

Outcome Evaluation: Environment and Resilient Development

Title	Outcome Evaluation: Environment and Resilient Development
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Timeframe	21st October – 21st December, 2020
Country	The Gambia
Executing Agency	United Nations Development Programme (UNDP)
Implementing partner	Ministry of Environment, Climate Change and Natural Resources (MECCNAR)
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Outcome Evaluation Consultant	Jato S. Sillah

21st December 2020



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Project Information Table

Table 1: Project Information Table

Project Number		Project Number	
Project Name	Building The Gambia's capacities and resilience to Climate Change related Disasters, Natural Resources Management, environmental protection and enhanced livelihoods	Project Name	Strengthening climate services and early warning systems in The Gambia for climate resilient development and adaptation to climate change – 2nd Phase of the GOTG/GEF/UNEP LDCF NAPA Early Warning Project
Country	The Gambia	Country	The Gambia
Region	Africa (West)	Region	Africa (West)
Responsible Party	UNDP	Responsible Party	UNDP
Implementing Partner	Ministry of Environment, Climate Change and Natural Resources (MECCNAR)	Implementing Partner	MECCNAR (UNDP component)
Sub-Implementing Partners / Responsible Partners	Ministry of Lands and Regional Government, Ministry of Energy/Department of Energy, NAWEC, Department of Water Resources (DWR), Department of Forestry and Department of Parks and Wildlife Management, Department of Fisheries, National Disaster Management Agency (NDMA), Mbolu Association, WANEP, NYC	Sub-Implementing Partners / Responsible Partners	Department of Water Resources, Department of Agriculture, National Disaster Management Agency, National Environment Agency, Ministry of Forestry and Environment, Ministry of Finance and Economic Affairs, The Gambia Radio and Television Services, Gambia Red Cross Society
Brief Description		Brief Description	
Project Start Date	January 2017	Project Start Date	1/08/2014
Project End Date	December 2021	Project End Date	31/7/2018
Mid Term Review Period	November 2019	Mid Term Review Period	November/December 2019
Project Manager Start Date	January 2017	Project Manager Start Date	September 2014
Inception Workshop Date		Inception Workshop Date	April 2015
UNDP TRAC	3,195,000 USD	UNDP TRAC	3,000,000 (UNDP Component) ????
GEF Grant	N/A	GEF Grant	\$ 8,000,000
UNDP - Grant		UNDP – Grant	N/A
Government Grant	In kind (office space and staff	Government Grant	Office space
UNEP	N/A	UNEP	5,000,000
USAID Grant	N/A	USAID Grant	N/A
EU Grant	N/A	EU Grant	N/A
Co-financing Total		Co-financing Total	23, 660,000 USD
Project Total Cost	Add 2017 - 20 budgets. From CDR	Project Total Cost	



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Project Number		Project Number	
Project Name	Enhancing Resilience of Vulnerable Coastal Areas and Communities to the Impact of Climate Change in The Gambia	Project Name	Capacity building for PCBs and U-Pops in The Gambia
Country	The Gambia	Country	The Gambia
Region	Africa (West)	Region	Africa (West)
Responsible Party	UNDP	Responsible Party	UNDP
Implementing Partner	Office of the President / Ministry of Environment, Climate Change and Natural Resources delegated to National Environment Agency	Implementing Partner	National Environment Agency
Sub-Implementing Partners / Responsible Partners	Ministry of Works, Transportation and Infrastructure	Sub-Implementing Partners / Responsible Partners	NEA, MECCNAR, NAWEC, KMC
Brief Description		Brief Description	
Project Start Date	Nov 2013	Project Start Date	September 2019
Project End Date	Dec 2018	Project End Date	September 2023
Mid Term Review Period		Mid Term Review Period	2022
Project Manager Start Date		Project Manager Start Date	
Inception Workshop Date		Inception Workshop Date	
UNDP TRAC	1,600,000 USD	UNDP TRAC	
GEF Grant	8,900,000 + 890,000	GEF Grant	USD 1,998,000
Others	12,460,000	Beneficiaries	USD 5,580,000
Government Grant	25,500,000	Government Grant	USD 2,300,000
UNEP		Others	USD 120,000
USAID Grant		USAID Grant	
EU Grant		EU Grant	
Co-financing Total	39,560,000	Co-financing Total	
Project Total Cost	48,460,000 (exc. PPG)	Project Total Cost	USD 9,998,000



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Project Number	
Project Name	The Gambia Protected Areas Network and Community Livelihood Project
Country	The Gambia
Region	Africa (West)
Responsible Party	UNDP
Implementing Partner	Department of Parks and Wildlife Management (DPWM) of the Ministry of Environment, Climate Change, Water Resources and Wildlife (MECCNAR)
Sub-Implementing Partners / Responsible Partners	Department of Agriculture of the Ministry of Agriculture (NEMA Project); National Environment Agency; Ministry of Finance and Economic Affairs
Brief Description	
Project Start Date	June 2015
Project End Date	July 2020 (Applied for extension)
Mid Term Review Period	N/A
Project Manager Start Date	June 2015
Inception Workshop Date	June 2015
UNDP TRAC	USD 120,000
GEF Grant	USD 1,324,310
Beneficiaries	
Government Grant	USD 4,570,909
Others	
USAID Grant	
EU Grant	
Co-financing Total	USD 4,690,909
Project Total Cost	USD 6,015,219



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Jato S. Sillah
Consultant



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Acronyms and Abbreviations

ANR	Agriculture and Natural Resources
AWP	Annual Work plan
BBWR	Bao Bolong Wetland Reserve
CBD	Convention on Biological Diversity
CBOs	Community Based Organizations
CBNRM	Community Based Natural Resources Management
CCCA	Enhancing Resilience of Vulnerable Coastal Areas and communities to the Impact of Climate Change in The Gambia
CCE	Common Country Evaluation
CEO	Chief Executive officer
CO	Country Office
COP	Conference of Parties
CP	Common Country Evaluation
CPAP	Country Program Action Plan
CPD	Country programme Document
CPIA	Country Policy and Institutional Assessment
CSO	Civil Society organization
DPWM	Department of Parks and Wildlife Management
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DWR	Department of Water Resources
EU	European Union
EWS	Early Warning System
FAO	Food and Agriculture Organization of the United Nations
FDGS	Focus Group Discussions
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNI	Gross National Income
GoTG	Government of The Gambia
Ha	hectres
HDR	Human Development Report
HRBA	Human Rights Based Approach
IP	Implementation Partner
IUCN	International Union for the Conservation of Nature
JNP	Jokadu National Park
KII	Key Informant Interviews
KMC	Kanifing Municipal Council
KWNP	Kiang West National Park
LDC	Least Developed Country
LDCF	Least Developing Country Fund
MEA	Multi-Environmental Agreements
M&E	Monitoring and Evaluation
MDA	Ministries, Departments & Agencies
MECCNAR	Ministry of Environment, Climate Change and Natural Resources
MoA	Ministry of Agriculture
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NAPA	National Adaptation Plan of Action (Climate Change)
NAP	National Action Programme
NAWEC	National Water and Electricity Council
NBR	North Bank Region
NDMA	National Disaster Management Agency
NDP	National Development Plan



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NEA	National Environment Agency
NEMA	National Environmental Management Agency
NEX	National Execution Modality
NGO	Non-Governmental Organization
NHMS	National Hydrological and Meteorological Services
NIMET	Nigerian Meteorological Training School
NRM	Natural Resources Management
OECD/DAC	Organisation of Economic Commission on Development/ Development Assistance Committee
PAGE	Programme for Accelerated Growth and Employment
PA	Protected Area
PAN	protected Area Network
PIR	Programme Implementation Review
PMU	Programme Management Unit
POPs	persistent organic pollutants
PoWPA	Programme of Work for Protected Areas
PSC	Programme/Project Steering Committee
PV	Photovoltaic
RE	Renewable Energy
ROAR	Results-oriented Annual Reports
RTA	The UNDP Regional Technical Advisor
SDG	Sustainable Development Goal
SLM	Sustainable Land Management
TA	Technical Assistant
TANGO	The Association of Non-Governmental Organization
TE	Terminal Evaluation
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNSDG	United Nations Sustainable Development Goals
USAID	United States Aid
UTG	University of The Gambia
VDC	Village Development Committee
Yrs	Years



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1. Executive Summary

1.1 Introduction

The Gambia is classified as a least developed country (LDC), with a Gross National Income (GNI) per capita of US\$ 680 in 2018¹. With an open economy and limited natural resources, it is ranked 174 out of 188 in the United Nations Development Programme's Human Development Report (HDR), 2018². The main sectors driving economic growth are Services, Agriculture and Tourism³. The main challenge of The Gambia has been to transform the agriculture and natural resources management sector into a modern and market driven one with a diversified production base, efficient value chains and resilience agriculture. Other environmental problems include saltwater intrusion, coastal erosion, deforestation, desertification, and loss of natural resources. In the areas of climate change and disaster risk management and by virtue of its geographical position, The Gambia is exposed to the frequent occurrence of several hazards, particularly drought, flood, windstorms, forest fires, and pest infestations, which in some cases cause large-scale destruction and significantly disrupt lives and livelihoods.

In furtherance of the objectives of UNDAF and CPD, the Environment and Resilient Development portfolio aims to achieve sustainable, inclusive and integrated natural resource management (NRM) and development through the adoption of appropriate NRM policy frameworks, investment plans, and guidelines. These measures promote the participation of both men and women in the managing of natural resources, while simultaneously supporting the development of appropriate human and institutional capacities and tools for decision-making to support policy implementation.

1.2 Evaluation purpose and objectives

The results of the evaluation and lessons learned would serve as inputs for the formulation of the next UNDP programme cycle (2022 to 2026), which ideally should be aligned with the next NDP. The evaluation exercise included reviewing of relevant documents, discussions with project beneficiaries and other relevant stakeholders, including field observations and community level discussions to collect relevant information on project achievements and obstacles. Owing to the movement restrictions imposed by the COVID-19 Pandemic, recognizing the complex nature of the outcome to be evaluated and aware of time limitations, the evaluation heavily relied on reports and other secondary sources of information.

This report presents the results from the outcome evaluation of the Environment and Resilient Programme undertaken from October 21st to December 21st, 2020.

The purpose of the outcome evaluation was to assess the progress in achieving the results of the country programme, determine the relevance, efficiency and effectiveness of interventions and strategies in light of the development priorities of The Gambia. Therefore, the outcome evaluation will specifically assess the following complementary purposes:

1. UNDP relevance and strategic position in support of environment and resilience development in The Gambia.

The frameworks and strategies devised by UNDP to support environment and resilience development. Including partnership strategies in achieving planned objectives. Progress made

¹ UNDP Human Development Report (HDR), 2018

² UNDP Human Development Report (HDR) 2018 Statistical Update, with a score of 0.460— which puts the country in the low human development category



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towards achieving environmental outcomes through specific programs and advisory services, including contributing factors and constraints. Progress to date under these outcomes and what can be derived from lessons learned for future UNDP environment and resilient development support to The Gambia. The evaluation was further intended to inform lesson learnt and evidence-based action plans/recommendations for improved programme performance in future.

1.3 Methodology

In this evaluation, various methods were used to collect the needed data that include using both qualitative and quantitative inquiring techniques. The primary data were collected from relevant stakeholders through Focus Group Discussions (FGDS), Key Informant Interviews (KIIs) and direct observations. Secondary data were obtained from project documents, plans, reports and other relevant documents. Details of the institutions and persons contacted are in Annex 9.

1.4 Results

Using the qualitative approach, a sample of over 112 key informant interviews of relevant stakeholders were held using questionnaires as an interview guide attached to this report in annex 5. Quantitative data on the other hand, was extracted from programme and project documents following the evaluation matrix in annex 4. The systems analysis model integrated with the OECD/DAC evaluation criteria provided the overall evaluation and analytical framework, used to test the relationship among various programme variables. The final analysis was performed to generate evaluative evidence on the programme based on relevance, effectiveness, efficiency, impact, sustainability considered the gender component. Evaluation results are organized according to the OECD/DAC evaluation criteria to provide the basis for the lessons, best practices and recommendations that are presented in the last section of the report.

Relevance:

- ✓ The programme interventions are well aligned with both UNDAF and the National Development Agenda and thus responsive to the needs of the beneficiaries.
- ✓ Establishment of a conducive environment for the sustenance of the programme results over time must be ensured. The interventions have prioritized policy and regulatory reforms, and capacity strengthening which are critical pillars in ensuring improved and sustainable service delivery.
- ✓ The coherence and consistency in the intervention logic portray a great potential of the programme to achieve its envisaged results as the specific projects are formulated out of the outcome outputs.
- ✓ Effective and satisfactory stakeholder involvement in the interventions design and implementation is though evident from the primary sources but refuted from field mission interviews.

Effectiveness

- ✓ UNDP's comparative advantage in programme coordination, oversight and resource mobilization coupled with the adoption of appropriate implementation strategies are the overriding facilitators of performance



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- ✓ UNDP has devised and employed effective strategies to deliver its promise under environment and resilience development including building and streamlining partnerships with various stakeholders.
- ✓ Though sustainability remains to be considered, below, the following achievements haven't recorded below at output and activity levels. At the outcome level, progress has been achieved at the economic management by almost all projects. However, but the fulfilment of the target of CCCA is still comprehensive hence posing the risk of the target not being achieved if more evidence-based actions are not undertaken.
- ✓ National capacity and economic development are remarkably strengthened through various programme supported trainings, policy reforms, infrastructure development and equipment supply that have been undertaken.
- ✓ The programme would have achieved coordinated results if the interventions support beneficiary institutions' long-term capacity development plans despite interventions prioritizing piecemeal capacity strengthening.
- ✓ Claimed delays in resource disbursements by implementing agencies have to some extent inhibited good performance.

Efficiency

- ✓ UNDP has mobilized resources to support the implementation of an environment and resilient development programme, with the current resource gap, said to be 14.8%. This means that there is hope that even the remaining existing projects shall be able to utilize all resources.
- ✓ Although the UNDP's financial management system has sufficiently provided guidance on resource utilization with emphasis on cost-effectiveness, stakeholders have sometimes blamed the system for delayed disbursements that compromised timely activity implementation. Adherence to UNDP financial management and accountability system coupled with periodical audits have provided an opportunity for an objective and independent appraisal of financial management controls and compliance.

Sustainability

- ✓ The sustainability of the programme is highly dependent on national ownership
- ✓ Effective stakeholder participation is the building block for programme success and sustainability.
- ✓ Strong agreement with government to retain project attached staff at respective function is critical for the results sustainability, in particular at IP and Sub-IP levels
- ✓ Proper planning and design of national programs like the CPD require an inbuilt sustainability plan
- ✓ Need for continuous support in Aid coordination and effectiveness through dedicated monitoring by UNDP.

1.5 Lessons learnt

The following are the lessons learnt from the implementation of the programs:

- ✓ All the programs/projects that address precise needs and priorities such as the EWS, resilient and coastal project and PAN were found to be effective and resulted in a more significant impact
- ✓ Programs that are relatively autonomous and focused such as the resilient and coastal project and DRM were found to be more effective
- ✓ Follow up to the performance of interventions and their possible scale up requires well documented data



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- ✓ Ensuring the continuity of programs requires the need to give attention to sustainability in program design and implementation.

Some of the interventions considered in this evaluation could be rightly measured as having innovative approach in design and implementation and could have national and/or regional benefits. These include the PAN, EWS and DRM. Thus, UNDP needs to document and publicize the process involved in the establishment of projects; how the projects were conceived and designed, what implementation problems were encountered and what was done to solve them so as to bring the agency to the stage of robust data bank. However, UNDP needs to also publicize the approach used for further replication and scale up.

1.6 Challenges

- ✓ Inadequate government capacity due mainly to frequent staff turnover and absence of experience
- ✓ Limited financial resources
- ✓ Delays in disbursement
- ✓ Inadequate coordination of embarking on monitoring activities as some partners delay on timely information of activities
- ✓ Communication problems
- ✓ lack of follow up of interventions
- ✓ Improper documentation

1.7 Recommendations

- ✓ On the other hand, the challenges observed in implementing the programs include limited financial resources that lead to overstretched and fragmented, inadequate proper documentation and follow-up of interventions, limited government capacity due to staff turnover, communication problems, and consequent delays in reporting and financial disbursement. As for recommendations and the way forward, UNDP; Must ensure total commitment and implication of actual beneficiaries, including local authorities right at programme planning and inception
- ✓ Needs to put more effort in resource mobilization
- ✓ Should undertake continuous capacity building, especially long-term programmes for government staff.
- ✓ Put knowledge management system in place for interventions
- ✓ Should focus and upscale on innovative interventions
- ✓ Has to provide continuous support for the sustenance of promising programs/projects.
- ✓ Make an effort in making proper documentation and scale up best practices
- ✓ Should strengthen South – South and triangular cooperation
- ✓ Needs to better coordinate with other agencies and development partners to design and implement future interventions.



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2. Introduction

The Gambia is classified as a least developed country (LDC)¹, with a Gross National Income (GNI) per capita of US\$ 680 in 2018. With an open economy and limited natural resources, it is ranked 174 out of 188 in the United Nations Development Programme's Human Development Report (HDR), 2018. The main sectors driving economic growth are Services, Agriculture and Tourism³. Agriculture accounted for around 25% of GDP over 1994 - 2013 and provided 70% of the labour force. The industrial sector accounted for about 15% of GDP over the same period, and mainly consisted of construction and agro-processing activities. Services accounted for 60% of GDP, with trade and transport, and communications being the two largest components. Tourism is The Gambia's primary foreign-exchange earner.

The main challenge of The Gambia has been to transform the agriculture and natural resources management sector into a modern and market driven one with a diversified production base, efficient value chains and resilience agriculture. This is so given that the sector utilizes low technology, declining fertility of soils and depends highly on the climate conditions with erratic and declining rainfall making The Gambian agriculture very risky. The yield of some major crops fluctuates as much as 100% from year to year. Other environmental problems include saltwater intrusion, coastal erosion, deforestation, desertification, and loss of natural resources. Notwithstanding, The Gambia remains committed to sound natural resources management in keeping with Vision 2020, the revised Agriculture and Natural Resources (ANR) Strategic Plan (Strategic Plan 2015 – 2019) and the global development agenda, SDGs 13 and 15. In the areas of climate change and disaster risk management and by virtue of its geographical position, The Gambia is exposed to frequent occurrence of several hazards, particularly drought, flood, windstorms, forest fires, and pest infestations, which in some cases cause large-scale destruction and significantly disrupt lives and livelihoods. Accordingly, the overall objective of the National Plan is to ensure that the environment and natural resources (including water, forest and wildlife) are managed and utilized sustainably while mitigating and adapting to the impacts of climate change.

2.1 Programme Background

UNDP's support to the government of The Gambia commenced when the country office was established in 1975. The UNDP's support has been delivered in five-year programming cycle guided by the UNDAF and the Country Programme Document (CPD) as a package. The objective of UNDAF and CPD support in the programme area of Environment and Resilient Development is to achieve sustainable, inclusive and integrated natural resource management (NRM) and development through adoption of appropriate NRM policy frameworks, investment plans, and guidelines, which also promote participation of both men and women in the management of natural resources, while supporting the development of appropriate human and institutional capacities and tools for decision making to support policy implementation.

Building on the achievements and experiences of the last two United Nations Development Assistance Frameworks (UNDAFs) 2007-2011 and 2012-2016 that supported the PRSP II and the Program for Accelerated Growth and Employment (PAGE), the UN Country Team (UNCT) formulated its third UNDAF covering the period 2017-2021. This UNDAF outlines the strategic direction, programme areas and results to be achieved from cooperation between the Government of the Republic of The Gambia (GoTG) and the UNCT during this period. The formulation of the new UNDAF comes at a time when the national authorities are also formulating the priorities for the next PAGE II (2017 – 2020), providing a unique opportunity for a strong coherence and alignment of priorities, support the application of evidence-based policymaking for increased resilience, improved absorptive, adaptive and transformative



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capacities of at-risk communities, and the establishment of appropriate, coordinated and timely responses to risks and shocks. The strategic areas for UN interventions are thus fully aligned with the national priority areas.

2.2 Programme design

UNDP's Gambian present Country Programme Document (CPD) emerged out of the country's current United Nations Development Assistance Framework (UNDAF) that was developed through participatory approach. According to the Country Program Action Plan (CPAP), UNDP was supposed to focus on three main UNDAF priority pillars, namely, i) Democratic Governance and Human Rights, ii) Inclusive and Sustainable economic growth and poverty reduction and iii) Environment and Resilience Development. The implementation of the current Country Programme Document commenced in 2017 and is slated to end in 2021 and so is the Environment and Resilience Development. The UNDP supported several initiatives of the Government of The Gambia (GoTG) to address problems related to Environment, sustainable management of natural resources, Food Security and Disaster Risk reduction (DRM). This evaluation is meant to assess three specific outcomes as relates to UNDAF and Country Programme Document (CPD) Outcomes, which are:

1. Outcome 3.1: Sustainable agricultural production and food security increased for enhanced food security, nutrition and income generation in rural and urban areas
2. Outcome 3.2: Sustainable, inclusive and integrated natural resource and environment management enhanced for food security and income generation
3. Outcome 3.3: Effective national DRM system is in place to strengthen vulnerable communities' resilience to adverse shocks

In UNDP's endeavour to support the development and implementation of the Country Programme Document (CPD) of The Gambia, one from the three-focus area of UNDP is the "Environment and Resilience development". The following tabulation shows the linkage of the Indicative Country Programme Outputs relevant to this focus area.

Table 2: Linkage of the CPD Outputs relevant to Environment and Resilience development

Priority Pillars	CPD Outcome	Outcome Indicators and Targets	CPD Outputs	Projects
Inclusive and Sustainable economic growth and poverty reduction	Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	<ul style="list-style-type: none"> ➤ Real gross domestic product (GDP) growth increased from 4.2% (2016) to 7% by 2021. ➤ Percentage of population below \$1.75 per day ('poverty headcount') 	<ul style="list-style-type: none"> ➤ National and subnational institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods intensive. ➤ Options enabled and 	<ul style="list-style-type: none"> ➤ Economic Management and Evidence-based Policy ➤ Entrepreneurship and Private Sector ➤ Gender Equality and Empowerment (Mainstreamed in projects)



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		<p>reduced from 48.4% (2010) to 20% by 2021</p> <p>➤ Real GDP per capita increased from \$271 (2014) to \$1,250 by 2021.</p> <p>➤ Unemployment rate for the active population (18-65 yrs) reduced from 29.2% (national), 31.1% (rural), 28.4% (urban); 20.9% (male) and 38.3% (female) to 10% by the end of the programme</p>	<p>facilitated for inclusive and sustainable social protection.</p> <p>➤ Capacity of national and subnational level institutions strengthened to deliver improved basic services, formulate pro-poor and gender sensitive strategies and plans.</p>	
Democratic Governance and Human Rights	<p>Citizen expectations for voice, development, the rule of law, and accountability, are met by stronger systems of democratic governance.</p>	<p>➤ Governance index: Mo Ibrahim ratings, and World Bank country policy and institutional assessment (CPIA) improved from IIAG 51.6 (2014) & CPIA: 3.1(2015) to IIAG: 55; CPIA: 3.2 (2021)</p> <p>➤ Voter turnout increased from 75% to 85% by 2021</p>	<p>➤ Electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions.</p> <p>➤ Enhanced institutional capacity of the justice system to deliver accessible,</p>	<p>➤ Strengthening democracy</p> <p>➤ Strengthening Rule of Law</p> <p>➤ Support to Elections: 2016-2018</p> <p>➤ Support to office of the President</p> <p>➤ Support to Transitional Justice</p>

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		<ul style="list-style-type: none"> Percentage of women serving in local councils, national assembly increased from 12% and 9% to 30% and 20% respectively by 2021. 	<p>efficient and accountable justice to all, especially women and vulnerable groups</p> <ul style="list-style-type: none"> Frameworks developed for effective and transparent engagement of civil society, including women's organizations, in national development. Strengthened operational capacities of oversight and accountability institutions actively engaged in the public sphere. 	
Environment and Resilience Development	Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change	<ul style="list-style-type: none"> Number of institutions responsible for disaster risk management supported with human resource capacity-building increased from 0 (baseline) to 8 by the end of the programme. Per-capita carbon dioxide emission (metric tons) reduced from 0.3 to 0.01 by 2021 	<ul style="list-style-type: none"> Preparedness systems to effectively address the consequences of and response to natural hazards (3.1) Gender-responsive disaster and climate risk management integrated into the development planning and 	<ul style="list-style-type: none"> Early Warning Systems The Gambia Protected Areas Network Investing in Solar PV in The Gambia Sustainable NRM; DRM and RE NAP Agriculture The Gambia

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			<p>budgetary frameworks of key sectors (3.2)</p> <p>➤ Inclusive and sustainable solutions adopted to achieve increased renewable energy access and efficiency (3.4)</p> <p>➤ Capacities of national and subnational administrations enabled to enhance conservation, sustainable management, and use of natural resources, biodiversity and ecosystems (3.5)</p> <p>➤ Scaled-up actions on climate change adaptation and mitigation implemented (3.3)</p>	
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As indicated in the table 2 above, a total of 13 specific projects have been implemented in line with the CPD results framework, the implementation of which commenced in 2017 and is slated to end in 2021. It is apparent that the CPD oriented interventions are strategically positioned to support the adoption and propagation of good practices towards climate change resilience and adaptation. This inevitably has significant impact on carbon-dioxide emissions indicators overtime.



