Port Bouet	Grand Lahou	Université Nangui Abrogoua	University Felix Houphouet Boigny in Cocody

views	Grand Bassam	Port Bouet	Grand Lahou	Université Nangui Abrogoua	University Felix Houphouet Boigny in Cocody
Cross-cutting aspects					
Practical and strategic consideration of gender?	yes	Gender has been taken into account in trainings	yes	yes	yes
Taking into account environmental needs (sustainable development)?	yes	Yes this was respected	yes	yes	yes
Good governance?	yes	good	good	yes	yes
Promotion of human rights?	yes	mixed	a bit	yes	yes
Main results and Lessons learnt	Good synergy with the Sustainable City Initiative of the Francophone Institute for Sustainable Development for the realization of the local Agenda 21 of Grand-Bassam	Good stakeholder involvement	Good sharing of environmental information	Good involvement of universities in bringing national expertise to the project	Good collaboration with all similar national initiatives such as WACA project and the Environment Information System project (EIS) at the national level
11. Evolution Aspect of EMIS	Good progress of EMIS	Perspectives are good	Perspectives are positive	Perspectives are good for EMIS Geoportal	NAE will provide a good perspective for the EMIS

