|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| C:\Documents and Settings\sshamapande\Desktop\UNDP\one pager\LOGO TAGline.jpg |  |  |  |  |

**National Adaptation Plan (NAP) to climate change in Chad**

**UNDP PIMS: 5431**

**Atlas Project ID: 00108410**

**GEF Agency: United Nations Development Programme**

**Executing Agency: Ministry of Environment, Water and Fishery**

**Mid-term review report**

**August, 2021**

Kevin Enongene (International Consultant, Team Leader)

Mbaihadjim Jéchonias (National Consultant)

# **Acknowledgements**

The Evaluators wish to express their gratitude for the time and effort expended by all project participants and stakeholders during the evaluation interviews. This provided valuable insights, candid perspectives, and above all informed the evaluation findings. In particular, the Evaluator wishes to thank UNDP Chad and the Project Management Unit for their support and orientations provided for the successful completion of the evaluation. We are equally thankful to the UNDP Regional Technical Advisor Clotilde Goeman for her invaluable feedback on the draft evaluation report. We hope that this report will contribute to the successful implementation of the second half of the project.

# **Table of Content**

[**Acknowledgements**…………………………….…………………………………………. …ii](#_Toc80973951)

[**Table of Content** iii](#_Toc80973952)

[**Acronyms and abbreviations** v](#_Toc80973953)

[**Executive Summary** vii](#_Toc80973954)

[**1.** **Introduction** 1](#_Toc80973955)

[**1.1.** **Purpose of the MTR and objectives** 1](#_Toc80973956)

[**1.2.** **Scope and Methodology** 1](#_Toc80973957)

[**1.3.** **Structure of the evaluation report** 3](#_Toc80973958)

[**2.** **Project description and background context** 4](#_Toc80973959)

[**2.1.** **Development context** 4](#_Toc80973960)

[**2.2.** **Problems that the project sought to address** 5](#_Toc80973961)

[**2.3.** **Project description and strategy (objective, outcomes, and expected results, description of field sites)** 6](#_Toc80973962)

[**2.4.** **Project implementation arrangements** 7](#_Toc80973963)

[**2.5.** **Significant socio-economic and environmental changes** 7](#_Toc80973964)

[**2.6.** **Key partners and stakeholders involved in project implementation** 8](#_Toc80973965)

[**3.** **Findings** 11](#_Toc80973966)

[**3.1.** **Project Strategy** 11](#_Toc80973967)

[3.1.1. Project design/formulation 11](#_Toc80973968)

[3.1.2. Results framework/logframe 20](#_Toc80973969)

[**3.2.** **Progress towards result** 21](#_Toc80973970)

[**3.3.** **Project Implementation and adaptive capacity** 27](#_Toc80973971)

[**3.4.** **Sustainability** 31](#_Toc80973972)

[**4.** **Conclusion and Recommendations** 33](#_Toc80973973)

[**4.1.** **Conclusions** 33](#_Toc80973974)

[**4.2.** **Recommendations** 34](#_Toc80973975)

[**Annexes** 36](#_Toc80973976)

[**Annex I: Terms of reference for the MTR** 36](#_Toc80973977)

[**Annex II: List of persons interviewed** 57](#_Toc80973978)

[**Annex III: Summary of field visits / primary data collection** 59](#_Toc80973979)

[**Annex IV: List of documents reviewed** 61](#_Toc80973980)

[**Annex V: Evaluation questions matrix** 62](#_Toc80973981)

[**Annex VI: Example of questionnaire or interview guide used for data collection** 64](#_Toc80973982)

[**Annex VII: Signed UNEG Code of Conduct Form** 66](#_Toc80973983)

[**Annex VIII: Signed MTR final report clearance form** 67](#_Toc80973984)

# **Acronyms and abbreviations**

|  |  |
| --- | --- |
| ANAM | National Meteorology Agency |
| AWP | Annual Work Plan |
| AWPB | Annual Work Plan and Budget |
| AWS | Automatic Weather Stations |
| CAR | Central African Republic |
| CEO | Chief Executive Officer |
| CRA | AGRHYMET Regional Centre |
| CSOs | Civil Society Organizations |
| DRE | Directorate of Water Resources |
| EU | European Union |
| GCCA | Global Climate Change Alliance |
| GCF | Green Climate Fund |
| GDP | Gross Domestic Product |
| GEF | Global Environment Facility |
| IDB | Islamic Development Bank |
| IFAD | International Fund for Agricultural Development |
| LCDF | Least Developed Countries Fund |
| M&E | Monitoring and Evaluation |
| MEPIC | Ministry of the Economy, Planning and International Cooperation |
| MEWF | Ministry of Environment, Water and Fishing |
| MFB | Ministry of Finance and Budget |
| MOA | Ministry of Agriculture |
| MOEWF | Ministry of Environment, Water and |
| MoU | Memorandum of Understanding |
| MTR | Mid-term Review |
| NAMA | National Appropriate Mitigation Action |
| NAP | National Adaptation Plan |
| NAPA | National Adaptation Plan of Action |
| NDCs | Nationally Determined Contribution |
| NDP | National Development Plan |
| NGO | Non-Governmental Organization |
| PIR | Project Implementation Report |
| PIR | Project Implementation Reviews |
| PMU | Project Management Unit |
| ProDoc | Project Document |
| RDP | Regional Development Plans |
| SDGs | Sustainable Development Goals |
| SMART | Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted |
| SMSA | Synoptic Meteorologic system |
| TOR | Terms of Reference |
| UNDP | United Nations Development Programme |
| UNEP | United Nations Environment |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNITAR | United Nations Institute of Training and Research |
| USD | United States Dollar |
| WB | World Bank |

# **Executive Summary**

This Mid-term Review (MTR) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: “National Adaptation Plan (NAP) to climate change in Chad”, and will be referred to as the “Project” in the scope of this report. This MTR mission was conducted through consultations with the project partners to ensure a good understanding of the project’s results; leading to the submission of the MTR report.