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In the development of the CCR-DRR Project Document, the above outputs as concerns Environment and Resilience Development have been merged into one consolidated Project Output as: ***“By 2021 Sustainable Natural Resource Management, Renewable Energy Access, Disaster Risk Management and climate change actions are gender responsive, adopted and adapted, impact of climate change induced disasters and environmental degradation on livelihoods and production systems for community resilience negated.”*** This consolidated output should be attained through four components as detailed in the table 3 below. These four Components are closely interrelated and mutually supportive, and aim at attaining the required transformational change for the betterment of the life of The Gambian citizenry, while protecting the environment.

Table 3: Components to attained the consolidated output

Consolidated output	Components	Core areas to support	CPD Output to support
By 2021 Sustainable Natural Resource Management, Renewable Energy Access, Disaster Risk Management and climate change actions are gender responsive, adopted and adapted, impact of climate change induced disasters and environmental degradation on livelihoods and production systems for community resilience negated	Policy, legal and regulatory framework; financial and market mechanisms; and climate hazards and disaster preparedness systems for climate change response and disaster risk reduction are enhanced, adopted and promoted to effectively address the consequences of and response to natural and climate related hazards and disasters	Preparedness to address the consequences of and responses to climate hazards and related disasters and to build and sustain capacities to enhance conservation, sustainable management, and use of natural resources, biodiversity and ecosystems	Output 3.1. Preparedness systems to effectively address the consequences of and response to natural hazards.
	Rural, peri-urban and urban vulnerable communities are fully capacitated and committed to address climate change resilience and disaster risk reduction	General capacity building	Output 3.5: Capacities of national and sub-national administrations enabled to enhance conservation, sustainable management, and use of natural resources, biodiversity and ecosystems.
			Output 3.2. Gender-responsive disaster and climate risk management integrated into the development planning and budgetary frameworks of key sectors.
			Output 3.3. Scaled-up actions on climate change adaptation and mitigation implemented.
	Climate change resilience and disaster risk reduction capacities of vulnerable women, youths and physically disabled stakeholders are built, strengthened and sustained	Lead to integration of gender-responsive disaster and climate risk management into the development planning and budgetary frameworks of key sectors	Output 3.4. Inclusive and sustainable solutions adopted to achieve increased renewable energy access and efficiency.
			Output 3.2. Gender-responsive disaster and climate risk management integrated into the development planning and budgetary frameworks of key sectors.



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	Strengthened and integrated functional climate information and response system established; and existing early warning systems related to climate change hazards and disaster risk management are replicated and up-scaled	the achievement of through the establishment of early warning and preparedness systems (e.g., evacuation procedures, search and rescue, communication protocols and recovery preparedness plans and procedures) to address the consequences of and response to natural, climate and man-made hazards	Output 3.5: Capacities of national and sub-national administrations enabled to enhance conservation, sustainable management, and use of natural resources, biodiversity and ecosystems.
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In protecting the environment, UNDP leads the climate change and resilience-building agenda while forging effective partnerships within national and international frameworks. The Environment and Resilient Development programme is meant therefore to enable the Government to implement the national climate change policy, 2015, and the Paris Agreement reached at the twenty-first session of the Conference of the Parties (COP), and to promote natural resources management and the roll-out of the Sustainable Energy for all initiatives, the disaster risk reduction policy and strategy, 2014-2017, and the renewable energy policy. UNDP will continue to strengthen national capacity to assess, respond and to coordinate disaster and climate risk management. The source of the required data to measure progress of impact on carbon-dioxide emissions indicators needs to be clearly indicated and data prepared for purposes of progress tracking at various stages of programme implementation.

It thus suffices that the programme is on track towards achieving human resource capacity strengthening oriented indicator. However, whereas the programme target is to strengthen human resource capacity in 10 institutions responsible for climate change response, it would have been more guiding if a coherent capacity strengthening plan guiding these interventions has been established.

The results of this outcome evaluation and lessons learnt would serve as inputs for the formulation and implementation of future UNDP interventions and the aligned county NDP, which both are due for review by 2021. During the outcome evaluation exercise, relevant documents, discussion with partners and other relevant stakeholders as well as field level observations and community level discussions were conducted to collect the relevant information. Owing to the COVID-19 Pandemic, the immensity of the programs to be evaluated and in view of limited time, the evaluation heavily relied on reports and other secondary sources of information.

The results of the evaluation found that most of UNDP's interventions in the environment and resilient development Programmes include both new and existing projects being implemented by the government together with other partners. Principally, the programme and its corresponding projects and activities as a whole were found to be very relevant and target oriented. Furthermore, the programme was found to achieve its intended objectives very effectively though there is surely room for improvements. While UNDP played a leading role in coordination, oversight and resource mobilization in all the projects, though cannot be exclusively attributed to UNDP's efforts alone, EWS, CCCA and PAN have all achieved the intended objectives. The CCCA and uPOPs projects have shown promising results in achieving their objectives.



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2.3 Execution Modality/ Management arrangement

According to the CPAP, the National Execution Modality (NEX) is used in the implementation of the UNDP programmes. UNDP with the commitment of partner institutions prepare projects from the various programme components, which obviously must be country priorities. UNDP and its national partners use the CPAP and AWP (Annual Work Plans) to implement the programme activities. It should be noted that project documents are prepared using, inter alia, the relevant text form CPAP. AWP for each programme component are prepared by the respective sector institutions at the beginning of each year. UNDP as programme custodian expand by the use of Atlas, which contributes to timely, efficient delivery of activities and efficient financial monitoring to manage projects and thus the UNDP programme. Programme components are implemented based on annual work plans that have to be signed by MECCNAR and UNDP CO. While the DRM activities are implemented through NDMA for which a separate project document has to be prepared and signed, all of the environment and livelihood Projects and the NRM projects are undertaken through jointly prepared AWP. All projects are assured periodic joint monitoring of the physical and financial aspects of project activities.



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3 The Outcome Evaluation of Environment and Resilient Development Programme

The outcome evaluation will be conducted in accordance with the guidance, rules and procedures established by UNDP, within the overall provisions contained in the UNDP Evaluation Policy and in line with the Evaluation Plan of UNDP Gambia. It will also be directed in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluations³ and the UNEG Code of Conduct for Evaluation⁴. The evaluation experienced especially difficult due to adherence to the measures of COVID-19 and the obligation to read, understand and follow the new UNDP evaluation guidelines of 2020.

3.1 Purpose and objective of the Outcome Evaluation

The general objective of the consultancy is to carry out an evaluation on environment and resilient development programme to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming. The result will also be used to strengthen existing programmes and to set the stage for new initiatives. The evaluations will serve an important accountability function, providing national stakeholders and partners in The Gambia with an impartial evaluation of the results of UNDP environment support. It will also provide Country Officers with insights as relates to the need for strategic re-alignments and prioritization within the environment and resilient development sphere of work. The evaluation will also provide perspective on the changing post-transition landscape and how that is impacting on the environment, accountability, and institutional role play.

The TOR in summary set the study Goal as: To capture and demonstrate evaluative evidence of UNDP's Environment and Resilient Development unit's contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP country programme document (CPD). It should be an enhancing programme while providing strategic direction and inputs to the preparation of the next UNDP country programme and the next UNSDG, and feed into planned Common Country Evaluation slated to start in 2020.

Specifically, the outcome evaluation will assess the following complementary areas:

1. The relevance and strategic positioning of UNDP support to The Gambia on environment and resilient development.
2. The frameworks and strategies that UNDP has devised for its support on environment and resilient development, including partnership strategies, and whether they are well conceived for achieving planned objectives.
3. The progress made towards achieving environment outcomes, through specific programmes and advisory services, and including contributing factors and constraints.
4. The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP environment and resilient development support to The Gambia.

³ <http://www.unevaluation.org/document/detail/102>

⁴ <http://www.unevaluation.org/document/detail/100>



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The evaluation will consider the pertinent country programme outcomes and outputs focused towards environment and resilient development. The outcome evaluation will in addition evaluate the achievement of programme results and impacts, including an evaluation of their sustainability, assess the effectiveness and efficiency of resource use, provide a basis for decision-making on actions undertaken at both the government and UNDP programming level, and to collate and analyse specific lessons learned and best practices that can both improve the sustainability of benefits from the programme, and aid in the overall enhancement of UNDP programming. For this, the outcome evaluation will provide a comprehensive and systematic account of the performance of a complete programme.

The specific objectives of the outcome evaluation in summary therefore are to:

- Assess progress towards the outcome
- Assess the factors affecting the outcome
- Assess key UNDP contributions (outputs), including those produced through "soft" assistance to outcomes and
- Assess the partnership strategy.

3.2 Scope of the Outcome Evaluation

It is indicated in the above section as to Goals of the TOR, it demands that the evaluation consider the pertinent country programme outcomes and outputs focused towards environment and resilient development as stated in the UNDAF and the CPD (2017 - 2021). The specific outcomes to be assessed as relates to **UNDAF and Country Programme Document Outcome** are detailed in tables 2 and 3 above.

UNDP Gambia country office has in the area of Environment and Resilient Development programme has under its portfolio five projects during the period 2013 - 2023 that are key components of this outcome evaluation. An analysis across all five projects will be realized during this evaluation. The five projects are detailed in the table 4 below.

Table 4: Details of the projects under the Environment and Resilient Development Programme

Project title	Implementing partner	Duration	Main areas of coverage
Building The Gambia's capacities and resilience to Climate Change related Disasters, Natural Resources Management, environmental protection and enhanced livelihoods The Gambia	Ministry of Environment, Climate Change and Natural Resources (MECCNAR)	2017 – 2021	<ul style="list-style-type: none"> - Policy, legal and regulatory framework - Capacity building - disaster risk reduction - climate information and response system - Financial and market mechanisms
Strengthening climate services and early warning systems in The Gambia for climate resilient development and adaptation to climate change – 2nd Phase of the GOTG/GEF/UNEP LDCF NAPA Early Warning Project The Gambia	Department of Water Resources, Ministry of Fisheries and Water Resources	2014 – 2018	<ul style="list-style-type: none"> - Effective, timely and accurate flood warnings issued. - Increased availability of real time climate data: - A marine meteorological station network is operational. - The water quality monitoring system is upgraded - A comprehensive database and data management system is established and centralized



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Enhancing Resilience of Vulnerable Coastal Areas and Communities to the Impact of Climate Change in The Gambia	Ministry of Environment, Climate Change and Natural Resources delegated to National Environment Agency	2013 – 2019 (with extension)	<ul style="list-style-type: none"> - Policies - coastal investments - Rural livelihoods in the coastal zone enhanced
Capacity building for PCBs and U-Pops in The Gambia	National Environment Agency	2019 – 2023	<ul style="list-style-type: none"> - legal framework, - management of PCBs and PCB-contaminated sites - Waste management - outreach and awareness
The Gambia Protected Areas Network and Community Livelihood Project The Gambia	Department of Parks and Wildlife Management (DPWM) of the Ministry of Environment, Climate Change and Natural Resources (MECCNAR)	2015 - 2020 (with extension)	<ul style="list-style-type: none"> - institutional capacity building - policy - advocacy component - On the ground SLM pilot projects

It can be observed from table 4 above that the programme area is vast and cover wide and diverse areas of intervention.

3.3 Limitations (Drawbacks) of the Outcome Evaluation

In this assignment, five big UNDP projects are evaluated over a total period of 29 evaluation days. The programme covered large geographical areas including implementations in all the 5 regions and one municipality of the country. Due to covid-19 only five regions could be visited under strict adherence to the three (3) “Ws” of the pandemic, namely: Wear face mask, Wash your hands and Watch your distance. The information obtained from primary sources during the field mission from 19th November to the 25th November 2020 relates principally to beneficiary communities, local administrative authorities, NGOs, CBOs and government partners.

Figure 1: Conditions during COVID-19 field

Conditions during COVID-19 field mission

As a requirement, the consultant must observe:

- The consultant, driver and field assistant must always wear face mask at all times while in the field,
- Must observe social distancing while discussing with beneficiary communities of not more than 5 members at each location,
- Must use hand sanitizers and/or wash hands with soap and water at all times,
- The beneficiary community should observe the same.

The evaluation also made good use of secondary information obtained from reports, planning documents and outside project literature. However, whenever possible attempt was made to triangulate the information with other sources. Therefore, the results of the evaluation, the recommendations made, and conclusion drawn should be interpreted and used in light of these limitations.

3.4 Outcome Evaluation Methodology

In this evaluation various method were used to collect the needed data and information. The primary data were collected from relevant stakeholders through FDGS, KIIs (KIIs Key Informant Interviews) and direct observations. On the other hand, secondary data were



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obtained from project documents, plans, reports and other relevant documents. Details of the institutions and persons contacted can be found in Annex 9. The terms of reference for this assignment summarise its purposes according to three general characteristics of UN outcome evaluations, namely assessment of:

- a. Progress towards the attainment of outcomes (and associated outputs and indicators).
- b. Factors affecting progress towards the attainment of outcomes (and associated outputs and indicators).
- c. UNDP's main contributions towards such progress.

As is conventional in such evaluations, the methods employed were largely qualitative and informed by the interpretive paradigm of social analysis, which regard much of social reality as being a product of individual perceptions, interpretations and meanings that are difficult or impossible to quantify.

The evaluation relied on both primary and secondary data. Primary data were gathered mainly by structured and semi-structured interviews, group discussions, and observations in the field. A work plan outlining the evaluation team's data collection activities is set out in Annex 9. Secondary data comprised of project documents and other reports which are tabulated in Annex 4. Secondary data was collected following a three-stage process which are; i) defining the required information; ii) identifying and securing relevant documents; iii) extracting summarized data to be analysed. The evaluation matrix in annex 3 was used as the data extraction guide and analysis.

In relation to data reliability and validity, in qualitative research, ideal sample size and parameters for data validity and reliability are difficult to determine with precision, and informed opinion on these matters varies somewhat. Nevertheless, an adequate and widely received rule of thumb is that when one keep getting the same sorts of answers to a question, then one can infer that such responses are valid and reliable. Most of the findings presented in this report survived this simple test. However, a conventional form of triangulation - multiple perceptions about a single reality was also employed. A complete list of institutions and persons met are set out in Annex 9.

Data were also collected via the use of short standardised questionnaires - see Annexes 5 and 7. These instruments allowed stakeholders to express their views in writing. An edited list of questions derived from the assignment TOR is set out in Annex 1. The consultant was cognisant of the biasness that were likely to flow from conflicts of interest that might have the potential to undermine the impartiality of a person because of the possibility of a clash between the person's self-interest and professional interest or public interest. It is finally noted that, as an independent evaluation, the views formed and have expressed in this report constitute the consultant's best interpretation of the evidences that were available at the time. Notwithstanding, from this analysis, lessons learnt, best practices and recommendations were derived as presented in section 6.

3.5 Effectiveness of UNDP's partnership strategy

UNDP has been working in The Gambia since the establishment of the office in 1975. The UNDP contributions through the 2017-2021 country programme cycle were important in terms of responding to the changing national development context. The ultimate goal of UNDP is to improve the lives of the people of The Gambia, especially the poorest and most vulnerable, and to ensure a future that offers equality, dignity and opportunity for all. UNDP has aligned its programme cycle with the Government planning cycle within the United Nations Development Assistance Framework (UNDAF). UNDP technical support to the Government aims to strengthen institutional development and enhance policy formulation particularly in



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gender, biodiversity, Disaster risk reduction (DRR), environment, climate change and food production. UNDP has been a key partner of the government to advance the global sustainable development agenda in the country, by supporting the preparation of the new National Development Plan 2017-2021.

In The Gambia, UNDP supports its development activities through a variety of sources of funding. These funds can be divided into regular resources known as core resources, and other UNDP resources, often called non-core resources. Core funds are internal funding whereas non-core funds are generated from bi-laterals, multilaterals and private agencies.

In areas of environment resilience, appropriate to select key principles as stakeholders involvement of neighbouring communities in protected areas management at local level and MDAs such as NEMA and Ministry of Environment, Climate Change and Natural Resources (MECCNAR) played a core role in technical guidance and capacity enhancement of the MDAs as principles and custodians of the outcomes. For example, in the Environment DRM and NRM project MECCNAR played an important role in scaling up and soliciting budgetary allocations which are key to sustenance of the programme outcomes.

3.6 Programme Composition

As highlighted in section 3.2, five projects are under the environment outcome as shown in tables 2 and 4. At the time of closure in 2018 (Coastal resilience project), PAN in 2020 and EWSP2 1n 2019, these projects attained XX%, XX% and 100% delivery. Both PAN and coastal project have been extended for one year. Climate Change related Disasters, Natural Resources Management, environmental protection and enhanced livelihoods The Gambia (DRR, NRM) project being in the (2nd / 3rd) year of implementation has achieved 97% fund utilization which is far underutilized. The recently commenced Capacity building for PCBs and U-Pops in The Gambia (UPOPs) project is just in about three months implementation but has registered a good starting of 100% as regards fund utilization. This could be due to initial investments in office furniture and project equipment.

Table 5: Details of Financial Allocation to the projects

Project	Objectives	Outcome	Output targets
Building The Gambia's capacities and resilience to Climate Change related Disasters, Natural Resources Management, environmental protection and enhanced livelihoods The Gambia	By 2021 Sustainable Natural Resource Management, Renewable Energy Access, Disaster Risk Management and climate change actions	Policy, legal and regulatory framework; financial and market mechanisms; and climate hazards and disaster preparedness systems for climate change response and disaster risk reduction are enhanced, adopted and promoted to effectively address the consequences of and response to natural and climate related hazards and disasters	<p>Number of Established and operationalized Project Management system, including the Project Management Unit</p> <p>Number of evidence based analytical studies for key sectors (agriculture, water, infrastructure, energy, urban physical planning, and health) to inform policy enhancement and choices for resilient investments and benchmarking of best international practices for integrated legal, regulatory and institutional framework for CCR/DRR supported</p> <p>Clear evidence of Support to policy makers, technical and interest groups to participate in regional and global platforms/dialogues to advance and lobby for The Gambia's interests and identify best practices</p> <p>Number and Clear evidence of Integrating and mainstreaming climate change resilience and disaster risk reduction into relevant policies, strategies, plans and budgets of public and private sector institutions</p> <p>Nature and number of Support provided for the development and application of common methodologies for vulnerability and risk assessments, monitoring, reporting and verification</p> <p>Number and nature of support provided for benchmarking best international and national practices on climate finance readiness (planning, mobilising, utilising and reporting)</p> <p>Clear evidence of support provided for the development of a national information and communication strategy on disasters and disaster risk reduction to enhance a holistic and coordinated approach</p>



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			Number and evidence of support provided to Initiate and promote business and market mechanisms to build resilience of communities against climate change hazards and disasters through the training of women and girls in marketing and business management and the promotion of value addition and facilitation of market outlets for key commodities such as oysters, honey, medicinal fruits and plant products, etc
		Rural, peri-urban and urban vulnerable communities are fully capacitated and committed to address climate change resilience and disaster risk reduction	<p>Evidence and number of Improved resilience of urban areas and built environments against climate variability, climate change and disaster risks through supporting gender sensitive vulnerability and climate risk assessments in selected urban areas to minimise the impacts and build the resilience of communities, businesses and other investments</p> <p>Evidence of Capacities of rural communities strengthened to develop and implement Natural Resources Management plans to promote climate change resilience and disaster risk reduction addressing emerging issues such as:</p> <ol style="list-style-type: none"> human/wildlife encroachment and land use conflict restoration of degraded ecosystems (mangroves, dry lands, wetlands etc) using appropriate indigenous tree species promotion of value addition for livelihoods and income generation piloting community-based game farming (cane cutter rat, The Gambian giant rat etc) in identified areas of the country implementation of forestation and reforestation programmes in the lowlands management of community ecotourism camps/facilities in identified locations improve capacity of disaster prone and affected areas/communities to cope with shocks and implement <p>Evidence and number of support provided to initiate, promote and sustainably manage urban and peri-urban climate change adaptation and disaster risk reduction schemes including the:</p> <ol style="list-style-type: none"> piloting of community-based water harvesting establishment of national botanical gardens preservation and conservation of perishable food products through installation of solar cold storage systems at markets supporting women's small-scale income generating activities; and installation of solar energy-based irrigation and water pumping systems <p>Number and evidence of LGAs supported at eco-region/landscape level to adopt and upscale a mix of environmentally friendly, economically viable and socially responsive climate smart-SLM (sustainable land management) practices and technologies</p> <p>Number and evidence of Fragile and vulnerable ecosystems (dry land, plains and marginal urban settlements) restored</p>
		Climate change resilience and disaster risk reduction capacities of vulnerable women, youths and physically disabled stakeholders are built, strengthened and sustained	<p>Evidence of Enhanced awareness and effective participation of vulnerable communities, particularly women and youths, in understanding and responding to climate and climate change hazards and related disasters through sensitization on the importance and relevance of the integration and mainstreaming of climate change adaptation, resilience and disaster risk management into community level and sectoral plans and policies</p> <p>Evidence of support and promotion to access energy services, particularly Renewable Energy (RE) for off-grid local communities especially women for value addition and livelihood support initiatives</p> <p>Existence of enhanced storage and transportation capacities of fish landing sites particularly used by women, through the installation and utilization of wind/solar powered energy systems</p>
		Strengthened and integrated functional climate information and response system established; and existing early warning systems related to climate change hazards and disaster risk management are replicated and up-scaled	<p>Evidence and number of clearly defined baseline surveys of existing early warning systems (EWS) in various institutions, identify gaps and deficiencies in their capacities to deliver effectively and efficiently, and develop strategies to address the identified gaps</p> <p>Evidence and number of people-centered early warning systems supported and promoted to mitigate risks to disasters, integration of national surveillance systems, and establishment and generation of climate related intelligence</p>



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			Number and evidence of support provided to expand the existing networks of meteorological, hydrological, and wildlife/biodiversity monitoring networks to enhance prediction of climate hazards, vulnerabilities and disaster impacts at the social, economic and environmental dimensions
Strengthening climate services and early warning systems in The Gambia for climate resilient development and adaptation to climate change – 2nd Phase of the GOTG/GEF/UNEP LDCF NAPA Early Warning Project The Gambia	To strengthen the climate monitoring capabilities, early warning systems and available information for responding to climate shocks and planning adaptation to climate change in The Gambia	The Gambia National Meteorological Services is supported in its transition to becoming a financially sustainable Meteorological Agency	A comprehensive business plan for deployment of effective hydro-met service is established
		Hydro-meteorological infrastructure is upgraded / installed and maintained that will cover the full needs for 'optimal performance of EWS' as identified by recent needs assessment reports in The Gambia	Effective, timely and accurate flood warnings issued Increased availability of real time climate data A marine meteorological station network is operational The water quality monitoring system is upgraded A comprehensive database and data management system is established and centralized
		A critical mass of skilled human resources is able to operate The Gambia Early Warning System and perform medium and long-term climate adaptation planning beyond the project	A cadre of certified maintenance and repair technicians exists within the NHMS A recruitment and retention strategy is developed A cadre of certified hydro-meteorological professionals is established
		Efficient and effective use of hydro-meteorological and environmental information for making early warnings and long-term development plans	Targeted climate products are produced for sectoral institutional partners Early warnings and climate change risk information in 14 sites disseminated and taken up Underserved communities receive early warning messages Climate change issues are integrated into local development plans in 14 sites Enhanced knowledge of climate impacts on biodiversity Knowledge management structures for effective feedback and incorporation of lessons learned are created
Enhancing Resilience of Vulnerable Coastal Areas and Communities to the Impact of Climate Change in The Gambia	to reduce The Gambia's vulnerability to sea-level rise and associated impacts of climate change by improving coastal defences and enhancing adaptive capacities of coastal communities	Policies, institutions and individuals mandated to manage coastal areas strengthened to reduce the risks of climate change	Design and Implement a Climate risk management capacity development programme for coastal areas Review and Revision to National and Regional Development Plans High-level institutional coordination mechanism established to guide climate change resilient development planning of coastal zones Coastal monitoring protocols and standards programme
		Vulnerability of coastal investments to climate risks reduced	Hard coastal protection infrastructure measures are designed, constructed with additional redundancy against sea level rise and climate induced erosion Low cost infrastructure to protect up to 1,500 ha of vulnerable rice growing areas Up to 2500 ha of mangroves forests restored and maintained through mangrove management plans and regeneration to withstand climate-induced pressures in coastal areas
		Rural livelihoods in the coastal zone enhanced and protected from the impacts of climate change	Salinity resilient rice growing and horticulture technologies (desalinization, salt resistant seeds, techniques to reduce impacts of salt soils on crops, techniques to reclaim highly salted soils) are tested, introduced and disseminated to 1,500 rice growers and 300 horticulture producers at risk from climate change Climate resilient wetland and fisheries management and planning methods (resilient fisheries and wetland management plans, custom