**Project Information Table**

Based on the requirements for MTR, the Project Information Table is provided below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Title** | National Adaptation Plan | | |
| UNDP Project ID (PIMS #): | 5431 | PIF Approval Date: | Jul 5, 2016 |
| GEF Project ID (PMIS #): | 6968 | CEO Endorsement Date: | Mar 5, 2018 |
| ATLAS Business Unit, Award # Proj. ID: | 00108410 | Project Document (ProDoc) Signature Date (date project began): | September 11, 2018 |
| Country(ies): | Chad | Date project manager hired: | October 1, 2019[[1]](#footnote-2) |
| Region: | Central Africa | Inception Workshop date: | October 2019 |
| Focal Area | Climate Change Adaptation | Midterm Review completion date: | August 7, 2021 |
| GEF Focal Area Strategic Objective: |  | Planned closing date: | February 2022 |
| Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]: | LDCF | If revised, proposed op. closing date: |  |
| Executing Agency/ Implementing Partner: | Ministry of Environment, Water and Fisheries | | |
| Other execution partners: |  | | |
| **Project Financing** | *at CEO endorsement (US$)* | | *at Midterm Review (US$)\** |
| [1] GEF financing: | 5,775,000 | | 2,226,943 |
| [2] UNDP contribution: | 1,405,900 | | 918,000 |
| [3] Government: | 16,500,000 | | 16,500,000 |
| [4] HYDROMET Project: | 4,000,000 | | 0 |
| [5] AMCC Project: | 6,000,000 | | 6,000,000 |
| [6] Total co-financing [2 + 3+ 4 + 5]: | 27,905,900 | | 23,418,000 |
| PROJECT TOTAL COSTS [1 + 6] | 33,980,900 | | 25,644,943 |

**Project Description**

Chad is a landlocked country in Central Africa with a very pronounced continental climate and no oceanic buffer. The country has experienced persistent drought for several decades. Deserts are advancing at a rate of 3 km per year in the northern part of the country (GFDRR, 2017). Meteorological observations in the Sudanian zone indicate a decrease in precipitation patterns during the rainy season (May-October) over the period from 1951 to 2000. Minimum average temperatures in Chad have increased by 0.5 to 1.7°C, depending on the observation stations, since 1950, while maximum annual temperatures have increased by 1.34°C over the same period. The geographical location of Chad makes it prone to adverse impacts of climate change. Chad’s Second National Communication (June 2012) projects an average temperature increase of 1.2° by 2030, 2.2°C by 2050 and 4.1°C by 2100 in the Saharan zone of the country. The areas within the tenth and sixteenth parallels will be most affected by the temperature rise, with estimated increase of approximately 1.3°C, 2.4°C and 4.5°C in 2030, 2050 and 2100 respectively. In the Sudanese zone, the temperature increase will average 1.2°C in 2030, 2.2°C in 2050 and 4.2°C in 2100. Given the limited observation network in Chad, this localized data might be imprecise.

Climate change strongly affects agricultural, livestock and fisheries sectors, which employs about 80% of the total population as well as water resources, especially as agriculture in Chad mainly consists of rain-fed crops, accounting for 16.6% of the GDP (ECA, 2016). Therefore, climate change will have particularly strong impact on the living conditions of the population, ecosystem, and economic and social development. The livestock sector contributed 6.4% of National DGP in 2015 and the effects of climate variability and change are likely to: (i) reduce cattle and milk production, due to significant decreases in feed and thermal stress caused by temperature peaks; and (ii) increase the emergence of diseases (e.g. trypanosomiasis).

Water resources availability are heavily impacted by the reduction in surface and ground water due to rainfall variability and climate change (SCN, June 2012). Approximately 47 percent of people in Chad live below this threshold. Heath hazards are eminent, access to decent housing and drinking water challenging, and the education level is low. The 2016 Human Development Index (HDI) places Chad in 186th place out of 188 countries

The NAP project aims at contributing to the advancement of the Chad National Adaptation Plan (NAP) process. The project will facilitate the integration of adaptation to climate change into the medium- and long-term planning and budgeting processes of climate-sensitive sectors.

Specifically, the project will,

* Enhance climate change information systems to support adaptation planning,
* Strengthen Climate change adaptation planning and budgeting in the target sectors and regions.

Chad currently has limited capacities to address the adverse effects of climate variability and change on key sectors of the economy. Identified barriers hindering effective integration of adaptation into development policies, plans and budgets and decision-making include inter alia i) weak institutional capacity to collect and apply climate data for policy development and development plans; ii) weak local knowledge on the threats of climate change; iii) the low density of the operational observation network and limited human and technical resources and equipment of the DRE and ANAM, as well as decentralized institutions to provide adequate climate information; iv) inadequate allocation of resources; and (v) limited ability of the Ministry of Environment to influence sector policies and low awareness of climate change adaptation opportunities and risks in sectors, resulting in the inadequate integration of CCA.

**Project Progress Summary**

An analysis of the indicator value submitted to GEF for CEO endorsement and the actual value at mid-term revealed that only the target for indicator 9 has been exceeded as presented in Figure 2. The gender target (50% of women) for indicator 9 presented to GEF for CEO endorsement was not attained as women constituted 30% of the total number of individuals trained by the project at mid-term. The non-attainment of this gender target is linked to the very poor representation of women in the institutional and decision-making bodies for climate change adaptation in Chad and consequently, their underrepresentation in the institutional capacity building activities (training) conducted by the project[[2]](#footnote-3).

At mid-point of the project implementation, the following progress has been made towards the realization of the project’s objective:

* Capacity building workshops have been organized for central and regional decision-makers in order to have them capacitated and prepared for the updating of the 5 Regional Development Plans (RDP) for climate change adaptation mainstreaming.

**Midterms achievements for Outcome 1** which focused on information system, including a reliable database of climate and socioeconomic data, supports the integration of adaptation into policy and decision-making processes”. Progress realized under outcome 1 includes:

* Establishment of a memorandum of understanding (MoU) between the Ministry of Environment and the AGRHYMET Regional Centre (CRA) for the latter to conduct studies and support climate information through the training of staff of the National Meteorology Agency (ANAM) and the Directorate of Water Resources of the Ministry of Environment[[3]](#footnote-4).
* The acquisition on behalf of ANAM, 64 AWS of which three (3) were initially installed for the practical training of technicians conducted by the firm (OTT) that supplied the materials. It is important to highlight that the actual number (64) of AWS procured by the project is doubled the quantity envisaged in the ProDoc and this increase is accounted for by the gaps in the country’s meteorological network and a cost that was considered more advantageous than initially planned[[4]](#footnote-5).

**Outcome 2** which focused on “The institutional capacities required are strengthened and facilitate the integration of adaptation to climate change into planning and budgeting frameworks at national and local levels”. Progress towards outcome 2 at midterm include:

* Strengthening of the capacities of over 90 central decision-makers (30% of women) in the priority areas of action (agriculture, livestock, fisheries and water resources) and 30 regional decision-makers through the organization of 4 workshops in 2020 and 4 workshops in 2021[[5]](#footnote-6).

**MTR Ratings & Achievement Summary Table**The MTR Ratings & Achievement Summary Table for the NAP project is presented below:

|  |  |  |
| --- | --- | --- |
| **Measure** | **MTR Rating** | **Achievement Description** |
| **Project Strategy** | N/A |  |
| **Progress Towards Results** | Objective Achievement Rating: Moderately Satisfactory (MS) | Chad’s NDP (2017-2021) is currently under revision by the ministry in charge of development planning and the next NDP (2022-2026) which will integrate climate-related risks and gender will be available by 2022. The project has trained and equipped Central and regional decision-makers with the skills they need to update 5 Regional Development Plans (RDPs) by December 2021. Equally, the project has taken appropriate measures to step up actions for the collection, processing and dissemination of climate information through an MoU established between the Ministry of Environment and the CRA. Based om the MoU, CRA conducts studies, trainings and provide technical support to ANAM and DRE for the production and dissemination of climate information. Furthermore, ANAM and DRE have already acquired the equipment required for the strengthening of the country’s hydro-meteorological network. |
| Outcome 1 Achievement Rating: Satisfactory (S) | Based on an established MoU, CRA commenced providing climate information-related training to relevant national actors (staff of ANAM and DRE) as from the last quarter of 2020. Furthermore, the project has acquired the following equipment which will strengthen the country’s hydro-meteorology network: 64 automatic synoptic weather stations (3 have been installed already while 61 are being installed); 15 automatic hydro-logical stations; 4 hydraulic stations (piezometer) and 165 direct-reading rain which are all being installed for the production and diffusion of climatic information to final beneficiaries – expected by end of December 2021. Moreover, the project is working towards installing by December 2021, 1 out of the 4 radars owned by the government since 2011. |
| Outcome 2 Achievement Rating: Moderately Satisfactory (MS) | A total of 120 actors (90 central managers and 30 departmental managers) had their capacities strengthened by the project to enable them facilitate the integration of adaptation to climate change into national and local planning and budgeting frameworks. The number of actors trained exceeds the mid-term final target of 90. The project has commenced reviewing 5 RDPs by contracting a consulting firm and the result is expected at the end of 2021. The revision of the NDP is ongoing and the integration of climate change adaptation at the national level will only happen when the next version of the NDP (2022-2026) becomes available in 2022. Also, the production of climate information and vulnerability maps for different regions and priority sectors to inform decision-making at the national level is ongoing. |
| **Project Implementation & Adaptive Management** | (Moderately Likely (ML) | The project established partnership and synergies for the implementation of the project and a workplan was elaborated at the start of the project outlining the roles and responsibilities of the different actors. The project was financed in cash by UNDP and GEF while the government and 2 other projects committed to co-finance the project but 1 (HYDROMET) of the 2 projects have not provided any support to the project this far. In the era of Covid 19, the project adapted to the situation by organizing virtual trainings that were otherwise meant to be conducted physically. |
| **Sustainability** | Moderately Likely (ML) | Identified risks that may hamper sustainability of the NAP project include: political instability; low willingness of decision makers to integrate climate change into policies and plans; and non-availability of financial resources for the maintenance of the installed meteorological stations after the end of the NAP project. The project has strengthened the capacity of regional actors and central decision-makers from sectoral ministries on climate risk identification and the identification of adaptation options for integration into policies and plans. Equally, once available, the project is working towards commercializing climate information and the income received will be channelled towards the maintenance of the stations beyond the life of the NAP project. |

**Summary of conclusions**

The NAP project is designed to provide climate information and support the integration of climate change adaptation into policies and plans. The design of the project was informed by other relevant project including the Adapting to climate change in the Lake Chad Basin project. The NAP project aligns with the country’s development priorities and plans as well climate change needs under the UNFCCC process. Specifically, pertaining to development, the NAP project is in alignment with SDG 5, 12, 13 and 15. The mainstreaming of gender and climate change adaptation into policies and plans to be achieved under the project, capacity strengthening of actors and meteorological stations to be established as part of the NAP project all represents elements of sustainability. In addition, the outcomes of the NAP project notably the climate information has potential for use in the strengthening forecast and decision making for community-based early warning system for preparedness against climate-related disaster risks within the framework of the Community-based management of climate risks project in Chad. The project indicators were well-crafted and are SMART in nature.

Pertaining to the progress recorded by the project towards the attainment of its results, only the end of project target of 1 (indicator 9) of the 6 project indicators provided in the GEF tracking tool had been attained at mid-term. Similarly, for the 7 result framework indicators (objective and outcomes), only indicator 5 (of outcome 2) had attained its mid-term and final target. So far, the progress recorded by the project in achieving its objective is related to the capacity building of central and regional decision-makers to enable them gain the skills they would need in updating development plans and policies for climate change adaptation and gender mainstreaming. In line with outcome 1, an MoU has been established within the framework of the NAP project between the Ministry of Environment and the AGRHYMET regional centre for the latter to provide climate information-related training to national actors. The implementation of the MoU suffered in 2020 due to the outbreak of the Covid 19 pandemic and some of the planned in-person trainings were conducted virtually from May 2020. The virtual trainings encountered a number of challenges including: the unwillingness of some participants to take part in the virtual trainings; and the difficulty in organizing practical-oriented trainings virtually. These practical-oriented trainings commenced in the last quarter of 2020 following the relaxation of Covid 19 travel restrictions which made it possible for the international consultants to arrive in Chad and deliver in-person trainings. The project succeeded in procuring the following equipment destined for the strengthening of the country’s hydro-meteorological network: 64 synoptic automatic weather stations; 15 automatic hydro-logical stations; 4 hydraulic stations (piezometer); and 165 direct-reading rain gauges. Of the 64 acquired stations, 3 have been installed already for practical training purposes while the others are under installation, a process expected to be completed by the end of 2021. Regarding outcome 2, the NAP project succeeded in strengthening the capacity of 90 central decision-makers and 30 regional decision-makers on climate risks and the identification of sectoral priority adaptation options.