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			<p>rules for wetland access and exploitation, community monitoring of fisheries quotas) introduced and transferred to at least 25 vulnerable communities (wards) at risk from climate change in the Lower and Central Valley areas</p> <p>Climate resilient alternative income generating activities (such as beekeeping, ecotourism, forest management, coastal defence installation and maintenance) are introduced to at least 15 vulnerable communities (wards) at risk from climate change in the Lower and Central Valley areas</p> <p>Dissemination of practical livelihood diversification approaches for The Gambia</p>
Capacity building for PCBs and U-Pops in The Gambia	To strengthen the capacity of national stakeholders to manage PCBs and achieve PCB elimination, address contaminated sites in an environmentally sound manner and reduce uPOPS from open burning, identified as national portfolio in The Gambia's NIP for the Stockholm Convention	Strengthening of legal framework, administrative processes, and technical preparedness for the sound management of PCBs and reduction of UPOPs emissions	<p>Legal framework for PCBs and uPOPs drafted and adopted and institutional capacity and arrangements for the management of PCBs and uPOPs/waste management reviewed, and gaps and overlaps identified and addressed through consultations and coordination processes</p> <p>National management plans and guidance on PCBs and uPOPs/waste management are developed and approved</p>
		Environmentally sound management of PCBs and PCB-contaminated sites	<p>One consolidated country-wide PCB inventory updated and completed, with appropriated data including sampling dates and analysis results of phased-out and in-use equipment</p> <p>Number of operators/technical staff in the electric sector and in NEA trained on and confident in practically applying the ESM system for PCBs</p> <p>Amount of equipment or waste containing or contaminated by PCB disposed in an environmentally sound manner</p>
		Minimizing releases of uPOPs from burning of waste	<p>Number of guidance and training materials that discourage open burning of waste and biomass in the local communities and agricultural activities completed and endorsed</p> <p>Number of participants from municipalities, local authorities, and communities trained regarding the hazards of open burning and uPOPs, and alternative waste management approaches</p> <p>Pilot activities to identify and test the most appropriate and effective uPOPs reduction/waste management approaches to be applied on a larger scale are designed, implemented, and evaluated</p>
		Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation	<p>Documentary evidence that the project's results sustained and replicated through proper M&E and knowledge management actions</p> <p>Awareness raising strategy developed and implemented, public and private sector, civil society, local communities and community leaders</p> <p>Gender Action Plan in the context of PCB and uPOPs issues in The Gambia implemented and activities for better gender mainstreaming in POPs-related activities identified and implemented</p>
The Gambia Protected Areas Network and Community Livelihood Project The Gambia	To expand and strengthen the management of priority protected areas in The Gambia, including through enhanced community-based natural resource management	Strengthen national PA network planning and PA management effectiveness in a cluster of priority PAs	<p>Gazettement of a c. 5000 ha expansion of JNP to connect to BBWR, and of a c. 10,000 ha expansion of KWNP</p> <p>Enhanced management effectiveness in both existing and added PA areas</p>
		Improve land and natural resource management in and around the targeted cluster of priority PAs	<p>Improved forest cover, habitat integrity and connectivity across the targeted PA cluster and surrounding landscapes (c. 60,000 ha)</p> <p>Enhanced diversity, sustainability and reliability of community livelihoods</p>



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4 Evaluation and Main Findings

In partnership with a range of government and development agencies, UNDP has designed and implemented five projects that comprise the programme of Environment and Resilient Development, which is the subject of this evaluation. This section and the next address evaluation objectives, namely,

1. the level of achievements / performance
2. 'what are the main independent variables affecting project performance

In order to determine how performance can be improved and what its major determinants are, it is clearly necessary to examine carefully the performance, in terms of strengths and weaknesses of the projects that comprise the Programme.

In addressing the above questions, we have sought answers to the questions outlined in the terms of reference, an edited list of which is set out in Annex 5. Below, we discuss the performance of each project in relation to seven categories of determinants, namely: relevance, effectiveness, efficiency, sustainability, Partnership strategy, Human rights and Gender and women's empowerment. We also comment on how the project might proceed between now and beyond. A detailed evaluation and rating of the projects and ratings against the questions we were required to address by the terms of reference are set out in Annex 2. The findings presented are details of stakeholders opinions, experts views and independent judgement of the consultant. On the basis of these findings, the conclusions, lessons learnt, best practices and recommendations are deduced and are presented in the last section of this report.

The five projects in general have all performed well and thus have made good contributions to the attainment of the determinants. Nonetheless, individual project performance of the determinants differ which are the reasons of discussions.

4.1 Programme Relevance

Assessment of the relevance of programmes/projects relates mainly to the degree to which it addresses the needs and priorities of the stakeholders. This section addresses the Relevance of the Programme against The Gambia's national priorities and the overall UNDP mandate. UNDP's The Gambian Country Programme Document (CPD) emerged out of the country's United Nations Development Assistance Framework (UNDAF) of 2017- 2021. Both documents enjoy the process of participatory approach and informed by numerous studies and both documents agree on the existing gaps and barriers in the country's Socio-economic development issues.

With consideration of the above, UNDP environment and resilient development programme being third from the three main UNDAF priority pillars is therefore very relevant to the development context of The Gambia. The programme continues to be guided by five main critical enablers which are;

- i) Strengthening evidence-based policy, planning and decision-making
- ii) Promoting environmental sustainability, climate resilient communities and appropriate land use
- iii) Empowering the Gambian Woman to realize their full potential
- iv) public sector that is efficient and responsive to the citizenry, and
- v) A civil society that is a valued partner in national development.



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The environment and resilient development programme intervention areas are identified as among the biggest gaps in the country's socio-economic development. This has further impeded the ability of agencies, governmental and nongovernmental organizations to help communities step into development stage.

With respect to the above, the programme had an over-ambitious scope and a large number of complex fields that it is providing technical support. The main difficulty is the retention of programme attached quality staffing.

It is found out that the recently phased-out project of Enhancing Resilience of Vulnerable Coastal Areas and Communities to the Impact of Climate Change in The Gambia is one of the five strongest projects that comprise the Programme. In terms of both complexity and scope, the project has clearly bitten off more than it can chew as concerns the counterpart government collaboration and qualified staff to be made at its disposal. The project scores in its entity very positive due to the focus given in poverty alleviation, self-reliance of women population and the pursuance of climate change adaptation. However, this evaluation would strongly advocate for an urgent small-scale follow-up project to care for the possibility of marketing for women producers, vitalizing the fish ponds that has never worked due to reasons detailed in by the TE and few other works.

The programme's climate change projects are all impressive in scale and a political necessity, which have done thoroughly well. By comparison, the design of the recently closed EWS was in adequate and thus need follow-up project especially in the area of equipment and staff training, both short term and long term. In particular, to the extent to which the project has contributed to the provision of new and quite progressive equipment– to support and to help solidify and stabilise the bases of good and reliable information. Therefore, the project scores in its entity very positive due to the reliability of forecast information and the pursuance of climate change adaptation. According to the TE report, EWS-impacted the national and to some degree the international level in terms of direct services such as land production, various social services, supply of clean water, and access to safe and reliable aviation reports and local and regional trade.

The Gambia Government has recognized the importance of having a well-coordinated and organized early warning system as well as DRM. However, the present DRM coordination mechanism is weak, to the extent that the government moved from emergency and recovery operations towards sustainable solutions to the sources that cause disaster and risks. Therefore, having a well-coordinated institutional set up with respect to DRM is important. Thus, UNDP's intervention and others small scale disaster risk reduction measures undertaken are important if they are managed properly and the implementation processes documented for possible scale up. In addition, more emphasize should be given to awareness raising as to the major sources and strong law enforcement by the government.

While not always carried out as self-consciously as they might have been, a programme contribution to the inclusion of women and vulnerable groups has been significant. Such as optimized cassava as climate resilient crops to increase livelihood and income diversification options of cassava farmers and processors (especially women and youth), through more sustainable market arrangements, and including clean energy value added options amidst the climate change. We scored the projects satisfactory on adaptation. The programme clearly addressed matters that are national priorities, in particular the climate change adaptation and biodiversity issues but there is much less evidence of major investments undertaken. Many of the



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concerns of vulnerable groups, of women and of children, the elderly, and the handicapped are strongly reflected only in two of the projects.

In the self-report questionnaire, in response to the question, 'kindly describe briefly and precisely what can be consider to be the most important and feasible activities or lines of work that should be pursued by the programme in the future, only the following summarised possibilities could be identified:

- (i) Capacity development,
- (ii) Market access, and
- (iii) Improvement in public financial management.

It can be noted that neither of these suggestions makes any reference to any aspect of policy or programme development.

4.2 Programme Effectiveness

Effectiveness of programmes/projects relates to the extent to which it has achieved its intended objective/goal. UNDP played coordination, oversight and resources mobilization roles for the successful implementation of all the projects included in this evaluation. Several material and human resources capacity building activities have been undertaken by the programme interventions. While, these various project activities might have their own contributions to the stated output and the outcome, but the limited scale of the interventions nationally made attribution difficult. Obviously, the material and human resources capacity building activities undertaken contribute to enhanced institutional coordination. One of the EWS project components, agriculture targeted information, though the direct link to production is limited, it is said to have improved farmers income and livelihood through the creation of reliable information and thus positively affect government revenue (tax) and food security. In addition, though information bulletins were developed but not translated into local languages, therefore there is little evidence of its community use. However, UNDP's involvement could have been modestly increased the provision of some farm inputs and as well better awareness creation to the community and government staff on environmental protection.

As can be seen from the table in Annex 2, the projects scored well on all indicators of effectiveness except for partnership strategy and quality of indicators over which it had relatively little control. A typical observation is the Gender Equality and Social Inclusion Policy, 2010, and its associated strategic plan, which the PMUs claim to have contributed to, was not sufficiently or precise directed.

The volume of work done by the project has been impressive although some of it has comprised indirect support like trainings and workshops and so on. It is rather unfortunate that the evaluation was unable in the time available to assess the quality of training materials or the quality of training.

Also noteworthy for this programme was the fact that it established effective working relations with a number of CSOs. Strong views were also expressed to us by stakeholders, particularly though not exclusively in government, about the perceived advantages of working with the UN system and with UNDP. This was reflected in two main ways. First, in the extent to which people felt confident and secure to present their views, and second, in government's evident trust in UNDP to support most crucial works. However, some others reiterate the slow reaction of UNDP in fulfilment of project obligations especially resource disbursements.



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To avoid adverse effect of project design, the programme should ensure all-inclusive commitment right from the initiation.

4.3 Programme Efficiency

The assessment of the efficiency of programmes/projects relates to the extent to which the resources allocated for it have been used properly. Due to time constraint and lack of disaggregated financial data, it was very difficult to ascertain the utilization of funds for the intended activities. We therefore had to rely on data provided by UNDP.

Table 6: Financial utilization of the projects

Project	Year	Budget	Expenditure	% Delivery
DRM				
	2017			
	2018	479,200	343,413	72
	2019	874,548	845,920	97
	2020	435,500		
PAN				
	2017	520,411	391,723	75
	2018	392,187	139,141	35
	2019	287,490	225,723	79
	2020	336,725	337,925	100
EWS				
	2017	1,249,697	1,056,882	85
	2018	473,562	383,818	81
	2019	199,145	177,761	89
	2020	-	-	-
Coastal				
	2017	3,504,822	2,254,117	64
	2018	1,499,245	1,350,307	90
	2019	-	-	-
	2020	-	-	-
U-PoPS				
	2017	-	-	-
	2018	-	-	-
	2019	28,500	28,500	100
	2020	134,985		

Analysis of the financial utilization of the projects shows that all phased-out projects each used over 99% of the total budget allocated, as confirmed in table 6. The uPOPs is just commencing but has a utilization of 100% after about three months of implementation. In the same vein, other components of Building the Gambia's capacities and resilience to Climate Change related Disasters, Natural Resources Management, environmental protection and enhanced livelihoods projects have about 97% fund utilization by end of the 3rd quarter of 2020. Therefore, fund



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utilization capacity of Environment and Resilient Development Programme is very good and generally in accordance with the plans.

Perceptions among certain key stakeholders are that UNDP does not operate efficiently or effectively as there are always delays in disbursement. Examples given in relation to this perception included concerns about the timely procurements and disbursements such as the late provision of cassava sticks resulting to massive propagation failure. It is acquired that COVID -19 pandemic affected TANGO's engagement with farmers and distribution of the cassava cuttings, which resulted in late supply to farmers.

Apart from the above remarks, enough evidence could be found to justify satisfactory scores on all of the questions in this category. While the programme scored satisfactorily on this criterion, but it is apparent that most of the projects were not adequately informed and therefore aware of the necessity or desirability for their work to be complementary with other UN agency projects or of the desirability of UNDP contributing to other UN agency programmes. The same was true of the UNDP partnership strategy.

Performance in this category on the basis of uncorroborated self-reports from project staff was rated as satisfactory like all other indicators. Adherence to UNDP financial management and accountability system coupled with periodical audits have provided an opportunity for an objective and independent appraisal of financial management controls and compliance.

4.4 Programme Sustainability.

The aim of every programme is to ensure the benefits and all positive impacts continue for a long time beyond project life. All stakeholders assert their commitment to sustainability. This is not problematic. What is problematic is the extent to which the different stakeholders involved have a clear and shared understanding of; first, what can constitute sustainability and institutionalisation, second of which project activities should be institutionalised or made sustainable, third, progress in relation to sustainability, and fourth, the understanding and availability of capacities and resources involved.

Efforts have been made to develop an Environmental Education, Climate Information Communication Strategy and action plans, incorporating emerging Climate Change and DRR issues. The strategy and plans will therefore act as key pillars to enhance the resilience to climate change as well conservation in the long-term. Furthermore, the National Adaptation Plan (NAP) process was established under the Cancun Adaptation Framework. This plan is envisaged to promote political and financial support at the national level for countries to mainstream climate change into development planning. The programme scored well on stakeholder and UNDP commitment, but less well on projects and thus government capability in this regard. Over and above, the programme scored satisfactorily on whole of this criterion but there is considerable room for improvement. Because a number of important project contributions are clearly sustainable in that systems and procedures have been introduced in all the projects such as;

- availability of sustainability plans for the projects,
- integration of activities into normal functions of the parent institutions,
- commitment of beneficiary communities,
- capacities been built,

The sustainability plans in all the projects include the strategic phase out plans implemented by all projects. The projects activities are all designed to focus on the collaborating institutions priority



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areas. Therefore, it is expected that the instructions will just continue to implement the activities and build on the gains of the projects. The projects ensure creation of funds for maintenances and eventually sustainability; all project beneficiaries have opened their own community bank accounts managed surely by the committee. However, improved sustainability could have been made better functional in all the projects should country ownership be strongly manifested by government institutions. This comment has general applicability and validity for all the 5 projects under the environment and resilient development programme.

Likewise, among government counterparts there was general appreciation of the neutrality and government-friendliness of UNDP, and this view was also held by stakeholders including CSOs. The stakeholders all emphasize the need for long term training to induce better sustainability.

A practical finding is the solar light system at Chamen Ballangharr. The project would have been better should the institution concern collaborate with Mbolo Association Training Centre. The training centre produces quality female graduates and establishes multifunctional centres across the country. The village lighting system could register a good sustainability should such a graduate from Mbolo been in around the vicinity of the village.

4.5 Programme Partnership strategy

UNDP, in alignment with the United Nations Development Assistance Framework, 2017-2021, focuses on:

- a. inclusive economic growth and poverty eradication
- b. governance and human rights, and
- c. environment and resilience development.

UNDP leverages its comparative advantage by addressing the root causes of vulnerability to accelerate growth, build resilience and promote good governance while complementing the efforts of the United Nations country team. The strategic choices are in line with the broad objectives of the post-2015 agenda and Agenda 2063 of the African Union. The small size of the country office and limited resources, both human and financial, dictate that the programme adopts a more focused approach.

Throughout the whole CPD, numerous partners are named from the concept to the implementation of projects, including;

- Development partners,
- key government MDAs,
- Private Sector,
- CSOs,
- targeted beneficiaries

In areas of environment resilience, appropriate to select key principles as stakeholders – involvement of neighbouring communities in protected areas management at local level and MDAs such as Ministry of Environment, Climate Change and Natural Resources (MECCNAR), MOA and TANGO play a core role in technical guidance and capacity enhancement of the MDAs as principles and custodians of the outcomes. For example, in the Environment DRM and NRM project MECCNAR play an important role in scaling up and soliciting budgetary allocations which are key to sustenance of the programme outcomes. It is demonstrated that UNDP contributed immensely to the formulation of a climate-resilient strategy and adoption of sustainable



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agricultural practices for small-scale producers, rehabilitation of mangrove ecosystems, coastal protection and early-warning systems for better planning and management of climate-related disasters and shocks. UNDP supported the enactment of legislation and the formulation of policy frameworks to integrate disaster risk reduction and climate change adaptation into national policies and promote renewable energy. At this point recognition need to be made of UNDP's collaboration with Mbolle as centre of Excellency for training young women in almost all skills from electricity wiring, solar systems, energy saving devices, baking, video-clips production, entrepreneurship, etc and establishing multifunctional platforms to make the female graduates self-reliant.

In the area of UN-Family collaboration such as UNEP, FAO, and others, UNDP engaged in partnerships with the United Nations organizations, development partners and civil society. This partnership brought on board the necessary resources and synergy to deliver on the targeted outcomes effectively. Among such initiatives are the EWS and uPOPs using innovative approaches to induce more change and maximize service delivery. UNDP has also tapped into global network through South-South and triangular Cooperation thus enhancing services. Evidence from annual reports show that the working relations were subtle enough to deliver on the outputs anticipated. Key focus was the technical as well as financial support to ensure that activities planned yield the necessary results.

The evaluation has observed that good complementarities exist across all the outcome areas in the way the interventions were designed and implemented with the national partners who include the MDAs across the board. This is because care was taken to ensure the interventions go a long way in building capacity of the institutions to deliver on the cross-cutting development goals as enshrined in the SDGs and national development plan. Indeed, there is ample evidence of synergies playing critical role in achieving the outputs. For example on carbon sequestration mangrove planting all outcomes and projects share technical cooperation. In environmental resilience, through South-South Cooperation fostered by the project is the MoU signed between the Nigerian Meteorological Training School (NIMET) and the Department of Water Resources whereby NIMET provide lecturers to implement Class III Meteorologist training in The Gambia as part of a Technical Assistance provided to sister countries. This opportunity enhanced the climate information for planning and enhanced the resilience of communities whose livelihoods heavily depend on weather for productivity.

4.6 Programme Human rights approach

UNDP utilizes the principles of programming such as the HRBA and core in the outcome being evaluated for the reduction of poverty and inequality of the vulnerable groups. It is evident that in all the projects, members of marginalized groups such as rural families and women are targeted from the design to the implementation of the projects. The rights of the beneficiaries are safeguarded and UNDP support to social service under this outcome is an example of its commitment to protect vulnerable groups and reaffirms the Human rights principle that every member of society has the human right to social services, such as involving a single mother and household head in the special cassava programme.

Environment and human rights partnership with Civil Society have yielded immense results in terms of creating awareness and increased service access to the marginalised women and youths. Partnership with the private sector in area of economic growth has enhanced the contribution of the private sector to job creation and expansion of economic activities.



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The only missing vulnerable group in the UNDP supported projects are people living with disabilities. There needs to be a concerted effort to include this group in projects and programmes so that they are heard, empowered and can play active roles in programmes and projects.

4.7 Programme Gender and women's empowerment

Government has made progress in putting gender equality and women empowerment on the forefront with the drafting of the National Gender and Women Empowerment Policy 2010-2020 and the Women's Amendment Act 2012 policy which focuses on the improvement of women's and girl's employable skills and job opportunities, ensuring parity in primary, secondary and tertiary education, improving women's and girls' entrepreneurial skills and opportunities in all productive sectors, mobilizing resources for gender equality and women's empowerment interventions, and ensuring the proper coordination, monitoring and evaluation of women and gender-related programmes. Gender mainstreaming is a key principle of programming in UNDP and as such supported projects, designing and conceptualization of which are based on evidence and information that they are gender disaggregated and well informed on the latest analysis of the situation of women. In the Projects such as the Coastal project and PAN the main strategy are promoting equitable gender representations in the project beneficiaries and decision making. This is further buttressed in the results framework of the programme which focuses on projects and gender sensitive interventions and reports on the gender dimensions of the projects for example women horticultural gardens, participation of women in beekeeping and oyster production.

All interventions of the programme has indicated a good number of gender-sensitive strategies being in place at the national and sub-national levels to generate and strengthen employment and livelihoods opportunities. The evaluation also discovered that at the project sites, the representation of both project staff and beneficiaries is gender balanced and provisions are made to ensure that women are benefitting more from the projects. EWS capacity building ensure real increasing number of female participants in trainings and capacity building workshops organized at regional and village levels. Twenty participants were selected per village making 280 for the 14 pilot sites. 45% of the trainees (126) are women. Also at professional level, increasing female participation in hydro-meteorological training at professional and technician levels (17 completed various postgraduate, technician and bachelor's degree trainings, 11 at the University of The Gambia and 6 at the Department of Water Resources Training School representing 35% of the total). There were no reported cases of gender discrimination except in the PAN project pilot SLM farmer package where female ownership is completely missing.

5 Achievements and Impact of the Programme

It should be noted that the programme encompasses all the projects under the Environment and Resilient Development, therefore the results accredited to the programme is the total manifestations of the projects.

5.1 Achievements of the Programme

In this evaluation, an attempt was made to evaluate the achievements of the Environment and Resilient Development in it's entity. Under enhanced coordination for successful implementation, sustainability and possible potential replications, various capacity building activities were



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undertaken. Most of them were targeted at improving the knowledge and skills of government staff in the implementation of the programme. However, data base development was very much inadequate in the projects. Other relevant areas including training of women on alternative income generation, and provision of start-up capital to women, trainings on climate smart crop production and animal husbandry, distribution of agricultural inputs and implements and furnishing with the necessary facilities were some of the activities undertaken under the various project components.

Some of the investments undertaken were huge such as the provision of water for irrigation of women horticultural gardens, construction of regional institutional head quarter infrastructure, beach nourishment soft and hard engineering works and roads and dyke constructions to indicate such a few. All UNDP's institutional capacity building interventions are very much aligned with the government priorities and thus national plans, however the supports given to regions lacked consistency and coherence and seemed scattered. An example could be PAN and EWS were found to be more focused with clear achievements and impact in providing its service to the DPWM and DWR respectively in programmatic and strategic areas, project quality assurance, capacity development and resource mobilization through the deployment of an international programme advisor. However, UNDP's support seems to have diminished since 2020 until recently when they started independent operations thus there is no budget to sustain the undertaken project activities. Furthermore, the achievements of the programme components were judged with respect to the indicators indicated in the CPAP. The support given by UNDP in human and institutional capacity building has been regarded targeted but inadequate both in terms of quality and quantity. Quality training was referred to in terms of missing long terms training. However, frequent staff turnover, lack of sufficient resources and lack of institutional memory were the main problems encountered.

Policy and strategies supporting the development of sustainable environmental and livelihood programmes were adequate. Various policy documents have been developed and validated which includes: SOER, GEAP, LECREDS, NEMA, National Disaster Preparedness Response Plan (NDPRP). Achievements related to the indicators include the support of UNDP to self-reliance communities and adequate climate friendly crop production through technical and financial assistance. The support to this initiative by employing experts as external experts has all been supported by UNDP.