The NAP project worked closely with ANAM and DRE and a formal collaboration was established between the Ministry of Environment and the CRA. National actors from different government institutions are members of the project steering committee which sits annually to examine and adopt annual workplans, narrative project report for the previous year, and formulate recommendations for effective and efficient project implementation. The NAP project is financed in cash by GEF and UNDP while other actors committed to co-financing in kind including: the HYDROMET project, the Chadian government, and the GACC project. So far, GEF, UNDP, the Government of Chad and the AMCC project have respected their funding commitments towards the project. Reporting is done at regular intervals during the implementation of the project, ensuring that information on project activities is disseminated in a timely manner, through written reports and meetings organised. The project developed a communication plan which has undergone revision and a final version exists and is currently under implementation. Internal communication happened through the organization of meetings with project partners and the dissemination of project reports to stakeholders while external communication is assured through an established website dedicated to the project.

Identified risks that may hamper sustainability of the NAP project include: political instability; low willingness of decision makers to integrate climate change into policies and plans; and non-availability of financial resources for the maintenance of the installed meteorological stations after the end of the NAP project. The project has strengthened the capacity of regional actors and central decision-makers from sectoral ministries on climate risk identification and the identification of adaptation options for integration into policies and plans. Equally, once available, the project is working towards commercializing climate information and the income received will be channelled towards the maintenance of the stations beyond the life of the NAP project.

**Recommendations**

**Recommendation 1**: The project has trained national actors (from ANAM and DRE) on the generation of climate information and more trainings are envisaged. In addition to the trainings provided or to be provided, it would be worthwhile for the project to provide manuals to ANAM and DRE which could be used by the trained staff to refresh their knowledge. This would also be relevant in a context of high staff turnover – an aspect common within government institutions. In the event a trained staff is transferred to work in another institution and another staff sent to replace him/her, the manuals could be used by the new staff to build his/her capacity to generate climate information.

**Recommendation 2:** The project seeks to enhance the resilience of 130,000 individuals to climate change through the provision of climate information. While plans are underway for the generation of climate information, it is not very clear on how the generated climate information will be disseminated to the beneficiaries especially rural farmers. The project has an established website through which such information could be disseminated and the diffusion of the climate information by the project is also envisaged through social media network, smartphone applications and community relays. However, the targeted beneficiaries residing in very remote areas would unlikely be able to access the information. Hence, it is important for the project to elaborate a clear plan on how the climate information will be disseminated to the beneficiaries especially those in rural areas with very poor or no access to internet connectivity and who lack community radio, lest the project will generate information that would not get to the beneficiaries.

**Recommendation 3:** The project has procured equipment for the strengthening of the country’s hydrometeorological network but the installation of these equipment is not yet complete. The attainment of a number of indicators (indicator 1 and 5 of the tracking tool; objective indicator 3; outcome indicator 4, 6 and 7) depends on the existence of climate information. It is important for the project to step up actions in the installation of the purchased equipment otherwise the attainment of the aforementioned indicators will be jeopardized. Within the same vein, the NAP project could explore the option of developing a cooperation strategy with the newly started community-based management of climate risk project which was designed to ensure complementarity with the NAP project in terms of access to climatic information. In this way, the installation of some of the equipment could happen under the climate resilience project in the event that all of the already purchased equipment are not successfully installed before the end of the NAP project.

**Recommendation 4:** The implementation of the project was hampered in 2020 due to the outbreak of the Covid-19. With the advent of the pandemic, the project switched to organizing some of the trainings (theoretical) online as from May 2020. The project envisaged that not all trainings could be done virtually especially those which are practical-oriented. For these, the project had to wait until it was possible for the recruited international consultants to fly into Chad to deliver the trainings and this commenced in the last quarter of 2020. However, the delivery of practical trainings virtually is possible in some cases but this will require well-elaborated training materials containing detailed step-by-step instructions. While the implementation of project activities virtually has limitations, it remained almost the sole approach available for the delivery of projects in the era of the pandemic. Notwithstanding that the vaccination rate for Covid 19 is increasing in the North, the future remains uncertain as far as the situation of the pandemic is concerned. It is therefore important for the project to stay Covid-smart so that little or no disturbances will subsequently be posed by the pandemic on project implementation. However, worthy of note, is the fact that the unwillingness of some participants to participate virtually in the online trainings organised by the project emerged as a key challenge to organizing online trainings and an impediment of this nature is beyond the control of the project.

**Recommendation 5:** The implementation of the project stalled in 2020 due to the Covid pandemic and this culminated in a low delivery rate of the project. Taking into consideration that the project is due to end in February 2022, the available time for project implementation is short for the remaining project funds (estimated to be over 3,000,000 USD) to be expended. It is recommended for the project to request an extension (one to two years) from the GEF.

**Recommendation 6:** Several co-financiers (Government of Chad, AMCC project and HYDROMET project) made a commitment to provide co-financing for the NAP project implementation. At mid-term, the government and the AMCC project have respected their co-financing commitment this far while the HYDROMET project has not provided any support to the project and this can negatively affect the project in terms of the achievements of the objective and outcomes. In the event that the project succeeds to secure one to two years of extension, it is unlikely that the project objective will be attained in the absence of some of the co-financing. It is important for the project stakeholders to re-assess the commitment of the co-financiers and make necessary adjustments in project activities accordingly. If it is confirmed that some of the co-financiers will not respect their co-financing commitment made towards the NAP project, the project management unit should consider scaling down on some activities as the case may be.

1. **Introduction**
   1. **Purpose of the MTR and objectives**

Based on the guidance established by UNDP for implementing Mid-term project Review of UNDP supported projects that have received grant financing from the GEF, this Mid-term Review (MTR) has the following purposes:

* To promote accountability and transparency, and to assess and disclose the extent of project accomplishments; and
* To assess whether it is possible to achieve the objectives in the given timeframe, taking into consideration the speed, at which the project is proceeding

The guidance is designed to enhance compliance with both GEF and UNDP evaluation policies and procedural requirements, which are consistent and mutually reinforcing, and use common standards. The guidance also adheres to GEF requirements to ensure that the MTR of GEF-financed projects include ratings of project's progress towards results, project implementation and adaptive capacity, and sustainability. This MTR responds to both GEF and UNDP requirements for mid-term reviews by virtue of the adoption of UNDP’s “Guidance for Conducting Mid-term Reviews of UNDP-Supported, GEF-Financed Projects”.

Specifically, as per the terms of reference for this evaluation, this MTR seeks to:

* Evaluate the progress realised pertaining to the achievement of the project’s objectives and results as specified in the project document;
* Assess early signs of success or failure emanating from the project implementation with a view to identifying the changes needed to put the project on track to achieve the expected results; and
* Review the project strategy and its risks to sustainability.
  1. **Scope and Methodology**

This MTR conducted by independent consultants was initiated by UNDP Chad as the GEF Implementation Agency for the “National Adaptation Plan Project for Chad” to measure the effectiveness and efficiency of project activities in relation to the stated objectives, and to assess the elements of sustainability of the project.

The MTR was conducted in the months of June and July 2021 by an international and a local consultant. The approach adopted for the assignment was informed by the terms of reference elaborated by the commissioning team and transmitted to the consultants (Annex I) and the itinerary that was followed for the evaluation is presented in Annex III. While the TOR contains the full details of the MTR objectives, the focus of this evaluation has been on assessing the concept and design of the Project; its implementation in terms of timeliness of inputs and quality, financial planning, and monitoring and evaluation; the effectiveness and efficiency of activities carried out; the involvement of stakeholders; and the sustainability of project results.

Overall, a three-phase approach was employed in the conduction of the MTR as presented in Figure 1.

Figure 1: Phases of the MTR

***Inception phase***

The objective of this phase was to enable the client and the consultant to have a common understanding on the objectives and scope of the assignment. This involved a series of remote exchanges with the project team to exchange ideas, relevant documentation, and reach agreement on timelines and data collection tools. The list of potential participants to be consulted as part of the evaluation was provided by UNDP Chad in this phase.

***Data collection and analysis phase***

1. **Desk review and research:**

The evaluation team reviewed secondary documentation thoroughly to assess the level of achievement of the project. Project documentation reviewed include among others the Project Document, revised log-frame, and monitoring reports, such as progress and financial reports prepared for UNDP and annual Project Implementation Reviews (PIR), minutes of Project Steering committee meetings, technical reports and other activity reports.

1. **Primary data collection:**

The evaluation team (national consultant) collected data through face-to-face and virtual (Skype, Zoom, Google Meet and WhatsApp) interviews with identified project partners and stakeholders (agreed upon with UNDP at the inception phase). Face-to-face interviews were conducted with project staff at UNDP, Directors of different ministries and organisations involved in this project and other local stakeholders. Interviews took place in French and detailed notes were taken, transcribed, and cleaned after the interviews. The list of respondents is provided in Annex II.

Wherever possible the MTR Consultants made an effort to evaluate issues according to the criteria listed in the UNDP Monitoring and Evaluation Policy, including:

Relevance – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.

Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved.

Efficiency – the extent to which results have been delivered with the least costly resources possible.

Results – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.

Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

The project logframe, comprising two Outcomes, has been used throughout as the basis for this evaluation and the MTR has evaluated the Project’s performance against these according to the current evaluation criteria provided to it by the GEF. Project results were measured against achievement indicators guided by evaluation questions.

In addition, other scales have been used to rate project sustainability, monitoring and evaluation, and to assess impacts. The ratings for “achievement of outcomes” and “progress towards results” translate into ratings for the “overall likelihood of impact achievement” on a six-point scale.

***Reporting phase***

Following the analysis of data, the draft MTR report was elaborated and submitted to UNDP Chad for review and feedback. Feedback and comments received from UNDP Chad and other stakeholders were addressed and a revised and final version of the evaluation report was submitted to UNDP.

* 1. **Structure of the evaluation report**

The MTR report is structured in line with UNDP’s guidance for conducting Mid-term Reviews of UNDP-Supported, GEF-Financed Projects. To begin with, the report initially presents an Executive Summary of the evaluation, giving a brief background of the project and its design, a summary of the main findings related to the activities, management, and important aspects such as partnership and sustainability. This is followed by an Introduction outlining the main elements of the evaluation and the methodology adopted. Other chapters of the reports include the following:

Project description and development context (this includes project design, its rationale and development context, the problems that project sought to address, the objectives, establishment of baseline, key stakeholders and expected results)

Findings (Results of implementation and comparison with the targets as set)

* + Project strategy
  + Progress towards results
  + Project implementation and adaptive capacity
  + Sustainability

Conclusions and Recommendations

Annexes.

1. **Project description and background context**
   1. **Development context**

Chad as a country is landlocked with very pronounced climate. The country covers an area of 1,284,000km2 and shares its borders with six other countries namely Libya to the north, Sudan to the east, the Central African Republic (CAR) to the south and Cameroon, Nigeria and NIGER to the west. Chad is divided into three bioclimatic zones: the Saharan zone, the Sahelian zone and the Sudanian zone. In the north, the Saharan zone covers 63% of the territory and is home to 2% of the population. Its annual rainfall is less than 200 mm (CN2, 2012). The Sahelian zone, in the center of the country, is located between 200 and 800 mm isohyets. It covers about 28 percent of the total area and contains 51 percent of the total population. The Sudanese zone, in the south, is the wettest zone (800 to 1,200 mm) and occupies 25% of the total area of ​​Chad (Prodoc, 2018).

The map below shows the distribution of the three different bioclimatic zones (Figure 2).