5.2 Impacts of the Programme

For most of the livelihood and biodiversity project interventions, it is very difficult to assess the direct observable impacts, more so biodiversity interventions. As there are a number of determinants involved in the implementations, where there are certainly observable impacts, the contribution of UNDP has been pertinent. For instance, most of the activities related to institutional coordination and capacity building were targeted at material support and conducting human capacity development. Though difficult to assess, such intervention would contribute to improved institutional coordination. However, this seems to be overshadowed by frequent staff turnover in the government offices.

Also, the involvement of the community in development efforts, increased awareness and scale up of best practices that might have improved the living conditions of the target population are visible. The study, design and implementation of various water development projects in the project regions being undertaken with the support of UNDP intervention, some communities have got



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access to water and started practicing irrigated agriculture and improved animal husbandry practices that clearly improves their livelihood. The main problem of the implementing communities is not anymore production as of date but the link to markets. These high crop productions are achieved through increased access to land, agricultural implements, induced capacity building, and certainly, there are all indications that the programme will achieve more good results in the near future in biodiversity interventions.

The Environment and Resilient Development Programme has in totality directly affected an estimate of over 350,000 people and indirectly almost 950,000 people.

5.3 Institutional reforms and infrastructure strengthening

Requisite infrastructure such as the construction of a new Hydrological headquarters in Bansang responsible for national hydro-met monitoring, Computers and other equipment installed at all Regional Meteorological Headquarters in the Country and the 3 LED Weather Display boards which have been strategically installed at key locations throughout the country in Kairaba Avenue, Brusubi Turntable and Tanji guarantee sustained weather services that will be important for supporting reduction activities in a sustained way. Furthermore, the construction of coastal protection measures is the appropriate infrastructure that guarantee protection of coastal communities from natural sea induced hazards which enhances the resilience of their livelihoods in the long-term. A case in point are the construction of the defence structures along the Senegambia Beach stretch and Tanji coastline which enhanced the Construction of the Integrated Farming System.

5.4 Programme contribution towards national development

Significantly, CPD contribution towards national development falls under four categories namely; capacity development, knowledge generation and management to support evidence based planning, policy and regulatory improvements as well as infrastructure development. Capacity development is the fundamental CPD components under all the pillars. This is based on the assumption that with institutional capacity strengthened, responsive and inclusive planning is aided leading to the delivery of good quality and inclusive services directly targeting the vulnerable. As a result, the delivered support under the CPD interventions have positively impact on the national and sub national capacities for sound economic management, economic growth through entrepreneurship, democratic governance and human rights and climate change and sound natural resource management.

5.5 Capacity Building

The initiatives to extend the protected areas mean more reclamation and protection of the biodiversity in the long-term attracting investments in tourism and related community livelihoods thus reducing on the encroachment of the protected areas³³. It should be noted that the expansion of protected areas and improvement in their management effectiveness, and two that focus on improving management of forest and other natural resources in surrounding production landscapes, and the generation of livelihood benefits from diversified and sustainable alternative income streams.

The Initiation and creation of the bottom based institutional arrangements (The Park and Village Development Committees) in the protection of the biodiversity in protected areas gives the local communities a leverage and power in the management of natural resources which attracts their buy-in through participation in Park Committees. This has a ripple effect on placing the



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responsibility at the communities' doorsteps who will dedicate time to biodiversity protection. It was reported the initiative has brought on board number of villages playing significant role in management of natural resources to 96% increase in the number of villages who play a significant role in management of natural resources which renders the outcome quite sustainable.

Interventions to support the rural livelihoods in the coastal zone have been enhanced and protected from the impacts of climate change through the demonstration and the transfer of successful coastal adaptation technologies and the introduction of economic diversification. A case in point is the horticultural gardens, training provided for community members on basic garden facilities and resources management, agro-forestry; and financial record keeping and the benefits were quite immense to entice the communities embrace the interventions thus outcome sustainability is quite immense³⁵.

5.6 Main Independent Variables affecting Programme Performance

The main independent variables affecting programme performance are:

- i. **Quality of project design and quality control.** It is believed that this have been a problem with all of the projects under the Environment and Resilient Development programme, but it has been more pronounced in some, most notably PAN and CCCA projects. In particular, these projects have been wildly unrealistic in terms of their scope and feasibility given the context, timeframe to realize results and the availability of financial and (suitable) human resources.
- ii. **Quality of project staffing and human resource management.** This involves job design, selection, placement, induction, performance appraisal, organisational development and culture building, and so on. The evaluator's own assessments and the views expressed by all stakeholders suggest that this could be improved across all projects. This applies to both core project staff and to those who are embedded in the government system. The comments are applicable irrespective of mode of project execution. In relation to embedded' staff, it seems that thorough job analyses have not been conducted as bases, either for selection or job descriptions. Most of the job descriptions are far too general and attempt to cover every possible eventuality rather than being confined to a well-defined - and real - job.
- iii. **Quality of project management (all forms of execution) versus project administration by Country Office staff and by project managers.** In relation to the latter, it is found in several instances where interactions between project management and staff in the field offices were infrequent and not substantive.
- iv. **Government ownership in the interests of the public good.** In nearly all cases, government expressions of ownership across all projects have been strong but not the acceptance of real practical ownership. However, in all circumstances vested interests as well as the public good weigh in such calculations. Ownership for the former reasons is clearly detrimental to the likelihood of development benefits being realised from project activities. In a number of instances, it is gained that the strong impression that government officials were too eager to impress upon the uniformly excellent value of the projects, but the law of common property actually override.
- v. **Donor support and confidence.** The former clearly depends on the latter. Both are crucial to project survival. Many of the matters discussed here and in the next section are vital ingredients of donor confidence and there is understandably therefore a close



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correlation between the assessment of their presence or absence in the projects and donor confidence in those projects

- vi. **The complexity and predictability of the operating environment or context, including political economy considerations.** These are clearly features of most so-called least-developed countries, which have been pronounced in The Gambia during the political impasse of 2016. In order to position themselves and contribute optimally to development, projects must be capable of analysing and coping with both.

The above are clearly not an exhaustive list of independent variables, others include: government absorptive capacity, staff turnover in government, and levels of commitment and motivation among technical counterparts in government. But these are clearly matters over which UNDP has no control and little influence.



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6 Lessons, Best Practice, Challenges, Recommendations and Conclusions

6.1 Lessons Learnt

- 1 **COVID – 19 Pandemic:** COVID -19 pandemic has negatively impacted execution of project activities but has enabled us to quickly adapt to other ways of working to deliver results.
- 2 **The NDP process:** The NDP (2018-2021) should be developed first to inform the UNDAF and CPD (2017-2021), but the reverse is the case for the current programme cycle.
- 3 **Proper and all-inclusive project initiation and design:** It is evident that UNDP and Government counterparts must ensure full commitment and implication of real beneficiaries including local authorities right at programme planning and inception. This will allow due ownership, transparency and accountability of the project. The flow of information and spontaneous monitoring will be adequately performed.
- 4 **Programmes/projects that address clear needs and priorities are more effective and resulted in greater impact:** The results of the evaluation showed that interventions that addressed real needs and priorities, which is the case for all the projects under the programme, had achieved the desired objectives and thus the outcome more successfully.
- 5 **Programmes that are relatively autonomous and focused are more effective:** Programs/projects that were relatively autonomous, which is the case for all the projects under the programme, are more effective and contribute more to the desired outcome better. This might be related to better management, monitoring and follow up of the projects.
- 6 **Direct community benefit:** Introduce interventions that would directly benefit local communities for buy-in e.g. PAs, SLM activities, cassava farming, honey harvesting etc for food security.
- 7 **Government ownership:** Need to promote government ownership to ensure success of the project.
- 8 **The need to have well documented data:** While the impacts of all projects are somehow comparatively well documented though scattered, thus contribution towards the intended outputs and thus the outcome were difficult to measure. For instance, the contributions of the community mobilization activities to the intended output and outcome have been found to be very difficult to measure and unknown. UNDP needs to put in place minimum mechanisms for the documentation of the contributions of programme interventions.
- 9 **Elaboration of interventions:** Need to pay attention to downstream and value addition interventions for greater impact, more ownership and sustainability.
- 10 **Assurance for proper handover and sustainability:** The fate of some projects such as Coastal Resilient and PAN was found to be unclear after the donor support is over. This necessitates an inbuilt sustainability component in program design and implementation. A follow-up project is very necessary for both cases.
- 11 **Project staff:** Staff retention is sine-qua none for sustainability and capacity building.
- 12 **Capacity building:** There is need to introduce capacity building activities to ensure sustainability and ownership.

6.2 Best Practices:

All of the interventions covered in this evaluation are considered having innovative approach in their design and implementation and surely have national and regional benefits. UNDP needs to document and publicize the process involved in the establishment of these projects, how the projects were conceived and designed, what implementation problems were encountered and



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what was done to solve them so as to bring the programme to this stage. This will enable the establishment of similar commodity exchange platforms nationally and in other LDC regions. UNDP needs to publicize the approach used for further replication and scale up.

6.3 Challenges

- 1 **Process:** Too much time spent on processes, thus consequently derailing implementation and delivery.
- 2 **Limited financial resources lead to interventions that were overstretched and fragmented:** The UNDP programme document combines five projects all with clear outputs expected to be accomplished timely with expected quality. The available financial resources for most projects do not allow the agency to engage boldly. Instead, the UNDP strictly chose to spread the limited financial resources to the planned outputs that could lead to the outcome.
- 3 **Improper documentation and lack of follow up of interventions:** The national execution modality requires the alignment of interventions with government plans. Interventions are undertaken in accordance with jointly prepared annual plans. The management of separate project document for interventions make performance monitoring, evaluation and documentation weak. Limited institutional memory and knowledge also make the follow up of the performances of the project activities and their contribution to the stated output and outcome difficult.
- 4 **Inadequate government capacity:** Inadequate government capacity due mainly to frequent staff turnover and absence of experience make the monitoring and implementation of environment, livelihood and biodiversity projects difficult. The TAs attached to the projects to give support are limited in number and mainly focus on the administrative and financial aspects of the projects than the physical monitoring and follow up of their implementation.
- 5 **Communication problems:** Remoteness of some project sites and limited communication technology usually result in delays in reporting and financial disbursement. There has been inadequate coordination in embarking on monitoring activities as some partners have not been informing the IP timely on activities
- 6 **Delays in disbursement:** Livelihood and biodiversity activities are dependent on seasons; therefore, delays in disbursement of funds or delays in procurement of material could not only delay but also result to failures in projects.
- 7 **Delays in planning:** Delays in planning and preparation of work plans leads to poor delivery.
- 8 **UNDP's financial:** reporting and requesting system is very responsive. 1st quarter has always been short (approved work plan end February or beginning March). However, on a quarterly basis, it reduces the effective implementation period in no more than 1.5 -2 months, especially when being a Sub-IP.
- 9 **Lack of medical insurance to cover seconded project staff and lack of allowance:** to motivate seconded project staff.
- 10 **COVID-19 pandemic:** COVID-19 pandemic presented implementation challenges in 2020 which resulted to the cancellation of all activities requiring gathering/community consultations.



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6.4 Recommendations

These recommendations arise from the consultant's assessments of project and programme performance, from comparative experience of such matters, and from the knowledge of the latest and best thinking on the questions addressed. It should be made clear at the outset that a significant number of the recommendations that we make might be already under serious consideration by UNDP The Gambia or are in the process of being implemented by its leadership.

- 1 **The Political Economy of the Governance and its Implications:** The term political economy has become increasingly popular in development assistance and it employs the term the drivers of change perspective. While it is widely recognised that the most significant impediments to governance reform of any kind arise because such reform threatens the (illicit) interests of governing elites and other powerful groups, which is still rarely reflected-upon in development policy and in practice. Such reform fails most often because it does not receive the genuine high-level support in government that it requires to succeed. Political economy analysis can contribute to addressing such deep-seated problems by revealing the informal forces, power relations, and reciprocal obligation that impede development and it can help to pin-point where constructive change might be most feasible and thereby inform how best to position development assistance. Yet there was no evidence in any of the project documents we reviewed or in our discussions with project or Country Office staff that these matters were of sufficient significance (or were sufficiently understood) even to warrant mention let alone serious discussion or analysis.

It is believed that not recognising the significance of these matters, or turning a blind eye to them, is detrimental to project performance and that this is a serious defect of project design, project implementation, and project management that should be rectified as soon as practicable.

- 2 **Project Quality Assurance: Design, and Human Resource Management:** There are two aspects of quality assurance that need considerations during project preparation phase. The first is the design of the projects as reflected in the approved project documents and the second is the aspects of human resource management.

Project design. The following aspects of project design were most problematic:

- I. Over-ambition - in terms of the range and complexity of the matters given the human and other resources at disposal.
- II. Weak, or no, analytical bases and arguments for undertaking the work proposed.
- III. The complete absence of political economy analysis in governance circumstances characterised by systemic patronage.

Therefore, interested development partners should be invited to become formally involved in the design process at an early stage. Before approval, project documents should be subject to review by, preferably, two independent referees of international standard in the field(s) covered by the project, one appointed by UNDP and the other by the IP(s) involved.

Human resource management. The consultant found a number of fundamental aspects of human resource management arguments worth indicating to be given the required attention, including:



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- I. Selection – this was reflected in the marked variability of capabilities between project staff concerning general matters of development as well as their own fields of professed expertise, particularly government seconded staff
- II. Job design and job descriptions – these problems were most pronounced in relation to the jobs of embedded TAs and consultants.
- III. Performance management – in addition to (i) above, whatever the form of execution, Country Office and project staff should see themselves as members of a team that are all striving to achieve the same development goal. Having said that, project managers need to give greater attention to promoting critical analysis and critical self-reflection in the projects they manage to developing a deeper substantive knowledge of the projects in their portfolio and to engaging with all stakeholders on matters of project substance.
- IV. Culture and team-building – in the development of the attributes we recommend in (iii) above, there is often a difficult balance to be struck between, on the one hand, constructive involvement and collaboration and, on the other, interference and micromanagement. Erring in the direction of the latter can produce adversarial relations that are counterproductive. Strong and constructive organisational culture therefore must be built on clarity about what the goals are and where authority and responsibility for achieving those lies and on the acceptance of the idea that we are in this together and that we should work as a team. Such project cultures should cultivate and reward a preparedness to admit mistakes and to learn from them and to make it clear to others that this is the case.

Emphasis should be placed on developing selection and remuneration systems that optimise the selection of high-quality professional project staff. After project design, this is the most critical contributor to project performance. However, management capability is also extremely important and should be given greater attention in the selection of team leaders or project managers; it should also be part of the professional development of Country Office staff.

- 3 Outcomes and Outcome Indicators:** It was noted above that Outcomes of the CP represent ambitions, which would require resources of a much larger and much longer-term programme than the one that is the subject of this evaluation, even if it were combined with the other programme related support being provided by UNDP and / or other UN agencies.

Greater attention should be given to the timely production of meaningful, and sufficiently testing, but more on realistic and feasible, outcomes, outputs and indicators. It must be understood and accepted that the impacts of the programme under review need longer time to be realized including the climate friendly SLM aspects for crop production.

- 4 Focus on innovative interventions:** Aligning projects with government plans could avoid duplication of efforts. However, future UNDP interventions should focus on areas where the government has clear technical, human and financial shortfalls. Most of the environment and biodiversity programme components lacked the experience or the resources needed to make a difference. However, interventions that address the real capacity needs of the government such as smart agriculture / conservation farming, single model farmer package and to some extent village banking are innovative in nature and results in clear impacts.
- 5 More effort in resource mobilization:** In the CPAP, it is clearly stated among others that UNDP would mobilize resources for the achievement of the outputs indicated. However, the resources mobilized for the Environment and Resilient Development projects were limited as



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a result of which the effort of the agency appeared to be scattered and small. UNDP can achieve maximum impact by mobilizing resources for well-articulated priority areas. This requires strengthening the capacity of UNDP in project formulation and implementation with the use of more national experts.

- 6 The need for continuous capacity building:** Frequent staff turnover has been cited as a major problem in relation to programmes implemented by the government. Future interventions need to have inbuilt continuous capacity building component. Moreover, remarks of none existence of long-term training have been expressed.
- 7 Put knowledge management system in place for interventions:** Tracking the performance of interventions and assessing their performances for possible scale up requires good knowledge management system. UNDP should make sure that such systems are inbuilt in the design and implementation of its future projects.
- 8 Continues support to sustenance of promising projects:** Some projects that have shown promising results should be supported for longer term and mechanisms for handover to the government be put in place.
- 9 Scale up of best practices:** UNDP can achieve more impact by testing innovative approaches to problem solving, steering successful methods/approaches and devising mechanisms for their scale up. The approaches used in the PAN conservation farming, coastal beach nourishment and multifunctional women horticultural gardening have future potential benefits if scaled up.
- 10 Gender considerations and empowerment:** In the fulfilment of programme objectives, women and youths are very vital as they are the main resource users. In order to ensure the mainstreaming of gender considerations in a programme or project, it is important that gender-based expected results, indicators and targets are identified during the formulation of the programme or project and become part of the decision-makers for the implementation of the project as well as part of reporting project progress.
- 11 The need to coordinate with other agencies and development partners:** UNDP should work more closely with national and international development partners in programme design and resources mobilization so as to contribute more to bigger interventions and better replications. This becomes increasingly important in the face of looming financial crises that might affect the flow of foreign development assistance to The Gambia.

6.5 Conclusion

UNDP's Gambia country programme emerged out of the country's United Nations Development Assistance Framework (UNDAF) of 2017 - 2021. This evaluation seeks to evaluate the performance of UNDP's Environment and Resilient programme in it's entity. The main tasks of the mission are:

1. to evaluate the contributions of the Programme to the attainment of the corresponding of the CP
2. to assess the likelihood of outcome attainment by the programme end in 2021
3. to assess the extent of UNDP's contribution to the progress that has been made
4. to identify the main drivers of project and programme performance
5. to make recommendations for improvement, and
6. to suggest possible areas of future support to Environment and Resilient Development core area of UNDP The Gambia.



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The evaluation made use of both primary and secondary sources of information. Due in part to limited time, COVID – 19 measures and the weight of the program components, the evaluation relied heavily on secondary sources of information.

The implementation period and volume of resources allocated are tabulated above in table 5, some projects have phased-out while uPOPs is just about three months old. The main partner of UNDP in implementing all the projects is the government. The contribution of the programme to the desired output is though somehow found to be mixed but in totality registered satisfactory implementation.

However, whatever support is offered to Environment and Resilient Development in the future deserves to be informed by much more thorough analysis than done here. The gravity, the complexity, and the immediacy of the Environment and Resilient Development problems facing the country now and in prospect urgently require much more detailed and careful analysis than they have received to date. Some of this review's suggestions for the future do not fit comfortably with the traditional areas of UNDP support to Environment and Resilient Development. This is done deliberately in order to demonstrate the sorts of possibilities that a more self-consciously demand-side perspective would yield. That is, a perspective that takes seriously the idea that the development context, rather than what is comfortable or customary for the provider, should determine the beneficiary's priorities for development assistance. Another lesson to be learned from our evaluation concerns the over-ambition evident in nearly all of the planning and project documents.

We believe that the excessive scope and ambition of the objectives in the apex planning documents and the exaggerated claims of support to be rendered by projects, as set out in some of the project documents, could only have stemmed from a gross underestimation of the volume and complexity of work to be achieved more sure in the short-term. A final lesson, which is a risk that attends all programmes and projects of development assistance everywhere, is one of goal displacement – here referring to cases where the maintenance or continuation of the project or programme becomes the primary end and development ends are relegated to secondary status.

Putting project continuation above all else demands the absence of critical analysis and critical self-reflection, which can result in making the mundane a matter for continuing development assistance. This carries additional risks such as the possibility of creating communities over-dependence syndrome on support from above – a cargo cult' mentality, and second could be reducing not just the effectiveness but, more importantly, the credibility of development assistance.

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Annexes

Annex 1: UNDP ToR for the Outcome Evaluation



Terms of Reference

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1 Background

The Country Programme Document (CPD) for The Gambia (2017-2021) was formally adopted by the Executive Board in September 2016, signalling the formal start of a new programme cycle. The CPD was anchored on three major programme pillars, namely: i) Poverty and Inclusive Growth, ii) Governance and Human Rights and Environment and Resilient Development.

Within the Environment and Resilient Development pillar, UNDP support has focused on four interlinked elements that reinforce the basic foundations of the environment while targeting a substantially expanded role for women in each area of engagement, in particular their participation in skills training opportunities, positions of authority and decision-making at the national and local levels. The primary beneficiaries for the UN in general, and UNDP in particular, are at the people level: e.g. women who are the most involved in the use of natural resources (agriculture, exploitation of natural resources etc.) and are disproportionately affected by climate change and disasters; young people and other groups who will benefit from opportunities created through government and NGO interventions. The secondary beneficiaries will be the sectors, such as forestry, agriculture, water resources, fisheries, tourism, infrastructure etc. most affected by climate change and disasters.

The four elements of the Environment & Resilient Development unit include:

1. Policy, legal and regulatory framework; financial and market mechanisms; and climate hazards and disaster preparedness systems for climate change response and disaster risk reduction are enhanced, adopted and promoted to effectively address the consequences of and response to natural and climate related hazards and disasters
2. Rural, peri-urban and urban vulnerable communities are fully capacitated and committed to address climate change resilience and disaster risk reduction
3. Climate change resilience and disaster risk reduction capacities of vulnerable women, youths and physically disabled stakeholders are built, strengthened and sustained, and



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4. Strengthened and integrated functional climate information and response system established; and existing early warning systems related to climate change hazards and disaster risk management are replicated and up-scaled.

These four Components of the project are closely interrelated and mutually supportive and aim at attaining the required transformational change for the betterment of the life of the citizenry, while protecting the environment. **Component 1** will support preparedness to address the consequences of and responses to climate hazards and related disasters and will also build and sustain capacities to enhance conservation, sustainable management, and use of natural resources, biodiversity and ecosystems. **Component 2** will support capacity building to at all levels to address climate change resilience and DRR and **Component 3** will lead to integration of gender-responsive disaster and climate risk management into the development planning and budgetary frameworks of key sectors. **Component 4** will support the establishment of early warning and preparedness systems (e.g., evacuation procedures, search and rescue, communication protocols and recovery preparedness plans and procedures) to address the consequences of and response to natural, climate and man-made hazards

UNDP's Environment and Resilient Development programmes support national government priorities as defined under the National Development Plan 2018 - 2021. UNDP partners with the Government of Gambia, with other development partners and civil society, to support the implementation of environment, climate resilience, energy, DRM and institutional capacity priorities. The UNDP Environment & Resilient Development Unit provides programme and project support to various institutions and line ministries. UNDP acts as the lead agency in the area of environment, energy and climate resilience within the United Nations Development Assistance Framework (UNDAF).

In 2019 a CPD mid-term evaluation was concluded, an annual review of the NDP undertaken. Overall, results thereof show overall environment indicators are on track; with perceptible positive shifts overall. However, in the area of environmental resilience, there is need for post programme funding for maintaining and upgrading of infrastructure like the coastal defense structures at Tanji and Senegambia with the assistance of all relevant stakeholders, particularly the Ministry of Transport, Works and Infrastructure to ensure there is sustenance of the results. The meteorological centres also require funding so as to sustain the service to effectively guard against or mitigate effects of climate change.

2 Evaluation Purpose

UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP country programme document (CPD). These evaluations are carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of UNDP Gambia, outcome evaluations were to have been conducted in 2014 to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas of the environment including climate change, good governance, sustainable economic transformation and justice, peace and security outcomes.

The UNDP Office in Gambia is commissioning this evaluation on environment and resilient development to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluations will serve an important accountability function,



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providing national stakeholders and partners in Gambia with an impartial assessment of the results of UNDP governance support. The evaluation will also provide perspective on the changing post-transition landscape and how that is impacting on the environment, accountability and institutional role play. Coming close on the heels of the just completed Annual NDP review, and mid-term CPD reviews it will also provide Country Officers with insights as relates for needs for strategic re-alignments and prioritization within the environment & resilient development sphere of work.

3 Evaluation Scope

The outcome evaluation will be conducted during the months of July to December 2020, with a view to enhancing programmes while providing strategic direction and inputs to the preparation of the next UNDP country programme and the next UNSDG, and feed into planned Common Country Assessment planned to start in 2020.