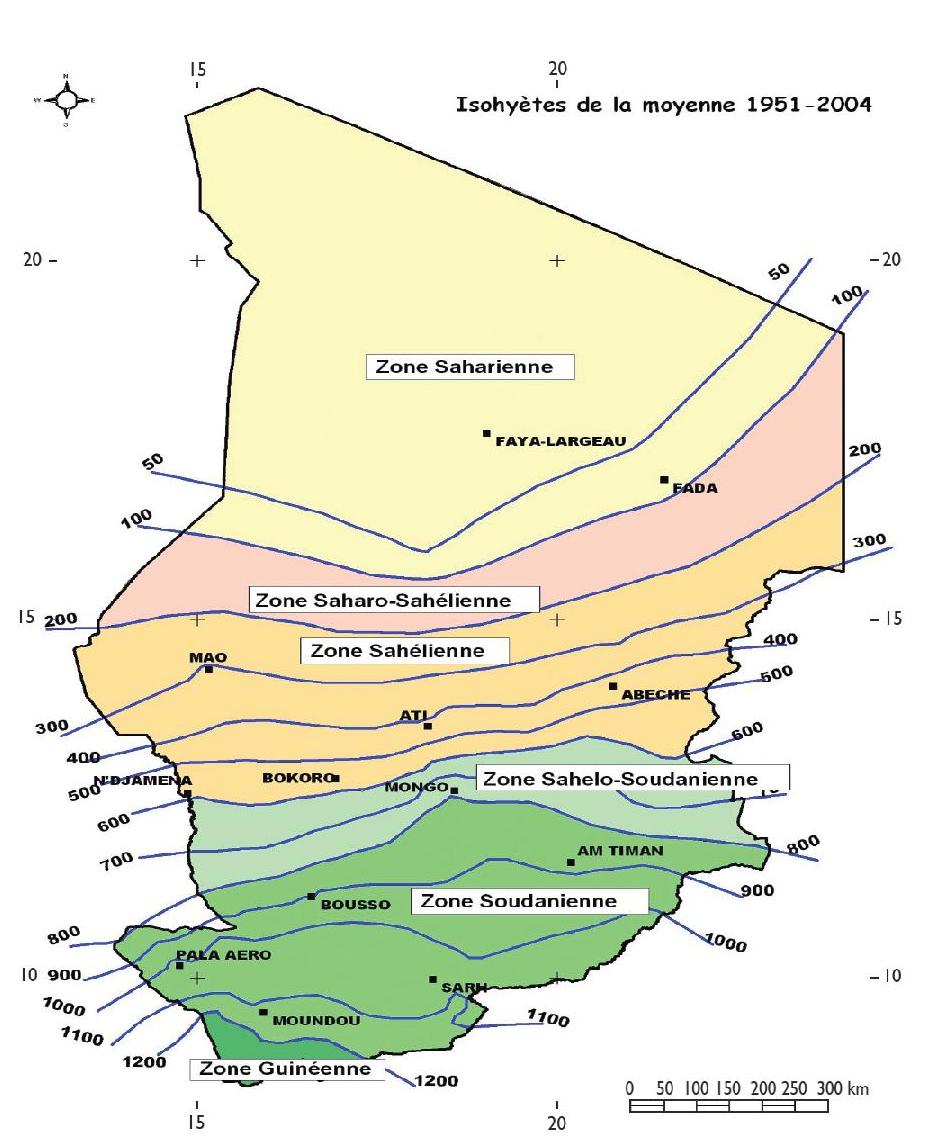


Figure 2: Distribution of bioclimatic zones in Chad (IRD, 2014)

Chad has experienced persistent droughts within the last few decades. Deserts are advancing at a rate of 3 km per year in the northern part of the country (GFDRR, 2017). Precipitation varies from year to year and from decade to decade. Meteorological observations in the Sudanian zone report a decrease in precipitation during the rainy season (May - October) between 1951 and 2000. In the Sahelian zone, precipitation has increased since the 1990s with above average precipitation over several years. Average minimum temperatures in Chad have increased by 0.5 to 1.7 ° C, according to observation stations, since 1950, while maximum annual temperatures have increased by 1.34 ° C during the same period.

The location of the country also leaves it highly vulnerable to the negative impacts of climate change and it stands as one of the most vulnerable countries so far. Temperature increases for Chad are predicted at about 1.2˚C by 2030, 2.2˚C by 2050 and 4.1˚C by 2100 especially in the Saharan zones of the country. The regions between the tenth and sixteenth parallel will be the most affected by temperature increases, with increases estimated at around 1.3 ° C, 2.4 ° C and 4.5 ° C in 2030, 2050 and 2100 respectively. In the Sudanian zone, the increase in temperatures will reach on average 1.2 ° C in 2030, 2.2 ° C in 2050 and 4.2 ° C in 2100. Given the observation network limited to Chad, these data localized could be imprecise.

The predicted changes in annual mean precipitation using different models are -15 to + 9 mm per month (-28 to + 29%) by 2090 (UNDP, 2006). Regionally, increased rainfall is expected in the south of the country during the rainy season. Climate change will have particularly significant impacts on the living conditions of populations, ecosystems and economic and social development, as they have negative repercussions on the sectors of agriculture, livestock and fisheries, which employ about 80% of the total population, as well as on the water resources sector.

Agriculture, which consists mainly of rainfed crops, accounted for 16.6% of GDP in 2015 (CEA, 2016). Subsistence crops dominate agriculture, accounting for 80-85% of the sub-sector. However, agricultural production has performed poorly for 15 years. Climatic vagaries and inappropriate technologies are the main factors influencing production, more specifically food production which constitutes about 90 percent of agricultural activities, focusing mainly on cereals. Cereals which are cultivated using traditional inefficient techniques and which depend on the amount and distribution of rainfall, have yields which remain very low throughout the territory, while the cultivated areas increase, employing 83% of the population. from Chad, of which 47.9% are women (SCN, June 2012).

Climate change will lead to i) significant drops in food crop yield and production (-10 to -25% of millet, sorghum, maize) due to water scarcity caused by successive extensive droughts, high temperatures, changes in precipitation e.g. late starts and / or shorter rainy seasons; ii) a decrease in productive areas for cash crops, such as cotton, the development of which has gradually shifted from the Sudano-Sahelian zone to the Sudanese zone, due to the southward displacement of isohyets, iii) a loss the load of vegetation cover, and an expansion of cultivated land at the expense of forest land which could lead to irreversible deforestation in the long term, and iv) the extension of the geographical distribution of crop predators which could cause a decrease in agricultural production.

* 1. **Problems that the project sought to address**

This project seeks to address climate change adaptation needs in Chad and explore the different adaptation options that are available for its integration into budgeting and planning within the country. This project will support the realisation of some of Chad’s Sustainable Development Goals (SDGs), such as SDG7 (gender equality), SDG12 (Responsible production and consumption), SDG13 (Climate Action) and SDG15 (Life on Land). The objectives of the Vision 2030 and NDP 2017-2021 will also be realised through the contribution of the project activities. For instance, it is expected that by 2030, some improvements in the quality of life for Chad’s population and the reduction of social inequalities, while ensuring the preservation of natural resources through climate change adaptation, should have been realised. This would be achieved through the implementation of a participative policy to fight against climate change, with participation of relevant stakeholders in the domain of climate change.