Specifically, the outcome evaluation will assess:

- The relevance and strategic positioning of UNDP support to Gambia on environment & resilience development.
- The frameworks and strategies that UNDP has devised for its support on environment & resilience development, including partnership strategies, and whether they are well conceived for achieving planned objectives.
- The progress made towards achieving environment outcomes, through specific projects and advisory services, and including contributing factors and constraints.
- The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP environment & resilient development support to Gambia.

The evaluation will consider the pertinent country programme outcomes and outputs focused towards environment & resilient development as stated in the UNDAF and the CPD (2017 - 2021). The specific outcomes under the UNDP CPD to be assessed relates to **UNDAF and Country Programme Document Outcome #3.1:** Sustainable agricultural production and food security increased for enhanced food security, nutrition and income generation in rural and urban areas; **3.2:** Sustainable, inclusive and integrated natural resource and environment management enhanced for food security and income generation; **3.3:** Effective national DRM system is in place to strengthen vulnerable communities' resilience to adverse shocks

As described in Annex 1, the UNDP Gambia country office has implemented 4 programmes that are key components of this outcome. An analysis of achievements across all 4 programmes is expected.

4. Evaluation Questions

The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance

- To what extent is UNDP's engagement in the environment support a reflection of strategic considerations, including UNDP's role in the particular development context in Gambia and its comparative advantage vis-a-vis other partners?



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- To what extent has UNDP's selected method of delivery been appropriate to the development context?
- Has UNDP been influential in national debates on environmental issues and has it influenced national policies on climate change, environmental protection and sustainable use?
- To what extent have UN reforms influenced the relevance of UNDP support to Gambia in the environment sector?

Effectiveness

- What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?
- Has UNDP been effective in helping improve environmental protection and sustainable use at the local level in Gambia? Do these local results aggregate into nationally significant results?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver environmental services services?
- How effective has UNDP been in partnering with civil society and the private sector to promote sustainable environmental practices in Gambia?
- Has UNDP utilised innovative techniques and best practices in its environment programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Gambia?
- Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing environment support to national and local governments in Gambia?
- What contributing factors and impediments enhance or impede UNDP performance in this area?

Efficiency

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?
- Has UNDP's environment strategy and execution been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?
- Were alternative approaches considered in designing the Projects?

Sustainability

- What is the likelihood that UNDP environment interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of Gambia to sustain improvements made through these environment interventions?
- How should the governance portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?



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- What changes should be made in the current set of environment partnerships in order to promote long term sustainability?

Partnership strategy

- Has the partnership strategy in the environment sector been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?
- How have partnerships affected the progress towards achieving the outputs
- Has UNDP worked effectively with other international delivery partners to deliver on good environment initiatives?
- How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote environment best practices in the region? The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Human rights

- To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of environmental sustainability?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of environment projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has UNDP environment support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2013 - 2015.

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP Gambia Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the environment portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in Gambia and elsewhere based on this analysis.

5 Methodology

The outcome evaluation will be carried out by an external team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members.

The outcome evaluation is expected to take a "theory of change" (TOC) approach to determining causal links between the interventions that UNDP has supported and observed progress in sustainable environment practices at national and local levels in Gambia. The evaluators will develop a logic model of how UNDP environment interventions are expected to lead to improved



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national and local government management and service delivery. In the case of the environment related outcome for Gambia, a theory of change was somehow not explicitly defined when the outcomes were established. The evaluators are expected to construct a theory of change for the outcome, based against stated objectives and anticipated results, and more generally from UNDPs global environment and capacity development strategies and techniques.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated:

5.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the environment work of UNDP in Gambia. This includes reviewing the UNDAF and pertinent country programme documents, the midterm review of the UNDAF and UNDP CPD as well as a wide array of monitoring and evaluation documents of environment projects, to be provided by the UNDP country office.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Gambia that are relevant to UNDPs environment support. This includes the government's Agenda for Transformation (AfT), the Gambia Vision 2030, and other national reports, to be made available by the UNDP country office.

The evaluators will examine all relevant documentation concerning the 4 programmes implemented within the environment area, including project TORs, evaluations, and technical assessment reports.

5.2 Field Data Collection

Following the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

6. Deliverables

The following reports and deliverables are required for the evaluation:

- Inception report
- Draft Environment Outcome Evaluation Report
- Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)
- Final Environment Outcome Evaluation report

One week after contract signing, the evaluation manager will produce an inception report containing the proposed theory of change for UNDPs work on environment in Gambia. The



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inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the evaluators proceed with site visits. The draft evaluation report will be shared with stakeholders, and presented in a validation workshop, that the UNDP country office will organise. Feedback received from these sessions should be taken into account when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report.

The suggested table of contents of the evaluation report is as follows:

Title
Table of contents
Acronyms and abbreviations
Executive Summary
Introduction
Background and context
Evaluation scope and objectives
Evaluation approach and methods
Data analysis
Findings and conclusions
Lessons learned
Recommendations
Annexes

7 Evaluation Team Composition and Required Competencies

The outcome evaluation will be undertaken by 2 external evaluators, hired as consultants, comprised of an Evaluation Manager and an Associate Evaluator. Both international and national consultants can be considered for these positions.

Required Qualifications of the Evaluation Manager/Team Leader

- Minimum Master's degree in economics, environmental science, development planning, public administration, regional development/planning, or other social science
- Minimum 10-15 years of professional experience in public sector development, including in the areas of environment and natural resources, climate change, energy, DRR, regional development, gender equality and development work in general
- At least 5 years of experience in conducting evaluations of government and international aid organisations in the area of the environment, preferably with direct experience with civil service capacity building
- Strong working knowledge of the UN and its mandate in Gambia, and more specifically the work of UNDP in support of government and civil society in Gambia in the area of the environment
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators
- Excellent reporting and communication skills



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The Evaluation Manager will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Evaluation Manager will perform the following tasks:

- Lead and manage the evaluation mission
- Develop the inception report, detailing the evaluation scope, methodology and approach
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules'
- Draft and present the draft and final evaluation reports
- Lead the presentation of draft findings in the stakeholder workshop
- Finalize the evaluation report and submit it to UNDP.

Required qualification of the Associate Evaluator

- Gambian citizen or persons with extensive experience working in Gambia during the last 5 years
- Minimum master's degree in the environmental sciences
- Minimum 5 years' experience carrying out development evaluations for government and civil society
- Experience working in or closely with UN agencies, especially UNDP, is preferred
- A deep understanding of the development context in Gambia and preferably an understanding of environment issues within the Gambia context
- Strong communication skills
- Excellent reading and writing skills in English, and preferably also in Mandinka or Wolof.

The Associate Evaluator will, inter alia, perform the following tasks:

- Review documents
- Participate in the design of the evaluation methodology
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation
- Draft related parts of the evaluation report as agreed with the Evaluation Manager
- Assist the Evaluation Manager to finalize the draft and final evaluation report.

8. Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

9. Implementation Arrangements

The UNDP CO in collaboration with Government will select the evaluation team through an open process, and will be responsible for the management of the evaluators. The Head of Unit/DRR



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P&O will designate a focal point for the evaluation that will work with the M&E Specialist and Programme Manager to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report. The M&E Specialist or designate will arrange introductory meetings within the CO and the DCDP or his designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report, and agreed with the Country Office.

10. Timeframe for the Evaluation Process

The evaluation is expected to take 29 working days over a period of six weeks starting 21st October 2020. A tentative date for the stakeholder workshop is 21st December, 2020, and the final draft evaluation report is due on the 15th of December 2020.



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Annex 2: OECD/DAC ranking table

	Rating (Highly satisfactory (5), Satisfactory (4), Unsatisfactory (3), Highly Unsatisfactory (2), Not applicable (1))					Rationale in summary
	1	2	3	4	5	
Relevance						Very relevant to the development context of The Gambia and thus the programme certainly contribute to the achievement of NDP strategic priorities.
Effectiveness						The projects scored well on all indicators of effectiveness except for partnership strategy and quality of indicators over which it had relatively little control. Also noteworthy for this programme was the fact that it established effective working relations with a number of CSOs. Strong views were also expressed to us by stakeholders, particularly though not exclusively in government, about the perceived advantages of working with the UN system and with UNDP.
Efficiency						Fund utilization capacity of Environment and Resilient Development Programme is very good and generally in accordance with the plans. However, perceptions among certain key stakeholders are that UNDP does not operate efficiently or effectively as there are always delays in disbursement. Apart from the above remarks, enough evidence could be found to justify satisfactory scores on all of the questions in this category.
Sustainability						All stakeholders assert their commitment to sustainability. The programme scored well on stakeholder and UNDP commitment, but less well on projects and thus government capability in this regard. Over and above, the programme scored satisfactorily on whole of this criterion but there is considerable room for improvement. Because a number of important project contributions are clearly sustainable in that systems and procedures have been introduced, which will certainly persist when the project comes to an end.
Partnership strategy						In areas of environment resilience, appropriate to select key principles as stakeholders –involvement of neighbouring communities in protected areas management at local level and MDAs such as Ministry of Environment, Climate Change and Natural Resources (MECCNAR), MOA and TANGO play a core role in technical guidance and capacity enhancement of the MDAs as principles and custodians of the outcomes.
Human rights						UNDP utilizes the principles of programming for the reduction of poverty and inequality of the vulnerable groups. It is evident that in all the projects, members of marginalized groups such as rural families and women are targeted from the design to the



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						implementation of the projects. The rights of the beneficiaries are safeguarded and UNDP support to social service under this outcome is an example of its commitment to protect vulnerable groups and reaffirms the Human rights principle that every member of society has the human right to social services.
Gender and women's empowerment						All interventions of the programme has indicated a good number of gender-sensitive strategies. The evaluation also discovered that at the project sites, the representation of both project staff and beneficiaries is gender balanced and provisions are made to ensure that women are benefitting more from the projects. There were no reported cases of gender discrimination except in the PAN project pilot SLM where female ownership is completely missing.

Keys of OECD/DAC Ratings for Programme Implementation: (overall rating)		
Keys	Criteria	Rationale
5	Highly satisfactory	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
4	Satisfactory	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
3	Unsatisfactory	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Highly Unsatisfactory	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Not applicable	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.



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Annex 3: Evaluation Matrix - Progress towards the Attainment of Indicators for Country Programme Outcomes

Outcome	Indicators	Output Indicators	Achievements by the end of the programme cycle? If not, what further progress will be made?	Constraints (General)	Evaluation comments (General)
Outcome: UNDAF outcome 3.3. By 2021, National institutions and community capacities are strengthened for effective disaster risk management, climate change response actions and resilience.					
Indicator 4.1.1. Number of institutions responsible for disaster risk management supported with human resource capacity-building. Baseline: 0 Target: 8	Indicator 4.1.2. Per-capita carbon dioxide emission (metric tons) Baseline: 0.3 Target: 0.01	<p>Output 3.1. Preparedness systems to effectively address the consequences of and response to natural hazards.⁵⁷</p> <p>Indicator 3.1.1. Number of end-to-end early warning systems for man-made and natural hazards. Baseline: 1 Target: 8</p> <p>Indicator 3.1.2. Number of contingency plans at national and sub-national level to prepare for and recover from disaster events with adequate financial and human resources, capacities and operating procedures. Baseline: 0 Target: 1 Central, 8 regional plans</p> <p>Indicator 3.1.3. Existence of clearly defined institutional responsibilities and multi-stakeholder coordination mechanisms for disaster and climate risk management at national and subnational levels. Baseline: At national levels⁵⁸ Target: National, 8 regional, 48 districts.</p> <p>Indicator 3.1.4. Percentage of the at-risk population covered by national and community level contingency plans for disaster events⁵⁹. Baseline: 15% (5%</p>	<ul style="list-style-type: none"> Harmonized framework (Agric. & food security) Baseline EWS at DWR <p>Result 3 Contingency plans</p> <ul style="list-style-type: none"> 3 regional Contingency plans for Banjul, KMC & WC R Community based Action Plans NBR (6), CRR (6) <p>Until 2020 there are 8 regional mechanisms</p> <p>All 48 districts have a disaster mgmt. Structure each</p> <p>Hot spots identified population wise: WCR 699,000; BJL 31,201; KMC 322,733 is equal to: 1.1 million people divide by 2.28 million</p>	<ul style="list-style-type: none"> Delays from stakeholders Procurement delays Lack of adequate human resources at stakeholder institutions Procurement of office equipment is taking long time to accomplish Mobility to enhance operational activities Implementation of the Annual Work Plan activities due to the approval process to access funds 	<p>On the side of national government, a systemic improvement in particular take real ownership approach is needed to ensure progress is achieved. In agreement with PQN TE comments, this has to be a programmatic approach that aims to build systemic so that programmes can be self-sustaining perhaps through regional programmes.</p> <p>UNDP's comparative advantage in programming coupled with the adoption of appropriate implementation strategies are the overriding facilitators of performance while delays in resource disbursements and limited capacity among implementing agencies have to some extent inhibited good performance. However, more resources are likely to be required to support the emerging country needs especially in relation to climate change issues and ongoing level of land degradation</p>

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	<p>women) Target: 50% (25% women)</p> <p>Output 3.2. Gender-responsive disaster and climate risk management integrated into the development planning and budgetary frameworks of key sectors.⁶⁰</p> <p>Indicator 3.2.1. Number of districts with plans or strategies for enhanced resilience to climate change impacts.</p> <p>Baseline: 0 Target: 2</p> <p>Output 3.3. Scaled-up actions on climate change adaptation and mitigation implemented.</p> <p>Indicator 3.3.1. Number of systems in place to monitor, report and verify use of climate finance.</p> <p>Baseline: 2⁶¹ Target: 5</p> <p>Indicator 3.3.2. Number of comprehensive plans, strategies, policies and programmes implemented to achieve low emission and climate-resilient development objectives.</p> <p>Baseline: 3⁶² Target: 6</p> <p>Output 3.4. Inclusive and sustainable solutions adopted to achieve increased renewable energy access and efficiency.⁶³</p> <p>Indicator 3.4.1. Number of new development partnerships for improved, efficient and sustainable energy solutions targeting underserved communities/groups and</p>	<p>nat. Population multiply by 100%=46%</p> <ul style="list-style-type: none"> • Community base action plans • Existing systems including MEAs focal points & MOFEA, UNCBD, UNCCD, UNFCCC • SPCR (MECCNAR), LECRDS, SOER 3, GEAP 3 (UNDP) • Partnership with NAWEC • UNDP NAMA solar energy plants at Basse & farafenni • UNDP Mbolo partnership in Kartong MFP 		
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	women. Baseline: 1 ⁶⁴			
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	Indicator 3.4.2. Proportion of population with access to energy(electricity). Baseline: 37% Target: 76%	<ul style="list-style-type: none"> • About 50% 		
	Output 3.5: Capacities of national and subnational administrations enabled to enhance conservation, sustainable management, and use of natural resources, biodiversity and ecosystems. Indicator 3.5.1. Number of communities benefiting from sustainable natural resources management. Baseline: 5 communities (85% women's groups) Target: 8 communities (90% women's groups).	<ul style="list-style-type: none"> • 20 communities, • • • • 15 farmer packages under PAN 		
	Indicator 3.5.2: Number of protected areas established and managed for biodiversity conservation. Baseline: 5 Target: 10	<ul style="list-style-type: none"> • 8 Protected Areas • Including <ul style="list-style-type: none"> ○ KWNP extension 10,000ha ○ Baobolong wetland reserve 5000ha ○ Jokadu National Park 15,000ha 		

⁵ Data source: National Water and Electricity Company and basic services reports. Frequency: annual

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Annex 4: Evaluation Matrix with the use of Questionnaires

Evaluation matrices are useful tools for planning and conducting evaluations; helping to an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
Evaluation Criteria: Relevance	How does the programme relate to the main objectives of national development programmes, and to the environment and development priorities at national, regional and national levels?	To what extent is UNDP's engagement in the environment support a reflection of strategic considerations, including UNDP's role in the particular development context in The Gambia and its comparative advantage vis-a-vis other partners?	<ul style="list-style-type: none"> • Programme documents • NDP • Project documents 	<ul style="list-style-type: none"> • Document analyses • Interviews with UNDP and partners • Desk review • Websites 	<ul style="list-style-type: none"> • Inclusiveness of NDP and sectoral programmes • UNDP Financial and Capacity implications 	Content thematic procedures and analysis
		To what extent has UNDP's selected method of delivery been appropriate to the development context?	<ul style="list-style-type: none"> • UND programme strategic priorities • National programme strategic priorities 	<ul style="list-style-type: none"> • Document analyses • Desk review • 	• Level of coherence	Content thematic procedures and analysis
		Has UNDP been influential in national debates on environmental issues and has it influenced national policies on climate change, environmental protection and sustainable use?	<ul style="list-style-type: none"> • Reports • Evidence of reforms, laws 	<ul style="list-style-type: none"> • Document analyses • Desk review 	<ul style="list-style-type: none"> • National policy priorities and strategies, as stated in official documents • Approved policy and legislation related to management 	Content thematic procedures and analysis

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					plans, budgets, etc. • National Forum to coordinate lobbying / advocacy and donor funds, among other things	
		To what extent have UN reforms influenced the relevance of UNDP support to The Gambia in the environment sector?	<ul style="list-style-type: none"> • UND programme strategic priorities • National programme strategic priorities 	<ul style="list-style-type: none"> • Document analyses • Interviews with UNDP partners • Websites 		Content thematic analysis and procedures
Evaluation Criteria: Efficiency	Was the programme implemented efficiently, in line with international and national norms and standards?	Are UNDP approaches, resources, conceptual framework relevant to achieve the planned outcome?	<ul style="list-style-type: none"> • Programme documents • Programme evaluations • Programme relevant partners / stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Agreements • Partnerships built • 	<ul style="list-style-type: none"> • Content thematic analysis and procedures
		Are the approaches, resources, conceptual framework sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?	<ul style="list-style-type: none"> • Reports • Programme relevant partners / stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews • Crisis reports 	<ul style="list-style-type: none"> • Programme implementation status • Contingency and preparation plans and reports 	<ul style="list-style-type: none"> • Content thematic analysis and procedures
		Has UNDP's environment strategy and execution been efficient and cost effective?	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Expert reports • Number/quality of analyses done 	<ul style="list-style-type: none"> • Content thematic analysis and procedures

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		Has there been an economical use of financial and human resources?	<ul style="list-style-type: none"> • Data collected throughout evaluation 	<ul style="list-style-type: none"> • Data analysis 	<ul style="list-style-type: none"> • Programme implementation results 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?	<ul style="list-style-type: none"> • M&E Plan • M&E reports 	<ul style="list-style-type: none"> • Interviews with UNDP and partners • Desk review 	<ul style="list-style-type: none"> • Implementation results 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Were alternative approaches considered in designing the Projects?	<ul style="list-style-type: none"> • Plans • Reports 	<ul style="list-style-type: none"> • Interviews with UNDP and partners • Desk review 	<ul style="list-style-type: none"> • Approved revision results 	<ul style="list-style-type: none"> • Content thematic analysis procedures
Evaluation Criteria: Effectiveness:	To what extent have the expected outcomes and objectives of the programme been achieved?	What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Programme and Project documents • Relevant stakeholders 	<ul style="list-style-type: none"> • Documents analysis • Interviews of all relevant stakeholders 	<ul style="list-style-type: none"> • Programme implantation results • Interview results 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Has UNDP been effective in helping improve environmental protection and sustainable use at the rural level in The Gambia and do these results aggregate into national significant results?	<ul style="list-style-type: none"> • Programme documents • Programme relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Comparison results of baseline and status-quo • Interview results / expert opinion 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver environmental services?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Interview results / expert opinion 	<ul style="list-style-type: none"> • Content thematic analysis procedures

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		How effective has UNDP been in partnering with civil society and the private sector to promote sustainable environmental practices in The Gambia?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Interview results / expert opinion 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Has UNDP utilised innovative techniques and best practices in its environment programming?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Interview results / expert opinion 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in The Gambia?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation • Programme with relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Interview results / expert opinion • Protocols? 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing environment support to national and rural governments in The Gambia?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation • Programme with relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Interview results / expert opinion 	<ul style="list-style-type: none"> • Content thematic analysis procedures
		What contributing factors and impediments enhance or impede UNDP performance in this area?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation • Programme with relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews 	<ul style="list-style-type: none"> • Data in annual and quarterly reports • Interview results / expert opinion 	<ul style="list-style-type: none"> • Content thematic analysis procedures
Evaluation Criteria: Results/Impacts	Are there indications that the programme has contributed to, or enabled progress toward,	Are the anticipated outcomes likely to be achieved?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation 	<ul style="list-style-type: none"> • Field visit • interviews • Desk review 	<ul style="list-style-type: none"> • Analysis programme outcomes and impacts 	<ul style="list-style-type: none"> • Content thematic analysis procedures

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	<i>reduced environmental stress and/or improved ecological status?</i>		<ul style="list-style-type: none"> • Programme with relevant stakeholders 			
		Are the outcomes likely to contribute to the achievement of the programme objective?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation • 	<ul style="list-style-type: none"> • Field visit • interviews • Desk review 	<ul style="list-style-type: none"> • Implementation results 	Content thematic procedures and analysis
		Are impact level results likely to be achieved likely to be at the scale sufficient to be considered Global Environmental Benefits?	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit • interviews • Desk review 	<ul style="list-style-type: none"> • Environmental indicators • Implementation results 	Content thematic procedures and analysis
Evaluation Criteria: Sustainability	To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term programme results?	What is the likelihood that UNDP environment interventions are sustainable?	<ul style="list-style-type: none"> • Data collected during the course of the evaluation • Programme with relevant stakeholders 	<ul style="list-style-type: none"> • Field visit • interviews • Desk review 	<ul style="list-style-type: none"> • Post programme Financial requirements and allocation • Programme benefits • Level of expected financial resources available for programme maintenance • Potential for additional financial resources to support maintenance of programme benefits 	Content thematic procedures and analysis
		What mechanisms have been set in place by UNDP to support the government of The Gambia to sustain improvements made	<ul style="list-style-type: none"> • Programme documents 	<ul style="list-style-type: none"> • Field visit • interviews • Desk review 	<ul style="list-style-type: none"> • Level of expected financial resources available for 	Content thematic procedures and analysis

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		through these environment interventions?	<ul style="list-style-type: none"> • Programme stakeholders 		programme maintenance <ul style="list-style-type: none"> • Potential for additional financial resources to support maintenance of programme benefits • Engagement of relevant stakeholders 	
		How should the governance portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Field visit • interviews • Desk review 	<ul style="list-style-type: none"> • Engagement of relevant stakeholders • Technical capacity of relevant stakeholders required to maintain programme 	Content thematic procedures and analysis
		What changes should be made in the current set of environment partnerships in order to promote long term sustainability?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Field visit • Interviews • Desk review 		Content thematic procedures and analysis
Evaluation Criteria: Gender and women's empowerment:	How did the programme contribute to gender equality and women's empowerment?	To what extent has gender been addressed in the design, implementation and monitoring of environment programmes?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Desk review, • interviews, • field visits 	<ul style="list-style-type: none"> • Inclusion of gender action plan • Gender indicators in results framework 	Content thematic procedures and analysis
		Is gender marker data assigned to projects representative of reality?	<ul style="list-style-type: none"> • Programme documents • 	<ul style="list-style-type: none"> • Desk review, • interviews, • field visits 	<ul style="list-style-type: none"> • Gender marker 	Content thematic procedures and analysis

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		To what extent has UNDP environment support promoted positive changes or / unintended effects in gender equality?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review, • Interviews, • field visits 	<ul style="list-style-type: none"> • Inclusion of gender results programme • Attainment UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2013 - 2015. 	Content thematic procedures and analysis
Evaluation Criteria: Cross-cutting Issues	How did the programme contribute to climate change mitigation and adaptation?	What evaluations of climate change vulnerability were used to inform programme plans and activities?	<ul style="list-style-type: none"> • Programme documents 	<ul style="list-style-type: none"> • Document review • Interviews 	<ul style="list-style-type: none"> • Inclusions in programme plans and documents • Reference to published climate change vulnerability 	Content thematic procedures and analysis
		In what ways was climate change adaptation integrated into programme plans, activities and deliverables?	<ul style="list-style-type: none"> • Programme documents 	<ul style="list-style-type: none"> • Document review • Interviews 	<ul style="list-style-type: none"> • Inclusion of climate change adaptation in programme plans • Reports on climate change adaptation achievements 	Content thematic procedures and analysis
		In what ways was climate change adaptation used to inform the design and implementation of SNRM activities involving rural communities	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits 	<ul style="list-style-type: none"> • Inclusion of climate-smart (conservation agriculture) • climate-resilient development 	Content thematic procedures and analysis
Evaluation Criteria: Cross-cutting Issues Partnership strategy	How did the programme contribute to capacity development?	Has the partnership strategy in the environment sector been appropriate and effective?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews 	<ul style="list-style-type: none"> • Development oriented management priorities 	Content thematic procedures and analysis

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		Are there current or potential complementarities or overlaps with existing national partners' programmes?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits 	Development oriented management priorities	Content thematic procedures and analysis
		How have partnerships affected the progress towards achieving the outputs	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits 	Development oriented management priorities	Content thematic procedures and analysis
		Has UNDP worked effectively with other international delivery partners to deliver on good environment initiatives?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits 	Development oriented management priorities	Content thematic procedures and analysis
		How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote environment best practices in the region?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews • Field visits 	Considerations at programme design, implementation and monitoring of programme including cross cutting issues Development oriented priorities	Content thematic procedures and analysis
Evaluation Criteria: Cross-cutting Issues Human rights	How did the programme contribute to the poverty-environment nexus?	To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDP work in support of environmental sustainability?	<ul style="list-style-type: none"> • Programme documents • Programme stakeholders 	<ul style="list-style-type: none"> • Document review • Interviews 	<ul style="list-style-type: none"> • Estimation of direct programme beneficiaries below the poverty line • Tangible improvements to socio-economic status of beneficiaries (e.g. improved livelihoods, food security, income) 	Content thematic procedures and analysis



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Annex 5: Broad interview questionnaire

Standard questions on possible programme continuation

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The questions below will be administered to get the genuine feeling of stakeholders and beneficiaries on the current impact of activities and any possibility for programme continuation. It therefore requires brief and concise responses. We may want to follow-up with discussions after we have received your responses. We would expect that your responses should not exceed a total of one page.

1. What do you consider to have been the **three** most important accomplishments of your project to date, and why do you consider this to be the case?
2. What have been the main constraints that you have faced in doing your work (maximum of three)?
3. Please outline what you consider to be the main elements of sustainability that are inherent to the accomplishments listed under Question 1.
4. Kindly describe briefly and precisely what you consider to be the two most important **and feasible** activities or lines of work that should be pursued by the project in the future.
5. Can you provide two concrete examples of the ways in which your project has given equal attention to men and women (gender parity)?
6. Can you give an example of how the activities of your project have had a positive impact on the position of marginalised or vulnerable groups in your area?
7. Are there any other development assistance projects that you interact with closely? If yes, kindly specify which ones and say how you work with them.
8. Do you work with other UN agencies? If yes, please say which UN agencies and outline briefly what are the bases and forms of your interactions with them.

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Broad interview questionnaire

The initial list of broad Questions may be fine-tuned and elaborated before each interview.

UNDP

Theme	Questions
UNDP – Programme/Project	
Preparation	<ul style="list-style-type: none"> Describe the programme preparation process?
Linkage / stakeholder engagement	<ul style="list-style-type: none"> How were stakeholders involved? How is programme implementation coordinated with other UNDP programmes and what benefits have been realized by all as a result; namely Poverty and Governance? How are programme relations with partners?
Relevance / mainstreaming	<ul style="list-style-type: none"> How does the programme contribute to the UNDAF, CPD and strategic goals of the CO? How has the programme addressed requirements of gender and rural people during implementation? Extent of oversight role UNDP played?
Execution	<ul style="list-style-type: none"> How efficiently have MECCNAR and other institutions and the PMUs coordinated programme execution? What were the relative strengths and weaknesses of the Government implementing institutions/partners/sub-IPs? Has the programme been adequately resourced in relation to its planned outputs and outcomes? What specific resource-related problems have been encountered, and how were these resolved? Has the programme's paid adequate attention to sustainable livelihoods? What will happen to overall programme equipment/assets?
Financing	<ul style="list-style-type: none"> Describe UNDP's role in supporting programme financing. Finance arrangements for implementation, any delays or setbacks related to financing and disbursement Give all co-financing and the degree of leverage and delivery
Risks	<ul style="list-style-type: none"> What are the risks experienced? How have risks been registered, managed and mitigated/adapted by the UNDP Office?
M&E	<ul style="list-style-type: none"> Summary of the M&E support. Summary of the role of the CO in relation to programme oversight Challenges experienced in carrying out CO responsibilities and actions taken to address such challenges Catalogue support provided by the RTA from programme development to implementation.

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	<ul style="list-style-type: none"> The formation, composition and role of national programme oversight committee (PSC) and the frequency of meetings Support rendered to the programme in cross-programme learning and knowledge sharing in the region
Results Impacts /	<ul style="list-style-type: none"> Has the programme budget adequately achieved the logframe targets achievable within the specified timeframe? How has the DRR - DRM and CCCA contributed towards national development programmes (UNDAF and CPD outcomes)? What specific impacts has it achieved? What main lessons have been learned from the programme both from the Government's and UNDP's side?
Sustainability	<ul style="list-style-type: none"> Mechanisms put in place by UNDP to support the government of The Gambia to sustain improvements made through the programme. What are the means put in place by The Gambia Government to foster the sustainability of the programme outcomes post programme?

PMUs

Theme	Questions
PMUs – Programme/Project	
Info	<ul style="list-style-type: none"> Documentations made available for the evaluation Confirm the list of outputs of the programme, and of each project under the programme
Linkage stakeholder engagement /	<ul style="list-style-type: none"> What are MECCNAR, other national institution and UNDP CO's roles in coordination? How have relevant sectors been involved? How are coordination with related programmes
Relevance / mainstreaming	<ul style="list-style-type: none"> Level of addressing gender, disabled and ethnic minority requirements during programme implementation?
Coordination / M&E	<ul style="list-style-type: none"> Describe the coordination oversight mechanism between MECCNAR WW/DPWM and the PMU. How well integrated was the PMU? Has the coordination been adequate to ensure smooth execution of the programme? What support have you received from UNDP CO during implementation? Was this adequate? Describe relative strengths and weaknesses. Please provide a programme management diagram
Execution	<ul style="list-style-type: none"> Detail the most significant challenges in implementing the planned activities PMU staffing and changes over time? Process in recruiting national consultants and contractors and the difficulty to find suitable expertise within The Gambia?



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Financing	<ul style="list-style-type: none"> Was the programme been adequately resourced in relation to its planned activities, outputs and outcomes? What specific resource-related problems have been encountered, and how were these resolved? Management and responsibility (accountability) of finance Records of cash and in-kind co-financing Management and responsibility (accountability) of programme equipment/asset Audits undertaken and results
Risks	<ul style="list-style-type: none"> Detail the risks experienced How have risks been registered, managed and mitigated/adapted?
Results / Impacts	<ul style="list-style-type: none"> Has the programme budget adequately achieved the logframe targets achievable within the specified timeframe? How has the DRM and CCCA programme contributed towards national development programmes? What specific impacts has it achieved? What main lessons have been learned from the programme implementation
Sustainability	<ul style="list-style-type: none"> Approved Sustainability and Exit plan
Data and Data Management	<ul style="list-style-type: none"> Confirm what programme related data is held and how it is managed (responsibility for databases)? What will happen to the data and information after programme closure? Any weaknesses that need to be addressed?

Ministries

Theme	Questions
MECCNAR / Others – Programme/Project	
Relevance / mainstreaming	<ul style="list-style-type: none"> Contribution of DRM and CCCA programme/project towards national policy and strategic priorities What contributions has the programme made to the implementation of MEAs?
Linkage / stakeholder engagement	<ul style="list-style-type: none"> How is programme implementation coordinated? How was the collaboration with other sectors?
M&E / Coordination	<ul style="list-style-type: none"> Describe the coordination oversight mechanisms Has the coordination been adequate to ensure smooth execution of the programme? What are the reporting requirements?
Financing	<ul style="list-style-type: none"> Has the programme been adequately resourced in relation to its planned activities, outputs and outcomes?



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	<ul style="list-style-type: none"> What specific resource-related problems have been encountered, and how were these resolved?
Execution	<ul style="list-style-type: none"> Update on progress against top priorities identified:
Risks	<ul style="list-style-type: none"> Detail the risks experienced How have risks been registered, managed and mitigated/adapted?
Results Impacts /	<ul style="list-style-type: none"> Has the programme budget adequately achieved the logframe targets within the specified timeframe? How has the DRM and CCCA programme/project contributed towards national development programmes? What specific impacts has it achieved? What main lessons have been learned from the programme implementation
Sustainability	<ul style="list-style-type: none"> Approved Sustainability and Exit plan What measures will MECCNAR and other institutions take to ensure that the outcomes of the programme are sustainable? Discuss the replication or up-scaling possibilities/options

Provincial Governments and Traditional rulers

Theme	Questions
Provincial Governments and Traditional rulers – Programme/Project	
Project areas:	
Relevance / mainstreaming	<ul style="list-style-type: none"> How relevant has the programme been to your area's development priorities?
Linkage / stakeholder engagement	<ul style="list-style-type: none"> Discuss the involvement and collaboration with other sectors/NGOs/CBOs?
Financing	<ul style="list-style-type: none"> As a contribution towards the achievement of programme activities, have adequate funds / co-financing been provided by all parties?
Execution	<ul style="list-style-type: none"> How well have activities been implemented within your territory? Discuss the strengths and weaknesses and your suggestions for improvement? How has the implementation of DRM and CCCA Programme/project been coordinated with your area's established structures? What role has both government and other counterparts played in the programme? Describe progress in implementation of capacity building for the implementing partners and communities involved
Risks	<ul style="list-style-type: none"> What risks may affect the sustainability of the programme results at your level?

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Results Impacts /	<ul style="list-style-type: none"> • What specific results and impacts has the programme achieved? • How has this benefited the people of your area? • What lessons were learned?
Sustainability	<ul style="list-style-type: none"> • How can these benefits be maintained? • Discuss how they can be replicated / upscaled in your area and in other communities? • What follow-up actions have your communities or administration planned? • What follow-up programme do you expect from UNDP or counterpart ministry?

Field staff

Theme	Questions
Field staff – Programme/Project	
Area:	
M&E	<ul style="list-style-type: none"> • How has coordination been maintained with the PMUs. Discuss the schedules/frequency of field reports submission? • What are your reporting requirements? Could these be improved in any way? • How were your assignments coordinated? Were your inputs well-coordinated with other programme activities? How could this have been strengthened?
Linkage stakeholder engagement /	<ul style="list-style-type: none"> • Discuss your level of collaboration and involvement of community stakeholders. What mechanisms were used and how effective were they? • How effectively were issues resolved?
Financing	<ul style="list-style-type: none"> • Discuss the mode of fund disbursement and whether this has any impact on programme activities at field level?
Execution	<ul style="list-style-type: none"> • What main programme activities have been implemented at your site, and how well have they been implemented? • Discuss the most important strengths and weaknesses of programme implementation and the possibilities of improvement • Describe progress in implementation of capacity building for the various projects of the programme at your sites • Describe progress in the evaluation, documentation and readiness for replication of the programme activities. Is this approach ready for replication?
Risks	<ul style="list-style-type: none"> • What risks, if any, do you think could affect the sustainability of the programme results at your level?
Results Impacts /	<ul style="list-style-type: none"> • Which programme activities have been implemented with your involvement in your area?



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	<ul style="list-style-type: none"> • What specific results and impacts has the programme achieved at your site? • How has the programme benefited communities at the site? • How have women, minorities and disadvantaged people benefited? • What lessons have been learned from your experiences? •
Sustainability	<ul style="list-style-type: none"> • How can these benefits be maintained and even improved? • How do you think they can be replicated / upscaled in your area? • What should UNDP / MECCNAR do as a follow up programme?

Communities / Stakeholders

Theme	Questions
Communities / Stakeholders – Programme/Project	
Project areas:	
Financing	<ul style="list-style-type: none"> • What contributions and / or support have you provided to the programme activities?
Execution	<ul style="list-style-type: none"> • What programme activities have been implemented with your involvement? • What was your role in these activities, and how were you engaged? • How well have they been implemented? What relative strengths and weaknesses? What could have been improved?
Results / Impacts	<ul style="list-style-type: none"> • What specific results and impacts has the programme achieved in this area? • Has the programme benefited you (local communities)? If yes, How? • How have these activities reduced specific threats to biodiversity and adjacent PAs? • What lessons have been learned from the programme/project?
Risks	<ul style="list-style-type: none"> • What risks, if any, do you think could affect the sustainability of programme outcomes at your site
Sustainability	<ul style="list-style-type: none"> • How can these benefits be maintained and even improved? • How do you think they can be replicated / upscaled in your area? • What should UNDP / MECCNAR do as a follow up programme?

NGOs / CBOs

Theme	Questions
NGOs / CBOs – Programme/Project	



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Concern areas:	
Relevance / mainstreaming	<ul style="list-style-type: none"> How relevant do you think DRM/CCCA Programme/project has been in terms of the needs of The Gambia's National Development Programmes?
Linkage / stakeholder engagement	<ul style="list-style-type: none"> What related activities is your organization currently implementing or planning, and how have these been linked with Environment and Resilient development Programme (if at all)?
Financing	<ul style="list-style-type: none"> What support (co-financing) has your organization provided or received?
Execution	<ul style="list-style-type: none"> What role have you played in DRM/CCCA Programme/project preparation and implementation? How could this role have been enhanced for greater mutual benefits / synergy? Does the programme pay sufficient attention to awareness raising and sustainable livelihoods?
Results Impacts	<ul style="list-style-type: none"> How has DRM/CCCA Programme/project contributed towards national development programmes in The Gambia? What specific impacts has DRM/CCCA Programme/project achieved? Any lessons learned?
Sustainability	<ul style="list-style-type: none"> What follow-up actions has your organization planned? What follow-up programme do you expect from UNDP or counterpart ministry?

Consultants/Contractors

Theme	Questions
Consultants/Contractors – Programme/Project	
Thematic area:	
M&E / Coordination	<ul style="list-style-type: none"> What are your reporting requirements? Could these be improved in any way? How were your assignments coordinated? Were your inputs well-coordinated with other programme activities? How could this have been strengthened?
Execution	<ul style="list-style-type: none"> How smooth has the contracting process been? Any challenges involved?
Results Impacts	<ul style="list-style-type: none"> Describe the main outputs and impacts of your specific assignments How will the results of your work be used to support future Environment and Resilient development Programme in The Gambia? What lessons have been learned from your experiences?

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	<ul style="list-style-type: none">• How has the Environment and Resilient development Programme contributed towards national Development Programmes in The Gambia? What specific impacts has it achieved?
Sustainability	<ul style="list-style-type: none">• How sustainable are the results of your inputs and why?



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Annex 6: Outcome Evaluation Field Mission Schedule and Mission Report

The field trip was successfully undertaken as scheduled, on the 19th November 2020 and concluded on the 25th November 2020. We highly appreciate the selfless participation of all those who took part in the discussions sometimes under hot sun. We are also very fortunate to be allocated a willing and competent driver who full knows his duties.

Table: Final Schedule of consultation

Date	Project site visited	Main Activities / purpose of visit	Contacts met
19 th November 2020	Departure for kerewan NBR by 16:00 pm for night stop Kuntair		
20 th November 2020	Cassava mapping and processing in different regions / Rabbity - Njogon, lewna, Amdalai, Essau, Kerr Sanyang	Status, impact, replication and sustainability	Roland E Edet – 3507812 :Marie Luis Sanyang – Lewna
	Cassava mapping and processing in different regions – Kanuma, Same Women Garden	Status, impact, replication and sustainability	Saikou Sonko – 7203608 / 3230123 Focus Group led by Mabinta Joof
	Toubakolong Horticulture	Status, since project handover, book-keeping and sustainability mechanism	Focus Group led by Kaddy Janneh – 7662613
	Cassava mapping and processing in different regions - Jurunkung, Jufureh	Status, impact, replication and sustainability	Chief Momodou Daunty - 3964555 / 7964555
	Darsilami Fish pond and dyke	Status, benefit and sustainability	Kaaka Fofana– 9836477
	Mangroves planting by PAN Karantaba – Mini-m. Bolong	Status	Bakary Sonko – 7988882
	Night stop Kuntair		
21 st November 2020	Pan SLM conservation farming – Njaba Kunda	Status and sustainability	Beneficiary Kabiro Kante
	Illiassa horticulture and multi-purpose storage facility Fish pond, Dyke	Status, impact and sustainability	Bakary Jammeh – 3317320, Kaddy Marong
	Pan SLM conservation farming – Jumansariba	Status and sustainability	Lamin Njie DPWM – 7249995 Focus Group led by Lang Jadama
	Solar Home Systems in Chamen Ballahghar	Status, impact, management and sustainability	Mot Cham (Alkali) – 5800993
	Kunkiling Eco camp facility	Status, impact and sustainability	Focus Group led by Yero Bah
	Bansang Hydrological Headquarters	Status, management and sustainability	Though visited but Mamadi Sowe – 6861746 could not be met due to sickness
	Night stop Bansang Hydrological HQ		



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22nd November 2020	Basse Meteorological Station	Status, management and sustainability	Ismaila Sanyang – 3537054 represented by Ansumana Ceesay
	Night stop Soma		
23rd November 2020	Beehives in Kiang West - Batteling beekeepers	Status, replication and sustainability	Focus Group led by Lamin Sally Sanyang – 3247541
	Horticultural garden – Misera	Status, management and sustainability	Focus Group led by Mustapha Jadama- 7662488
	Beehives in Kiang West – Kuli kunda beekeepers	Status, replication and sustainability	Focus Group led by Sheriff Jobe
	Pan SLM conservation farming – Kuli kunda	Status and sustainability	Focus Group led by Abdoulie Njie
	Beehives in Kiang West Dumbuto beekeepers	Status, replication and sustainability	Lamin Manneh PM
	Anti-Salt Dyke Tendaba	Status, benefit and sustainability	Bakary marong, Pa Sanyang, Lamin Sanyang - 9833025
	Tendama Beach soft engineering works – beach nourishment and Coastal Defense works	Status, management and sustainability	Bakary marong, Pa Sanyang, Lamin Sanyang – 9833025
	Night stop Soma		
24th November 2020	Horticultural garden in Foni Jalokoto	Status, benefit, management and sustainability	Duta Sanyang – 7921564
	Sohm	Cassava Grower(s), Status, management and sustainability	Jainaba Badgie – 7674808
	Tanji Cassava Grower(s) / Potential processing Centre	Status, management and sustainability	Madam Haddy Taal – 7770558
	Tujereng Training on solar installation	Status, management and sustainability	Mbolo c/o Silvia Gracia and Dodou Gaye – 7533097 Group of students interviewed
	Kartong solar ice plant	Status, management and sustainability	Mbolo c/o Silvia Gracia and Dodou Gaye – 7533097 Focus Group led by Alkalo's rep and VDC Chairperson
	Mamuda Solar multifunctional platform	Cassava Grower(s)/ Potential processing Centre	Mbolo c/o Silvia Gracia and Dodou Gaye – 7533097 Interview two graduates responsible – Sirra Mendy and Alima Sonko
25th November, 2020	Brikama Nyambai Forest botanical garden	Status, benefit and sustainability	Focus Group led by Omar Sidibeh
	EWS Airport station	Status, sustainability and revenue payment	Focus Group led by George Gaye and Momodou Lamin Ndirr



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	Support to wetland fisheries (Oyster collectors old Joswang)	Status, impact and sustainability	Focus Group led by Sadem Jatta – 7797260
	Joswang	Farmer(s) Processors	CEO: Bakooto Mboge – 7175593 represented by Maimuna Saidy

Field Mission Report from 19th to 25th November 2020

INTRODUCTION

A team of Assistants to the Consultants Mr. Jato S. Sillah embarked on a Six (6) days field trip to several UNDP support projects within The Gambia. The essence of visiting these project sites are to ascertain the statuses of different sites and to know the potential for sustainability and the challenges.

CASSAVA MAPPING AND PROCESSING IN NJOGON

The first sites apart from Kuntair PAN built DPWM JNP Head Quarters complex was the Cassava farmers geared towards enhancing food sufficiency and environmental resilient. The cassava farmers visited are from the following communities: Njongon, Lewna, Jurunku, Kanuma, Misera, Sami women Garden, Sohm, and Tanji. All of them claimed to have cassava sticks from TANGO.

RABBITRY IN NJONGON: Mr. Rolean Edet claimed to have started the farming business as a group but all quitted the business except himself (Rolean Edet), the wife, her brother, her sister and a friend of her wife. The reason is that the business started with contributing money to be able to legal register. In 2019, lots of cassava sticks were supplied to them by Tango. The first year yields were very good. After harvest, there were expectations to receive another batch of suppliers of cassava sticks so the harvested sticks were distributed to others. In September 2020, the cassava/rabbit farm were supplied with 2000 cuttings for planting within its premises and shared with neighbours in Njongon. About 10,000 cuttings were also dropped at the cassava/rabbit farm for farmers from other 5 villages in the area, including five women.

All of them complained that the time the cuttings were received was towards the end of rainy season and the cultivation depend on the rains, as there was no provisions for watering facilities, therefore the survival rate was poor up to 0%. The variety of cassava is claimed by those harvested in the first year to be very productive, sweet and cooks good. It takes only 9 - 10 months for a farmer to have a good yield. The other problem was said to be marketing, the only option is to sell the products at the local markets. Though, lots of requests for the sticks have been claimed.

Presently the main project of Mr. Rolean Edet of Njongon is rabbit farming (rabbity) basically a research on the urine fertilizers from the rabbits. As such, sweet potatoes for the feedings of the rabbits are widely planted but also feed them with pellets to build more weight. Sweet potato leaves though gives more urine, which is trapped. The team has also just started working with Cowell Pecking dusks farming purchased from Senegal. They lay more eggs



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than the local ducks. Young villagers are trained at the sight on rabbit farming and duck poultry such as the apprenticeship met on site.

CHALLENGES: as a group, there are constraints that are being faced in our business endeavour as:

- Cassavas cuttings were received later for successful planting. Since the cassava cuttings were late, prior to its arrival sweet potatoes for the feeding rabbits were widely planted in most of the space.
- Apart from the support of Cassava sticks, there has been no other support from TANGO or any other.
- Water supplied is said to be the biggest problem although most people water the cassavas to increase the survival rate.
- Difficult during COVID-19 lockdown to get feeds for the rabbits across the border from Senegal and COVID-19 induce more sells rabbits for survival reducing the population.

RECOMMEDATION: It is the belief that if helped to meet the following conditions will go a long way in meeting their needs. They are:

- The cassava sticks should be supplied prior to the raining season, so that they can be plant on time
- To induce mass cultivation of the cassava, initial assistance for water supply is need
- Rabbitry is easy to adopt because they produce rapid
- Assistance to upscale farming capacity will result in employing youths.

LEWNA: Marie Sanyang claim watering the cassavas every day with her son Peter when they were young. Intend to give out some sticks to others if registered a good harvest.

CHALLENGES:

- Cassava cuttings received very later
- It is difficult to water it every day because of using a well.
- Fencing sticks to fence as animals do disturb, so garden expansion is almost impossible

RECOMMEDATION:

- Cassava sticks to be supplied early
- Assist with water supply
- Assistance with fence

KANUMA: Mr. Saikou Sonko has benefited from Cassava farming for years and he is also a market revenue collector. After harvesting the farm, produce are sold to the local market. He claimed to work with only TANGO who supplied the cassavas sticks. A good number of the planted cassava sticks died due to late supply though they were watered. The variety given is said to be mature for harvesting in about 6 to 7 months. His labour force is the family; the son, three daughters and his wife.

The sales from pumpkins and cassava last year amounted to about D47,000 out of which the water supplied from NAWEC was installed in the garden. The fence is the major problem. Moreover, rains are the primary source of water supply, though extended a tap into the garden but cannot be used constantly because he claimed not afford the bills. The cassava this year is expected to score about D8,000 at harvest.



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SAME WOMEN'S GARDEN: Focus Group Discussion (FGD) involving Fatou Faye, Choïro Sarr, Ndey Ceessay, Tamara Drammeh, Mama Minteh, Alimatou Jamba and Fatou Sonko claim to receive the Cassavas though late but planted at the vegetable garden. The growth is very good and too bushy covering almost their entire fields. The group appealed to be allowed to harvest otherwise there will be no more space for the vegetable gardens. Unfortunately, the land belong to someone else, who request his land back before the raining season. The garden use wells dug with D1,000 per well whether it is to re-dig or a new one.