* 1. **Project description and strategy (objective, outcomes, and expected results, description of field sites)**

This project seeks to integrate climate change adaptation into the planning and budgeting of climate-sensitive sectors at both the medium and long term, through its two main components – Component 1: improved climate change information systems that will support adaptation planning and Component 2 - Planning and budgeting for adaptation to climate change in target sectors and regions. The first component of the project (Component 1), which comprises the development of an improved information system and a database for climatic and socio-economic information, will set the tone for Component 2 which will focus on capacity building at the institutional which is the basis for effective integration of climate change adaptation into planning and budgeting. The training programs organized as part of the project will support the identification and prioritization of adaptation options to be integrated into sectoral and local planning and budgeting processes and/ or frameworks. As part of the project activities, a monitoring and evaluation (M&E) system will be developed to support in the coordination of multi-level adaptation planning efforts, assess progress and lessons learned. The project will reinforce Chad’s ability to forecast, prepare and respond to climate risks while improving the country’s level of effectiveness of existing climate adaptation efforts.

The objective of the project is to facilitate the integration of adaptation to climate change into the medium- and long-term planning and budgeting of climate sensitive sectors. The sectors directly concerned within the context of the project are agriculture, livestock, fisheries and water resources, at the national, sectoral and regional levels. The objective will be achieved through the different activities under the project outcomes (Outcome 1 and Outcome 2) which are subdivided into two main outputs (Output 1 and Output 2). These outputs have activities through which they will be accomplished:

Outcome 1 will establish a mechanism that generates data, information, products and provide climatological, meteorological and hydrological services that can support evidence-based scientific processes of medium- and long-term planning. Outcome 1 will support (i) the in-depth and detailed diagnosis of the existing meteorological and hydrological network, the operationality of the technical device and human resources, to issue recommendations in the Sahelian and Sudanese areas; (ii) Upgrading new and old stations that have become obsolete, by equipping them with the necessary equipment for the production of relevant climatic information, including the installation of the 4 radars already acquired by the government; (iii) The establishment of an integrated information system capable of forecasting, analyzing, and assessing the vulnerability of production systems to the adverse effects of climate change, and (iv) strengthening technical and human capacities for maintaining and using the information system. The stations of the hydrometeorological network will be equipped with the modules, logistics, equipment and software necessary for the production of climatic information (Output 1.1). Output 1.2. will carry out activities with the aim of establishing an informative and creative climatic and socio-economic database, as a reinforcement for the system previously developed under Output 1.1. Output 1.3. will provide Chad with a national system capable of making forecasts and assessing the vulnerability of production systems to the adverse effects of climate change while Output 1.4. will ensure the development of human capacities, maintenance and use of the information system already put in place.

Outcome 2 will be based, partly on the inputs of Component 1, to undertake the assessment of vulnerabilities, the identification of priority adaptation options, and facilitate the process of integrating adaptation into planning and medium and long-term budgeting in appropriate sectors and regions. Under this component, a set of capacity building modules will be developed (Output 2.1). Output 2.2 will proceed to identify and categorize adaptation options based on the vulnerabilities projected during the vulnerability assessment and in accordance with medium- and long-term climate trends, previously established as a part of Component 1 of the project. The identification and categorization of adaptation options will permit the project team to incorporate the priority options into existing plans and policies. This will ensure a successful review of Chad’s National Development Plan (NDP 2017-2021) and the formulation of a new NDP for 2022 which will both fully integrate climate change adaptation. Relevant sectoral documents such as the Water and Sanitation Plan will also be targeted during the reviews. Output 2.3 will be concerned with the provision of guides and tools, advocacy and research to support the adaptation mainstreaming processes while Output 2.4 will handle the monitoring and evaluation (M&E) as well as performance indicators, through which the Ministry of Environment will oversee the process. The Ministry in charge of the Environment through this component 2 will have an awareness and popularization program to facilitate communication, education and public access to information on adaptation to climate change. Information on impacts, vulnerabilities and adaptation will be documented, consolidated for building a decision support system for future adaptation planning (Output 2.5).

* 1. **Project implementation arrangements**

The project implementation involves the active participation of ministries of planning, finance, environment, agriculture, livestock, fisheries, water resources, land use planning and hydrometeorological services, as well as NGOs, researchers, parliamentarians and journalists. A Project Committee (or Project Steering Committee) headed by a Project manager, was created and handed the responsibility of making decisions regarding the management of the project with consensus with other stakeholders/partners. This committee also had the mandate to recommend the elaboration of the different plans within the project and their revisions by the UNDP and the implementing partner when necessary. The decisions of the Committee had to be in accordance with the set standards such as best value for money, fairness, integrity, transparency, accountability and effective international competition, but the UNDP Program Director would make the final decision in case there is no consensus within the committee.

The Project Committee is made up of:

The Project Manager who leads the day-to-day project management on behalf of the implementing partner, his/her function comes to an end once the final project appraisal report and other required documents have been completed and submitted to the UNDP.

The Project Management Unit provides assistance to the Manager and is composed of an administrative and financial specialist, a secretary, an M&E expert, a communication expert, as well as an expert in meteorology and hydrology.

The UNDP Country Office, supported by project supervision staff provides quality assurance with the UNDP Regional Technical Advisor.

* 1. **Significant socio-economic and environmental changes**

Since the start of the project, some of the national development plans and policies have been undergoing revision for the integration climate change adaptation options, such as the NDP, and Chad’s agricultural policy. These were done as a result of the implementation of the tasks and activities of the NAP project, which warranted that some of the documents be upgraded to take into account climate change adaptation (CCA). The integration of gender issues is also considered in the revision of the policies and plans.

Some parts of the country have benefitted from climate and weather information stations which provide relevant climate information. For example, by mid-2021, the project had succeeded in installing 3 synoptic stations for practical training purposes, while the installation for the other 61 already acquired stations is planned by end of 2021. A total of 15 automatic hydrological stations (piezometer) and 165 direct reading rain gauges were in the process of being installed. Trainings on the use of the installed equipment are being carried out progressively up to the end of 2021.

The project has provided climate information-related training to the staff of the National Meteorology Agency (ANAM) and the Directorate of Water Resources (DRE) while regional and central decision-makers have received some training on climate risks and the identification of adaptation options in order to capacitate them to integrate climate change adaptation into policies and plans. Once all the weather stations have been installed and are functional, the generated climate information will be disseminated to a targeted 130,000 beneficiaries including farmers. This will help them in their various activities particularly in the agriculture sector by improving their productivity and also at a socio-economic level by promoting women’s participation in decision-making and reducing gender inequalities.