RECOMMEDATION/REQUEST:

- Require own land
- Appeal for boreholes and reservoirs to do much more beneficiary farming

HORTICULTURE GARDEN

TOUBAKOLONG: There was a small FGD including Kaddy Janneh, Jankey Manneh, and Soffi Darboe. UNDP establish a complete fenced garden, borehole with accessories, 9 solar panels, reservoirs, day care house with store and toilet, green house and compost pit. The harvest from variety of crops since inception is said to have been comparatively very good. The produce is used partly for family consumptions and the rest is sold to get income. Every plot owner must pay certain amount to the account created for the garden, which is used for repairs and to purchase whatever is required. An example witnessed by the consultant was the bargain of a plot approximately 2 X 1 m of Peppermint bed sold for D300. The middle woman buying confessed that at Barra she will get nothing less than two times that much. She bought 3 of such beds at D900 and will get about D2,000 after transport costs. The women gardeners also informed that during the season each individual can get up to D10,000.

CHALLENGES:

- Solar panel are not enough to pump adequate water for the supply of the garden, therefore the women resort to alternate closing and opening from 11 am to 7 pm,
- The fence has a problem in some areas and the animals enter into the garden most especially goats
- Shortage of water reservoirs

RECOMMEDATION:

- Solar powers are increased to required capacity
- FAO tomato seeds species is better because it is big and do not get spoil fast like others
- Increase in water reservoirs

JURUNKU CHIEF

Local administrator (Chief) and Cassava production: He is the local administrator (Chief) and also a farmer. The Chief claimed that as the local administrator of the District, he was not informed about the women garden projects and the beekeeping by PAN projects at the time. He said that he got cassava cuttings because someone introduced him to TANGO as a dedicated farmer but not in his capacity as the chief or local authority.



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Notwithstanding, as cassava beneficiary he experienced the same as others above, his stock was even attacked by termite. So, he successfully got about 50% survival rate.

As district head he lamented on the destruction of the country's biodiversity and the manner aids are given to farmers. He advised to target individual farmers in giving implements to groups. Implements given to groups will surfer the tragedy of the common. Individual person will succeed provided that it is given to the person as a soft loan, not to pay the entire money but a certain token for any farm implement given and to be paid in instalment. It will force them to respect the equipment because they see it as their own and they will have to pay the money back.

CHALLENGES:

- They Water is a problem for the women in their gardens

RECOMMEDATION:

- If they are to bring cassava, it should be done early

DARSILAMI:

During discussions with the VDC chairperson Mr. Kaaka Fofana, he informed that the village enjoyed beekeeping facilities, fishponds, dykes and rice threshing and husking machines. However, only the rice dressing and husking machines are successful. Because 20 of the beehives are plastic are packed in the store and 5 wooden from PAN project are working which are private.

The fishponds have completely failed and unless something urgent is done it will be a failed investment he said. Mr. Fofana do want the pond to function due to his impression of the Senegal experience. The dyke is more of a road but has not fulfilled the intended boost in rice production.

RECOMMEDATION:

- The chairperson emphasized the need for consultations when initiating projects because they know the terrain more than the so-called experts, as the people on the ground. The fish pond could have been successful by trapping fresh water under the pond across the road without digging anything so deep below the land surface he said,

MINIMINIYANG BOLONG

The team was accompanied by Mr. Bakary Sonko DPWM staff at Kuntair. Mangroves planted at Miniminiyang Bolong by PAN project are very successful and beautiful. They are all blooming with green and looking very beautiful and attractive. Juviline fish were seen in masses and the new boundary pegs can be observed. The mangroves have already started closing up at both canopy and routing systems.

NJABA KUNDA

Mr. Kabiro Kanteh is the beneficiary. The SLM PAN project targeted targeted farmer support with borehole, water tanks of two times 5,000 litters, and reservoirs and some farm implement



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for all year round production. The work completed just recently and thus production is still on the way.

Mr. Kanteh planted water melons bought costing CFA 10 thousand from Senegal but not yet ripe. He is preparing to plant different vegetables like Bitter tomato, Peper (Quwana), etc. Ladies from the village request for space on the farm to grow vegetables.

Already fence is a problem because of goats.

CHALLENGES:

- Fencing the entire farm apart from the one ha fenced by PAN project and his own additional ha,
- Additional reservoirs in the new extension

RECOMMEDATION:

- To build the same for other master farms will be beneficiary and helpful for the fight in food sufficiency

ILLIASA

The garden is operating very well but the Fishpond is not. Good money comes from the vegetables grown in the Garden. Currently, though the tank has a problem with the piping that draws from the borehole but will be fixed before starting. The wire around the garden are having a lots of entry point for the animals. Contributions are compulsory from the harvest for any maintenance. Marketing is an issue as they travel all the way to farafeni to sell products competing with Senegalese who can sell at any price to avoid returning with their products

Another UNDP/NEA supported project is the 10 Ha of rice field, but unfortunately only one plot is used for a trial which was successful in the first year. The second year was not successful because the rice that is supposed to be plant arrived later and the ploughing was also later too. In addition, the dyke that is constructed in the rice fields is very helpful and it serves its purpose. There is another part that do not have dyke, the salt is encroaching towards the garden.

Finally, the rice meal is not working because the machines brought were not good since at the inception. As for the compost, it is still operating and the produce women sell to each other at a cheaper prize.

CHALLENGES:

- There is a problem with the bank account book and so can't withdraw the money saved but they are working on solving it.
- The gardening fence has problems because the wire easily gets dried by the sun, when the goats brush against it, it easily gets broken while the cows ram their ways through.
- The Fishpond never worked at all.
- The seedlings brought were late.
- No other aid apart from UNDP
- Salt water is encroaching on the lands and they are afraid that it might affect the garden in the near future
- Problem of marketing as the Senegalese control the prices of farm produce in farafeni.



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- Storage facilities

JUMASARRI BA

Beneficiary is Ansumana Jadama with his brother Lang Jadama and the family from PAN Project SLM farmer package. Already started preparing seedling of onion, Green pepper, tomatoes, etc. Uses cow dung as fertilizer and invites cattle owners to use reservoirs as drinking point. They already started saving some money for maintenance from the pumpkins cultivated during rains. They are working on increasing the fence to a height that animals would not jump over and thinking of extending the garden so that many people can have space to work.

CHALLENGES:

- Water is the problem due to solar panels positioning but the consultant witnessed the repositioning of the panels by the contractor.

CHAMEN BALLANGHAR

Discussed with the village Alkali Mr. Mot Cham. Village solar lighting equipped with Solar panels and all necessary accessories including inverter and batteries. Here it is the Chief Hali Touray who selected the village to benefit. There are 15 compounds in the village and they take care of the system themselves. They prayed for other villages to benefit the same the new settlements in the village and the new village behind.

Should problem surface, the villagers would have to search for solar expert from the towns. It would have been advantageous to collaborate with Mbolo Association to train two young female from the village to be conducting the maintenance and get a source of income.

KUNKILING ECO-TOURISM CAMP

The team got a FGD on site. The UNDP supported building and facilities are functional and being used. The additional tourist facilities under construction will be completed in 7 months. At the moment due to COVID-19 and construction work going on, there are no visitors but the construction contractor is using the facilities. Need to pay for the usage.

BANSANG HYDROLOGICAL STATION

The visit to the multi-million hydrological complexes was undertaken with information through mobile phone conversation with the officer in charge Mr. Mamadi Sowe who said was sick and is in the GBA. Though some of the rooms were locked but the tour was done to some rooms, the hall, and front yard, but found leakage marks some of which are being worked on. Building is said to be completed since one year but it is without any furniture inside and offices completely empty. According to EWS report, the only resource related problem encountered was in relation to the construction of the Bansang Hydrological Headquarters. The budget allocated was less than the contractors' price and budget realignments were done to cover this shortfall. Most significant challenges in implementing the planned activities by PMU is said to be;

1. Procurement delays
2. Delays from Contractors



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3. Delays from Stakeholders

It is claimed that there was also a new structure on the riverbank for the hydrological equipment but only an old small house exist. The door could not be opened to look inside because sand sealed the door from the outside.

BASSE AND BANJUL INTERNATIONAL AIRPORT METEOROLOGICAL STATIONS

Early warning systems established are really new and in good working conditions. The equipment's are all automated working with Intellisense are the Steven screen, soil thermometer, Rain gauge, Thermograph, wind speed and direction, solar meter, solar, batteries, inverters, computers etc. All are connected to a computer through the Intellisense. The old equipment are also maintained in case there is any failure from the automated equipment.

CHALLENGES:

- Constrains in mobility
- The equipment's are not secured
- At Banjul International Airport the station is completely surrounded by trees and buildings. The station needs to be relocated because the place is surrounded by obstacles that obstruct wind and observation of the cloud and to the visibility targets. A place has already been identified but buildings and fence is what is missing.
- There is no adequate training as on the job training during the installation was said to be only three days. The technician spent only three nights here in fixing one station and the staff did remaining 9 station in the country. They were expose to both the software and hardware in three days only.
- There are no spare supplied with the equipment. There have been problems with the ground thermometers, the caps are made out of plastics and with the hot sun they crack. The staff use glue at the cap so that they can function.
- There is no possibilities of long term training
- Staff unfairly ignored through training of new intakes for BSc at farafenni just to be employed by other institutions
- The school at yundum is said to have been ignored and the facilities promised are yet to be made available
- The allowance promised is yet to be made available.
- The civil aviation authorities are still not contributing to the forecast service given They are not well staff because two person do the night duty, one at the tower and one at the enclosure who also do the readings even if manual
- They have CUG telephone and after reading from enclosure, they send text, one will go to the AFT tower, one to the AIS and to Senegal. Dakar is the hub of the region and they distribute worldwide so that everyone can get metadata.
- Information to the requesting flights is an obligation even outside normal reading period.



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BATTELLING

Mr. Alhagie Sanyang is one of the PAN project SLM farmer package and all facilities and equipment are working properly. The wife has commenced cultivation with onion seedlings. During the day Monkeys do destroy vegetables. Three taps are place in the Garden and all of them are working.

Another project involving five communities in Kiang West includes beekeeping supported by the CCCA project through DPWM. AT Battelling a FGD included Sheriff Jobe, Bakary Jobateh Bakary Sanneh (Carpenter trained to build hives) Lamin Sanyang, Solo Jammeh, Suterling Manka, Fatou Sillah, Nuime Camara, Kulaimata Sanyang. Five people were selected from the community that are trained on Beekeeping and are also equipped with all the gears. In complementing each other's efforts and to build partnership, the Department of forestry also gave the community 20 Beehives in addition to the 5 from DPWM. In the two years only one harvesting was done with proceeds of about D2,000. The money was divided into three parts: one part for the harvesters, another part for the community and the third part for the maintenance of the equipment. The trained community members include 10 women and 7 men. EBA project put it in their Enterprise Development (ED) training.

CHALLENGES:

- All the equipment's have some problems
- Lack of funds prevents the team from standing on its own
- Proper fencing is required

OBSERVATION:

- The places where the bee hives are is bushy and no drinking facilities

MISERA

There was a small FGD involving Mustapha Jadama, Landing Camara, Alieu Jarju, Yusupha Camara (Keeper of the Garden). The Garden is operating and both women and men are benefiting. After harvest of the vegetables, that was the time some of the people plant cassava. After harvest part is consumed and part is sold at Brikama and harvesting is done according to roaster (alternatively) to avoid/minimize wastage. The access to Brikama market is the tedious crossing across of Bintang Bolong, using donkey Carts and partly on foot to reach the boats. The transport cost is D110 per person and D50 per Cassava bag.

Problems include;

- Marketing and market access
- The extra wire given for fence repairs have all been used and finished
- Borehole submerged pumping machine has problems in that it pumps very little water due to capacity after replacement of the original
- We are having water shortage which affects our yields.

Around 20 women and men are actively working in the garden and both men and women are part of the committee responsible for the garden. Each plot owner pay D150 per plot. As for the compost, it is sold to village members. The package includes also fishing boat and the catch is shared in the village and sells the remaining of the fishes. It is the youths of the village that do the fishing for the village. The moneys realized are used for maintenance works, buy



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seeds, maintain village water supply and maintain the streetlights. The remaining of the money is kept in bank account and the woman leader is the one keeping the bank book. The village need a new borehole different from the old one from SSP otherwise the garden water supply system will be stretched.

JALI

The lady president Mrs. Sarjo Camara was met but unfortunately the team could not visit the hives due to her engagement.

The husband Mr. Almami Samateh is already a professional beekeeper trained by Department of Forestry. He uses local hives some of which were found in the compound. The manufacturer travelled otherwise could be a good collaboration with the beekeepers.

Kuli KUNDA

Mr. Abdoulie Njie benefited from the PAN farmer package with all the equipment's. Discussions with the sister Mrs Fatou Njie indicated that they work with 20 women. The best cultivated garden visited and grows Okara, carrot, onion, potato, better tomato, sweet potato and banana. They basically sell on site and each contributes D10 every Wednesday, saved for maintenance. Animals like goats and monkeys do disturb and thus someone would have to stay in the garden for the whole day. Engages the family as labour as children are not going to school because of COVID-19. Apart from fence problem, reservoirs need to be increased.

Community beehives and poultry

The village represented by a committee has thirty (30) beehives on a one (1) ha forested land with support from DPWM and BeeCause. Harvested just one time and the honey was not much. There is some illegal harvesting usually done improperly. The cares of the hives are allocated to individuals but works are undertaken together without any segregation and the proceeds are equally shared. The source of water is the adjacent women's garden supported by The Gambia Red Cross Society. Problems started with few of the uniforms and the fence is too short. The villagers confirmed that they observed bees to be very helpful in pollination of their cashew and even groundnuts based on comparison with other areas and years. They register better harvests in the year of all products in the vicinity of the 30 hives. They have no catcher-box to attract bees.

The same group headed by Mrs muskebba and assisted by Mr. Fabakary Njie also administers a poultry farm with different varieties of chicken. The group constituted 65 people out of which 40 are female. Main problem is water and so cannot expand and feeds are purchased from Yundum. An average of about 150 eggs per day is harvested. Chickens are not sold but eggs are priced at D100 and D125 per crate for village citizens and outsiders respectively.

KIANG WEST NATIONAL PARK

A FGD lead by the Park Manage Mr. Lamin Manneh includes Lamin Sanyang, Fakebba Njie, Fatou Sarr. Discussions started with PAN project renovation of the camp which is completed but it is said to be still in adequate. The water tank capacity of 2,000 litres is low to supply the camp. Electricity wiring work is completed but still some of them rooms are to be supplied. Not all ceilings are completed in the rooms. The only three motor bikes allocated have no adequate



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maintenances and adequate fuel. There is no internet connectivity and only the camp manager has a laptop and the new desktop once brought to the camp was taken away by the PAN account officer. Most of the furniture's in the rooms are older than 30 years. This camp of more than 2.00 ha is cleaned by staff and with cutlass.

5 beehives and tools were handed over to the camp. There was a single harvest with very small quantity. Part was sold and proceeds used for small maintenances and part consumed. The camp needs to be fence because private vehicles use it as a road. Additional staff needed to do the jobs effectively. Also need capacity building of both short term and long term. Vehicle urgently needed to effectively manage the 19,051 ha.

TENDABA

Dyke and Rice field

FDG at dyke and rice field headed by Jomma Dibba and present were Pa Sanyang, Satou Sanyang, Fatoumata Jadam.

The dyke was built to protect from the encroachment of salt into the rice fields. This year the rice fields are exceptionally productive, but some fluctuations were realized in fishing. The fence wire against animal intrusion is short and not strong enough, one part is not even fenced. After harvest, cattle from Kwinella and the sheep and goats from the village feed in the fields. The ladies present at FDG all requested a tractor as the power-tiller given cannot work in the deep watery mud, fertilizer and rice thresher. Only women work in the field and the produce are all for home consumption. The rice husking machine has a problem and not repaired. The pigs do disturb on sides not fenced. Most of the places are said to have recovered from salt intrusion due to the dyke.

Beach nourishment site

Along the beach biodiversity is observed to return to normal as some birds started using the beach to lay eggs and the natural regeneration of mangroves. The camp and village youths agreed on uprooting mangroves but the consultant advised to trim rather than uproot.

Ted Coastal project also supported the village with 3 fishing boats that do fish up to farafeni managed by Mr. Bakary Marong (Called Bakay) and freezers for women at the fish market. The biggest problem is to find qualified fishermen for the boats. Nonetheless, the deposit at the bank amount to about D150, 000.00. The fishing nets are having problem and each net cost around D8,000 and each big boat takes 10 nets. The solar batteries have problems that is why the refrigerators are connect to normal grid.

JALOKOTO

FGD headed by Rabbayatou Tamba, Mariatou Colley and Duto Sanyang. The CCCA through DPWM is supporting the village with a full equipped horticultural garden. Presently the villagers are uprooting stumps from their allocated plots. Though newly established but pipes in the ground are licking. The committee already created a contribution account for the sustenance of the garden. The seedlings of tomato, bitter tomato, onion etc are already germinating. The tools such as watering can, wheelbarrow, hand forks, hand shovel, pipes are stored in the building constructed. The garden would need reservoirs to reduce pressure on the standpipes. Not all women have space in the garden and thus would need expansion as the land given by Badjie Kunda family is spacious enough.



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SOME

The woman household head Mrs Jainaba Badjie was among the cassava programme beneficiaries. She observed that the cassava has big tubers, delicious and easy to cook. She admitted that the cassava cuttings were supplied late and her well is around 25 meters, it is difficult to draw water manually single handed. The plot of land was given by the father before his dead and she fence it alone. She requested to be assisted with a borehole. She constructed shop at the compound front part where she sells the produce.

TUJENENG

Discussions at Fangdema managed by Mbollo Association elaborated fully on the various programmes undertaken by the institution ranging from various fields of non-formal capacity building. The training focuses only on young females for 24 months and it is free unless sponsors are secured. The young female trainees would return to offer their services to their societies and also get employment. The girls must attend at least Grade 9 of basic education

When giving communities multifunctional platform, it should encompass:

- The solar system
- The operator
- Multifunctional platform including washing machine, milling machine, refrigerator

The selection through scooping mission ensures that the community members have certain disadvantages like the distance from NAWEC grid and the candidates are usually school drop-outs. The girls selected to join the programme must get her lodging and be responsible for her own transport cost. Fangdema training programme commenced with funds from Catalagne Cooperation and then entered into a fruitful cooperation with UNDP and EU in supporting the various trainings. The main idea for the programme came up in realizing that there is big gap between training and the labour market in The Gambia and the institution is trying to bridge that gap. Though there are multiple actors in the training field but there is no synergy between them which result to duplication of efforts.

The students in the centre are of two categories; one category is for the community and another category is open for anyone interested in to learn skills. The girls go on a program that is called hands on practical, which entails that in utilizing the skills all payments are divided into three; one part for the graduate, the other part returns to the institution and the third is for the communities. Most of the trainers in the institution were there former trainees, they bring in some sort of pay back system.

The trained girls in different fields mainly in basic electricity, renewable energy, welding, painting, in environment, business, food preservation, cross cutting issues like media, literacy and numeracy, ICT and work ethics and tie and die. The trained students can independently develop solar dryers using old refrigerators and thus create possibility of preservation. They are trained also on how to do solar survey in the community to verify installed solar in their communities and the required maintenances. For instance: the last graduated badge in 2019/20 is thirty students that are spread within West Coast Region, Central River Region (CRR) and Upper River Region. They trained fifteen students from CRR that are running four (4) Multifunctional Platforms in that area. The institution also accepts trainees from college to do teaching practice.



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The centre is heavily engaged in research on energy saving devices like clay lined stoves with the use of mixing dry grass, groundnut chaff and paper as alternative to firewood. The main reason is to reduce dependency on fuelwood and thus forests and as well reduction of smoke intake by women.

Delays in procurement, all requests were going through the Ministry as the Implementation Partner (IP) and longer time is required to get approvals and signatures from Ministry and UNDP. This could lead delays up to more than a month, when reports and requests are done round the 10th of each quarter. The last UNDP finance assessment has recommended self-accounting status for the institution.

Recommendation

- The administrative bureaucracy should be revisited to make paperwork in a format that should be given to all IPs to reduce time wastage.
- A platform should be created for all the stakeholders to be aware of what the other is doing to avoid duplication of efforts and to share experts etc.

TANJI

Mrs Haddy Taal is an individual compound owner who benefited from the cassava programme through TANGO. She is assisted with solar panels, water tanks and stand. She harvested the last season but distributed everything out to neighbours and family members. She appeals for a processing machine and additional help in fencing and borehole for her second plot in Madiyana. She recommends having processing machines.

KARTONG MULTIFUNCTIONAL PLATFORM

The baseline survey captured the different needs for men and women for their gender differentiated activities (fishermen, TRY-oyster women and other economic activities in the location). Therefore, the design of the building the size of energy needs and equipment has integrated the principle to provide equal opportunities for economic empowerment for both men and women.

Group discussion include Badembo Sambou (representative of Alkalo), Isatou Bajana (Principal Fisheries Assitant), Yamundou Touray (Senior Fisheries staff), Isatou Touray, (Fish seller and Centre Management Committee), Abubacar Jobe (Katong and Centre Management Committee), Mamadu Suso (Banabana and Centre Management Committee), Abubacar D. Jabang (Fuel Seller and Centre Management Committee), Ndey Bahum (Fish Smoker and Centre Management Committee), Jainaba Badgie (Centre Management Committee), Musa K. Manneh (VDC Chairman). There is the construction of a complex that includes ice plant, store and office very close to the Kartong riverbank fish landing site for the benefit of the community. The construction of the complex is though delayed but finally expected to be completed in December 2020. After construction, the equipment needs to be installed.

The benefit of the centre includes;

- Ice plant
- fish storage facilities
- Stores
- Income from the management of the facilities
- Improved development



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Presently the the fishing community get the ice from Gunjur, Tanji or up to koshwang and the suppliers go up to Basse and farafenni. A good amount of the fish goes rotten due to unavailability of ice. The proceeds from the complex will be divided by the communities of fish landing site, community of Kartong, the complex and the payment of the four girls to manage the system. VDC's share will be put in the interest of the village needs and Center Managements share will be invested on the beach. The life spans of the panels are between twenty-five to thirty years and the batteries around twelve years. Based on Fangdeme baseline studies, if everything goes as plan in fifteen years and when fangdema did the baseline, all incomes fthe income can be two times higher than the present.

The other bank is Senegal and thus eco- tourism must be encouraged by bring all activities namely mangrove management, oyster and fish productions together. The Ice plant at Kartong is going a pilot project in The Gambia and West Africa, for the first time there is a solar ice plant. There is a request to UNDP to make survey whether it can be replicated at other places in The Gambia in small scale. Also, a request for 2021 for the provision of solar driven boats has been made to UNDP and already there is a company which is providing them.

Majority of people on site at Kartong are women engaged either fish smoking or selling fresh fish sellers. With the provision of ice cubes, the remains of their fish can be stored for selling in the following day. The fish landing site is completely damaged resulting in boats angoring far and transports loading at a distance. The advantage of the close-by fish factory was mentioned in that the remaining fish goes to the factory. The small storage in the area charge D200 per month per person to take care of the maintenances and the needs of the Centre Management committee and the village. Each boat owner also contribute a measure fro every catch that is sold and proceeds go the Centre Management committee. There is a bank account create for the funds raised.

Other important and urgent needs of the site include;

- Oyster market
- Ovens and roof for the smokers
- Life jackets for the boats
- Roads leading to the landing site

The staff of Fisheries Department monitors the quality of fish and as well ensure proper management of the site and all activities associated.

MAMUDA

A multifunctional platform established in 2017 managed by two graduates from Faqngdema, who are Madam Serra Mendy and Madam Alima Sonko. The centre comprises of a video club, production and sells of ice Blocks, sell of hibiscus (Wonjo) drinks, storage of perishable food items, charging of mobile phones and does laundry with a machine. The centre is also equipped with a borehole at the moment assisting the community with water free of charge, but D2 per 20 litres is charged for constructions and block making. The money made goes into fangdema accounts, but they have a book keeping system at Fangdema that reconciles the various accounts and deduct the share of the platform and the share for the enumerations of the girls. The third share is the costs incurred by the institution that is kept with the finance unit.

BAMBA FOREST PARK BOTANICAL GARDEN



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The garden is introduced in a two-ha land situated in Bamba Forest park. The first park was a thick natural forest with diverse close canopy tropical forest trees. The park with some others in the West Coast Region were in the early sixties converted into early maturing Gmelina plantations. Though the park in some areas are being left to transformation but still dominated by Gmelina stands.

Therefore, the Department in collaboration with UNDP decided to establish a Botanical Garden of mainly indigenous and native tree species namely; "Barangsang, Keno, Wulakono Duto, Lenko, Bungkungo, Jalo, Bantang, Sito, Koseto, Tomborong, Neto and Talingbaro. The botanical garden is not full and the space will be used to plant more trees like KuKuwo, etc. A borehole is said to be required to enable the possibility of expansion as it is intended to plant all available endangered and threaten species. It is fenced with a wire and cleaning inside is already going on to be followed by preventive fire belting of the outcast. The garden will be open to the public at a later stage in particular for educational purpose. The labour force is said to not be enough and need an extra. It is planned to establish a nursery just for the garden and replication at the regions.

WETLANDS FISHERIES OYSTER COLLECTORS

Among the CCCA support to wetland fisheries programmes is the Oyster collectors project of Lamin and Old Joswang. The team could not meet the representative of Lamin because they were briefed. The FDG led by Mrs Sadam Jatta includes and five others who are all professional oyster collectors. The project supplied the over 60 member collectors with 12 boats and accessories. It is a laudable support that enables a boost in our production. The boats supplied have started developing some problems as they started taking in water. Despite the benefits, the ladies indicated some obstacles and some recommendations.

- The boats are mostly taken by people and go missing for days or even weeks
- The market and marketing
- Porousness of the extraction area
- Absence of youth collectors

Recommendations

- Urgently need repairs of some boats in preparation for the season
- Provision of nets to indulge in massive oyster farming
- The market is just an open area without a shed. The collectors have expressed a need for a market
- The need to fence the extraction area even if just with wires for temporary protection
- Massive sensitization to reorient the idleness of youths to understudy the activities and eventually take over oyster collection

WOMEN ASSOCIATION FARM PROCESSING CENTRE OLD JOSHANG

The Association involves a group of almost all the women in Old Joshwang estate at the time but now reduced to only eight (8) led by the CEO Madam Bakoto Jobe. The land they are occupying was given in the name of group at the estate. The Association members were given cassava cuttings in 2018 that were distributed to some women for cultivation, but all are said to have died because of lateness and drought. 2018. They are also equipped with solar dryer



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machine but they are not given any processing machine. The members were also promised training in “Garri” making but they are yet to do it. The representative of the CEO Madam Maimuna Saidy indicated the wish for a successful collaboration. Should the training be undertaken one could purchase cassava from various for sale.

The group is not only fortunate to acquire land but a lot of valuable machineries to make juice from Wonjo (hibiscus), mangom baobab and others. The group also package and label food stuff like Findi, Porridge, Jam, and Garri for sale. The group frequently cook during occasions against payment for people. The proceeds are divided into two components; the association and the other part is what the members share among themselves.



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Annex 7: Institutions and Persons contacted

Due to covid-19, the project sites could be visited under strict adherence to the three (3) “Ws” of the pandemic but the institutional were mainly remotely contacted. The people met at project sites are clearly mentioned under respective topics in the field report in Annex 6 and thus not listed here.

Institutions contacted

Name	Representative	Type/mode of contact	Evaluators Comments
MECCNAR	PS Mr. Modou M. Jabang, DPS Mr. Alagie Manjang, Mrs Haddijatou Njie	Personal contact, phone email and questionnaire	Facilitated the active collaboration of focal institutions
UNDP CO	Dr. Almamy Camara, Mrs. Fatoumata Sanyang, Mr. Abass Kinteh	Permanent contact by personal, phone and email	Main facilitation team, guide the work, supply data, sent most of the reference material
NEA	ES, Mr. Dodou Trawally, Mrs. Jainaba Sanneh, Mr. Omar Bah, Mr. Njagga Touray	Email and questionnaire	Active reaction to emails and among the first to react
NAP-Ag (FAO)	Mr. Lamin Fatajo	Email and questionnaire	Never reacted
DPWM	Mr. Momodou Lamin Kassama, Mr. kawsu Jammeh, Mrs. Binta Sambou	Email and questionnaire	Normal reaction
UTG	Dr. Sidat Yaffa	Email and questionnaire	Active reaction to emails
Mbolo Association	Mrs. Silvia Llopart Gracia, Mr. Dodou Gaye	Personal contact, phone, Email and questionnaire	Active reaction to emails and among the first to react
TANGO	Mr. Ousman Yabo, Mr. Ahmed Salami	Phone, Email and questionnaire	Personal contact, phone
NDMA	Mr. James Bass, Mr. Kawsu Barrow	Email and questionnaire	Never reacted
DoF	Mr. Chernoy Gaye, Mr. Omar Sidibeh	Phone, Email and questionnaire	Active reaction
DWR	Mr. JOusman arjusey, Mr. Alpha Jallow,	Email and questionnaire	Active reaction to emails
KMC	Mr. Lamin Sanyang	Email and questionnaire	Never reacted

Outcome Evaluation: Environment and Resilient Development



NYC	Bulung Jarjusey	Email and questionnaire	Never reacted
MOE	Mr. Lamin Marong	Email and questionnaire	Never reacted



Outcome Evaluation: Environment and Resilient Development

Annex 8: Sample letters to Interviewees

Brikama Nema
 Kombo Central
 West Coast Region
 The Gambia
 Mob: +220 9904308
 EM: jatossillah@gmail.com
 27th October, 2020

List of Coordinators

Outcome Evaluation: Environment and Resilient Development

In accordance with UNDP policies and procedures, all programmes are required to undergo through an outcome evaluation. The main purpose of this Outcome Evaluation will be to evaluate the achievement of Environment and Resilient development programme results and impacts against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this programme, and aid in the overall enhancement of UNDP programming.

The Environment and Resilient development is the third UNDP core programme designed by UNDP Board. As you have been informed, I am contracted to conduct an independent outcome evaluation of this programme, for which it is aimed to establish the true facts impartially.

The attached list of projects have been identified as those encompassed by the programme and thus the coordinators indicated therein are requested to furnish with the missing phone numbers in the attached table and as well to assist with a comprehensive list of stakeholders including the names, phone numbers and email (if available), and also a list of project implementation sites. As the evaluation is time bound, it will be highly appreciated to receive the lists by latest Friday the 30th October 2020 to enable us draft the consultancy work schedule.

Please do not hesitate to contact us should you require further information / clarification.

Thank you in advance.

A handwritten signature in blue ink, which appears to read 'Jato S. Sillah', is shown above a printed name.

Jato S. Sillah
 Consultant
 Mobile: +2209904308
 E-mail: jatossillah@gmail.com

Brikama Nema
 Kombo Central



Outcome Evaluation: Environment and Resilient Development

West Coast Region
The Gambia
Mob: +220 9904308
EM: jatossillah@gmail.com
7th November, 2020

List of Coordinators and Project Focal Points

Outcome Evaluation: Environment and Resilient Development

In accordance with UNDP policies and procedures, all programmes are required to undergo through an outcome evaluation. The main purpose of this Outcome Evaluation will be to evaluate the achievement of Environment and Resilient development programme results and impacts against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this programme, and aid in the overall enhancement of UNDP programming.

The Environment and Resilient development is the third UNDP core programme designed by UNDP Board. As you have been informed, I am contracted to conduct an independent outcome evaluation of this programme, for which it is aimed to establish the true facts impartially.

The attached list of project implementation sites have been identified for field visit and beneficiary consultations with UNDP Outcome Evaluation consultant. We urge project coordinators and / or project focal points to inform the respective stakeholders and to furnish the consultant with the names and cell phone numbers of a contact person for each site. As the evaluation is time bound, it will be highly appreciated to receive a return email latest Friday the 13th November, 2020. It is expected that an extra site per Region will be included by EWS coordination. The return emails are to be sent to the following addresses;

Jato S. Sillah – jatossillah@gmail.com
Dr. Almamy Camara – almamy.camara@undp.org.

Please do not hesitate to contact us should you require further information / clarification.

Thank you in advance.

A handwritten signature in blue ink, appearing to read 'Jato S. Sillah', is written over a light blue rectangular background.

Jato S. Sillah
Consultant
Mobile: +2209904308
E-mail: jatossillah@gmail.com

Brikama Nema



Outcome Evaluation: Environment and Resilient Development

Kombo Central
West Coast Region
The Gambia
Mob: +220 9904308
EM: jatossillah@gmail.com
7th November, 2020

Permanent Secretary & Team - Ministry of Environment

Outcome Evaluation: Environment and Resilient Development

In accordance with UNDP policies and procedures, all programmes are required to undergo through an outcome evaluation. The main purpose of this Outcome Evaluation will be to evaluate the achievement of Environment and Resilient development programme results and impacts against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this programme, and aid in the overall enhancement of UNDP programming.

The Environment and Resilient development is the third UNDP core programme designed by UNDP Board. As you have been informed, I am contracted to conduct an independent outcome evaluation of this programme, for which it is aimed to establish the true facts impartially.

Please find attached an interview questionnaire for you. This questionnaire is confidential and should remain so between only your institution and the consultant. In your capacities as the main Implementing Agency for the programme, we would highly appreciate if you would kindly fill out the questionnaire and return it as soon as possible. As the evaluation is time bound, it will be highly appreciated to receive your responds on or before the 18th November, 2020.

Please do not hesitate to contact us should you require further information / clarification.

Thank you in advance.

A handwritten signature in blue ink, which appears to read 'Jato S. Sillah'. The signature is written over a light blue rectangular background.

Jato S. Sillah
Consultant
Mobile: +2209904308
E-mail: jatossillah@gmail.com



Outcome Evaluation: Environment and Resilient Development

Annex 9: List of working documents for the Outcome Evaluation

Title of Document	Delivery status per project*					Source
	DRR - NRM	EWS	CCCA	UOPs	PAN	
Contacts and Programme Sites						
List and contact details of coordinators	✓	✓	✓	✓	✓	UNDP CO
Full list and contact details for programme staff, key programme stakeholders, other partners and stakeholders to be consulted nationally and for each site	✓	✓	✓	New	✓	Coordinators No response was received from UTG those the crop production sites could not be visited and not reported on.
List of related programmes/initiatives contributing to programme objectives						Coordinators / UNDP CO
Programme Preparation						
UNDP Initiation Plan					✓	UNDP CO
Project documents	✓	✓	✓	✓	✓	UNDP CO
Programme Inception						
Programme Inception Workshop Reports	✓				✓	UNDP CO
Programme Evaluations						
Mid Term Review Documents (where conducted)	✓	✓	✓	-	-	UNDP CO
Terminal Evaluation reports (where conducted)		✓	✓		✓	UNDP CO
Annual and Sub-Annual Programme Plans, Reports and Budgets						
Annual Work Plans (AWP)						Coordinators / UNDP CO
Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)						Coordinators
UNDP Atlas Risks log, lessons learned						UNDP CO
Financial data, including actual expenditures by programme/project outcome, including management						UNDP CO



Outcome Evaluation: Environment and Resilient Development

costs, and including documentation of any significant budget revisions						
Annual Budgets	✓	✓	✓	✓	✓	Coordinators
Financial Expenditure Reports	✓	✓	✓	✓	✓	UNDP CO
Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures						Coordinators / UNDP CO
Co-financing expenditure reports						Coordinators / UNDP CO
Annual Audit Reports						UNDP CO
All Programme Implementation Reports (PIR) – where applicable					✓	Coordinators / UNDP CO
Oversight mission Reports						UNDP CO
Programme Steering Committee and Advisory Committee Meeting Reports – as needed						
Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants						Coordinators
Programme Steering Committee Meeting minutes					✓	Coordinators
Technical Advisory Committee Meeting minutes – where applicable						Coordinators / UNDP CO
Programme Technical Reports (electronic copies of evaluations, plans, guidelines, etc)						
Stakeholder Engagement Plan – where applicable						UNDP CO
Records of Stakeholder Consultations						Coordinators / UNDP CO
Other Programme/Project specific reports						Coordinators / UNDP CO
lesson learned reports						Coordinators / UNDP CO
Other Relevant GoTG Documents (not produced by the Programme)						
The Gambian National Development Plan (NDP) 2018 – 2021	✓	✓	✓	✓	✓	UNDP CO



Outcome Evaluation: Environment and Resilient Development

						https://mofea.gm/downloads-file/national-development-plan
NDP 2018 Annual Review	✓	✓	✓	✓	✓	UNDP CO
UNDP Documents (for reference only)						
UNDP Development Assistance Framework (UNDAF) The Gambia 2017-21	✓	✓	✓	✓	✓	UNDP CO https://www.gm.undp.org/content/gambia/en/home/operations/legal_framework.html
UNDP Country Programme Document 2017-21	✓	✓	✓	✓	✓	UNDP CO https://www.gm.undp.org/content/gambia/en/home/operations/legal_framework.html
UNDP Country Programme Action Plan (CPAP)	✓	✓	✓	✓	✓	UNDP CO https://www.gm.undp.org/content/gambia/en/home/operations/legal_framework.html
CO ROAR 2017 ,2018 and 2019	✓	✓	✓	✓	✓	
CDP Mid-term evaluation	✓	✓	✓	✓	✓	
UNDP PME Handbook						
UNDP Evaluation Guide and addendum	✓	✓	✓	✓	✓	Website
UNDG Result-Based Management Handbook	✓	✓	✓	✓	✓	
UNDG Ethical Code of Conduct of Evaluators	✓	✓	✓	✓	✓	Website
UNDP Handbook on Planning Monitoring and Evaluation for development Results	✓	✓	✓	✓	✓	
UNDP Guidelines for Outcome Evaluators	✓	✓	✓	✓	✓	Website
Ethical Code of Conduct for Evaluation in UNDP	✓	✓	✓	✓	✓	Website
Annual SDG report 2019	✓	✓	✓	✓	✓	Website



Outcome Evaluation: Environment and Resilient Development

UNDP Strategic Plan (2014-2017, 2018-2021)	✓	✓	✓	✓	✓	Website
UNDP Gender Equality Strategy (2014-2017)	✓	✓	✓	✓	✓	Website
UNDP Evaluation Policy	✓	✓	✓	✓	✓	Website
The Gambia Human Development Report	✓	✓	✓	✓	✓	Website

**Projects*

1. **DRR, NRM** = Building The Gambia's capacities and resilience to Climate Change related Disasters, Natural Resources Management, environmental protection and enhanced livelihoods The Gambia (DRR, NRM)
2. **EWS** = Strengthening climate services and early warning systems in The Gambia for climate resilient development and adaptation to climate change – 2nd Phase of the GOTG/GEF/UNEP LDCF NAPA Early Warning Project The Gambia (EWS)
3. **CCCA** = Enhancing Resilience of Vulnerable Coastal Areas and Communities to the Impact of Climate Change in The Gambia (CCCA)
4. **UPOPs** = Capacity building for PCBs and U-Pops in The Gambia (UPOPs)
5. **PAN** = The Gambia Protected Areas Network and Community Livelihood Project The Gambia (PAN)



Outcome Evaluation: Environment and Resilient Development

Annex 10: Ethical Code of Conduct for UNDP Evaluation

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism)

Evaluators/Consultant:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁶

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____ Jato S. Sillah _____

Name of Consultancy Organization (where relevant): _____ N/A _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Banjul on 20th October 2020 _____

Jato S. Sillah

Signature: _____

⁶ www.unevaluation.org/unegcodeofconduct

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Annex 11: Signed Outcome Evaluation Clearance form



(to be completed by UNDP CO and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____ Nana Chinbuah _____

Signature: _____ *Nana Chinbuah* _____ Date: _____ 30-Jun-2021 _____

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Annex 12: Outcome Evaluation Audit Trail

The following table describes how the received comments on the draft Outcome Evaluation report have been addressed in the final evaluation report. This audit trail is mandatory for the exercise and to be annexed in the final evaluation report.

The following tabulated comments were provided the authors indicated from the draft Outcome Evaluation report. The comments are referenced by author, comment number (“#” column), location in the text and the action taken. Note that the paragraph numbering has changed according to be final formatting, and the references in the table refer to the finalized layout for ease of reference.

Comments were received from Mr. Ahmed A. Salami of TANGO dated 17th December, 2020 and Dr Almamy Camara (Programme Specialist, Environment and Resilient Development, UNDP CO,) dated 22nd December 2020.

Author	#	comment location	Comment/Feedback on the draft TE report	Evaluation response and action taken
Ahmed A. Salami	1	RABBITRY IN NJONGON; Page 80, first paragraph	In September 2020, the cassava/rabbit farm were supplied with 2000 cuttings for planting within its premises and shared with neighbours in Njogon. About 10,000 cuttings were also dropped at the cassava/rabbit farm for farmers from other 5 villages in the area, including five women.	Modification done in the final document, though part of the statement was not given by the beneficiaries
Ahmed A. Salami	2	Page 81, heading last paragraph	SAME village was written as SAMI, correct word is SAME	Change effected
Dr Almamy Camara	3	Page 42, subsection 6.1	Lessons learnt: <ul style="list-style-type: none"> • The NDP (2018-2021) should be developed first to inform the UNDAF and CPD (2017-2021), but the reverse is the case for the current programme cycle • Introduce interventions that would directly benefit local communities for buy-in e.g. PAs, SLM activities, cassava farming, honey harvesting etc for food security • Covid -19 pandemic has negatively impacted execution of project activities, but has enabled us to quickly adapt to other ways of working to deliver results • Need to promote government ownership to ensure success of the project • Programme ownership can only be attained/achieved when there is effective stakeholder involvement • There is need to introduce capacity building activities to ensure sustainability and ownership 	Incorporated



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			<ul style="list-style-type: none"> • Need to pay attention to downstream and value addition interventions for greater impact, more ownership and sustainability • Staff retention is sine-qua none for sustainability and capacity building 	
Dr Almamy Camara	4	Page 43, subsection 6.3	Challenges <ul style="list-style-type: none"> • Too much time spent on processes, thus consequently derailing implementation and delivery • Covi-19 pandemic presented implementation challenges in 2020 which resulted to the cancellation of all activities requiring gathering/community consultations • Delays in planning and preparation of work plans leads to poor delivery 	Incorporated
Dr Almamy Camara	5	Page 20, paragraphs 1, 2 and 3	Environment and resilience development Interventions under this pillar were designed to enable the Government of the Gambia to implement national and international commitments to climate change resilience as enshrined in: i) national climate change policy (2015); ii) the Paris Agreement; iii) the disaster risk reduction policy and strategy, 2014-2017; and iv) the renewable energy policy. Thus, programme support was earmarked for strengthening national capacity to assess, respond to and coordinate disaster and climate risk management. As such, priority was given to supporting the application of evidence-based policymaking for increased resilience; improved absorptive, adaptive and transformative capacities of at-risk communities; and the establishment of appropriate, coordinated and timely responses to risks and shocks. ¹⁰ This was envisaged to support the achievement of CPD outcome 3 “ By 2021, National institutions and community capacities are strengthened for effective disaster risk management, climate change response actions and resilience ”. In line with the envisaged outcome above, the programme set out to deliver 5 outputs by formulating them into specific projects. MTR noted that four specific projects whose implementation was at different levels have been formulated. Interventions delivered under the different projects are intended to support the realization of the two outcome indicators namely: i) Human resource capacity strengthened in 8 institutions responsible for disaster risk management; and ii) Reduction in per-capita carbon dioxide emission (metric tons)	Partly contained in the document and the rest Incorporated



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			from 0.3 to 0.01. Ascertaining the progress made towards the envisaged output and outcome results formed the central piece of this evaluation as presented hereunder. The MTR noted great investments made under different projects towards achieving the CPD outputs although their contribution towards achieving outcome indicator in relation to reduction in per-capita carbon dioxide emissions may not be measured with certainty. Nevertheless, output level achievements are summarized	
Dr Almamy Camara	6	Page 26, subsection 3.5, last paragraph	<p>Effectiveness of UNDP's partnership</p> <p>In areas of environment resilience, appropriate to select key principles as stakeholders involvement of neighbouring communities in protected areas management at local level and MDAs such as NEMA and Ministry of Environment, Climate Change and Natural Resources (MECCNAR) played a core role in technical guidance and capacity enhancement of the MDAs as principles and custodians of the outcomes. For example, in the Environment DRM and NRM project MECCNAR played an important role in scaling up and soliciting budgetary allocations which are key to sustenance of the programme outcomes</p>	Partly contained in the document and the rest Incorporated
Dr Almamy Camara	7	<p>Page 34, Subsection 4.4, paragraphs 1 and 2.</p> <p>Page 36, subsection 4.5, last paragraph</p>	<p>Programme sustainability:</p> <p>Efforts have been made to develop an Environmental Education, Climate Information Communication Strategy and action plans, incorporating emerging Climate Change and DRR issues. The strategy and plans will therefore act as key pillars to enhance the resilience to climate change as well conservation in the long-term. Furthermore, the National Adaptation Plan (NAP) process was established under the Cancun Adaptation Framework. This plan is envisaged to promote political and financial support at the national level for countries to mainstream climate change into development planning</p> <p>Partnership</p> <p>In environmental resilience, through South-South Cooperation fostered by the project is the MoU signed between the Nigerian Meteorological Training School (NIMET) and the Department of Water Resources whereby NIMET is providing lecturers to implement Class III Meteorologist training in The Gambia</p>	Partly contained in the document and the rest Incorporated



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		<p>Page 39, subsection 5.3</p>	<p>as part of a Technical Assistance provided to sister countries¹¹. This opportunity enhanced the climate information for planning and enhanced the resilience of communities whose livelihoods heavily depend on weather for productivity</p> <p>Institutional reforms and infrastructure strengthening</p> <p>Requisite infrastructure such as the construction of a new Hydrological headquarters in Bansang responsible for national hydro-met monitoring, Computers and other equipment installed at all Regional Meteorological Headquarters in the Country and the 3 LED Weather Display boards which have been strategically installed at key locations throughout the country in Kairaba Avenue, Brusubi Turntable and Tanji guarantee sustained weather services that will be important for supporting production activities in a sustained way. Furthermore, the construction of coastal protection measures is the appropriate infrastructure that guarantee protection of coastal communities from natural sea induced hazards which enhances the resilience of their livelihoods in the long-term. A case in point are the construction of the defence structures along the Senegambia Beach stretch and Tanji coastline which enhanced the Construction of the Integrated Farming System</p>	
Dr Almamy Camara	8	<p>Page 39, subsection 5.4</p>	<p>Programme contribution towards national development</p> <p>Significantly, CPD contribution towards national development falls under four categories namely; capacity development, knowledge generation and management to support evidence based planning, policy and regulatory improvements as well as infrastructure development. Capacity development is the fundamental CPD components under all the pillars. This is based on the assumption that with institutional capacity strengthened, responsive and inclusive planning is aided leading to the delivery of good quality and inclusive services directly targeting the vulnerable. As a result, the delivered support under the CPD interventions have positively impact on the national and sub national capacities for sound economic management, economic growth through entrepreneurship, democratic governance and human rights and climate change and sound natural resource management.</p> <p>Capacity Building</p>	<p>Partly contained in the document and the rest Incorporated</p>

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		<p>Page 39, subsection 5.5</p> <p>The initiatives to extend the protected areas means more reclamation and protection of the biodiversity in the long-term attracting investments in tourism and related community livelihoods thus reducing on the encroachment of the protected areas. It should be noted that the expansion of protected areas and improvement in their management effectiveness, and two that focus on improving management of forest and other natural resources in surrounding production landscapes, and the generation of livelihood benefits from diversified and sustainable alternative income streams.</p> <p>The Initiation and creation of the bottom based institutional arrangements (The Park and Village Development Committees) in the protection of the biodiversity in protected areas gives the local communities a leverage and power in the management of natural resources which attracts their buy-in through participation in Park Committees. This has a ripple effect on placing the responsibility at the communities doorsteps who will dedicate time to biodiversity protection. It was reported the initiative has brought on board number of villages playing significant role in management of natural resources to 96% increase in the number of villages who play a significant role in management of natural resources which renders the outcome quite sustainable.</p> <p>Interventions to support the Rural livelihoods in the coastal zone have been enhanced and protected from the impacts of climate change through the demonstration and the transfer of successful coastal adaptation technologies and the introduction of economic diversification. A case in point is the horticultural gardens, training provided for community members on basic garden facilities and resources management, agro-forestry; and financial record keeping and the benefits were quite immense to entice the communities embrace the interventions thus outcome sustainability is quite immense.</p> <p>Human Rights based approach</p> <p>The only missing vulnerable group in the UNDP supported projects are people living with disabilities. There needs to be a concerted effort to include this group in projects and programmes so that they are heard, empowered and can play active roles in programmes and projects</p>	
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