* 1. **Key partners and stakeholders involved in project implementation**

The main partners and stakeholders involved in this project include ministries, administrative departments, government institutions, non-governmental organisations, civil society organisations, community and famers’ organisations, research institutes and the private sector. Table 1 describes the different stakeholders/partners and their roles in the project implementation.

Table 1: Key stakeholders involved in the NAP project

|  |  |  |
| --- | --- | --- |
| **Stakeholder/partner** | **Role/function as envisage in ProDoc** | **Actual role/function[[6]](#footnote-7)** |
| Ministry of Environment, Water and Fishing (MEWF) | Ensures the implementation of environmental policy and is responsible for sustainable development, provides technical oversight for the project, chairs the steering committee, and directs project activities. The responsibilities and contributions of this ministry extend through both Component 1 and 2 of the project, specifically Outputs 1.4 and 2.5 which will strengthen the M&E system on climate change adaptation and raise public awareness and knowledge on development issues related to climate change. It coordinates and manages the process of mainstreaming adaptation into planning by working closely with the ministries of finance and planning. It contributes to Output 2.1, on training in planning and adaptation processes, to Output 2.2, on climate and socioeconomic products, and 2.3, on the integration of adaptation into national, regional and sectoral policies and plans and local. | Takes charge for the overall implementation of the project and manages established partnership or collaboration with other stakeholders within the framework of the project |
| Ministry of Finance and Budget (MFB) | This ministry will provide financial supervision of the project, approve requests for cash advances, allocate budget in the implementation of priority action plans for adaptation policies and plans. MFB is in charge of Output 2.3, 2.4 and 2.5 involved with the budgeting of priority action plans for the different target sectors. | No information available[[7]](#footnote-8) |
| Ministry of the Economy, Planning and International Cooperation (MEPIC) | Highly involved in the design and monitoring of all key planning documents and the integration of climate change adaptation into development planning at the national, regional and local levels. Outputs 2.1 and 2.3 will directly be the responsibility of the MEPIC, as they handle capacity building for mainstreaming adaptation into ongoing processes at the national, regional and local levels. | No information available |
| Ministry of Civil Aviation and National Meteorology | This ministry supervises the activities of the National Meteorological Agency which is responsible for the establishment of the integrated information system and the climatic/socio-economic database. In collaboration with the MEWF, they will oversee the implementation of climate change conventions and protocols in Chad, within the context of the project. | -Official reception of meteorological and hydrological measuring equipment and instruments ;  -Diagnosis of ANAM's activities ;  -Delivery of materials to ANAM ;  -Supervision of ANAM's activities ;  -Integration of Climate Change into policy and budgeting. |
| Ministry of Agriculture (MoA) | Has the sole responsibility to ensure that updated adaptation options are integrated into the agriculture sectoral documents. Outputs 2.1, 2.2 and 2.3 will be directly linked the responsibility of this ministry. | No information available |
| Ministry of Water and Sanitation (Hygiene) | By virtue of being responsible for the management of surface and groundwater, this ministry took charge of the establishment and operationalization of a hydrological database. It will focus on Component 1(Outputs 1.1, 1.2 and 1.3) as well as capacity building under Output 1.4. With the water sector being a vulnerable sector, capacity building (Output 2.1) and vulnerability assessment (Output 2.2) are inevitable, they will be carried out by this ministry as well as mainstreaming adaptation into existing policies and plans (Output 2.3) in the sector. | No information available |
| Ministry of Livestock | This ministry has an essential role to play given that the livestock sector is highly vulnerable. It is therefore responsible for Outputs 2.1 and 2.3 on capacity building on the integration of climate adaptation within the sector, and review of the pastoral policy. Output 2.2 which deals with the elaboration and implementation of priority action plans in accordance with data from the climatic database, will also be overseen by this ministry. | No information available |
| Department in charge of the fight against climate change | Coordinates activities related to the fight against climate change across all development sectors, provides technical supervision of projects and is responsible for national budgeting and planning. It will be involved in the integration of adaptation into environmental sector plans under Output 1.3, 2.1 and 2.2. | -Involved from the beginning of the project has been in the participation in training sessions and workshops organised by the NAP project team as well as in information sharing. |
| Department of Meteorological Operations and Applications at ANAM | As a major department within ANAM, this department will be the stakeholder responsible for Component 1, Outputs 1.1, 1.2, 1.3 and 1.4, providing technical oversight. | -Involvement has been in the participation in training sessions and workshops organised by the NAP project team but also in the sharing of information. |
| Decentralized departments of territorial administration | Provide support to administrative regions and the entire decentralized system, executes and manages national directives and policies, implements laws and regulations and maintains security; it carries out public expenditure; it directs, coordinates and inspects all regional and prefectural administrative councils and their staff; it advises on the transfer, promotion and support of civil servants; it supports decentralization and community groups, cooperatives and NGOs in the management of their projects, and it plans and promotes socio-economic and cultural development in the regions, prefectures and sub-prefectures. Will focus on capacity building (Output 2.1) climate and socio-economic products for planning (Output 2.2) as well as update of action plans and regional and local action plans (Output 2.3). | -Involvement has been in the participation in training sessions and workshops organised by the NAP project team to integrate climate change into municipal policies. |
| NGOs and Civil Society | Act as intermediaries between the government and communities and will play a crucial role in Outputs 2.1 on training, 2.2 on climate products to direct and orientate planning as well as 2.3 on updating policies and plans. Outputs 2.4 and 2.5 related to the integration of gender equality and knowledge sharing will be supported by NGOs and the civil society. | -Participation in training sessions and workshops organised by the NAP project team. |
| Environmental convention coordination centres | Will play an active role in networking and information sharing within the project and take part in the Project Executive Committee | -Involvement has been in the participation in training sessions and workshops organised by the NAP project team. |
| Community organizations and agricultural associations | Will benefit from and participate in the design, implementation and monitoring of all components of project activities. They will participate in the evaluation of project performance and the identification of corrective measures to be taken | -Involvement has been in the participation in training sessions and workshops organised by the NAP project team. |
| Private sector | Representatives of the private sector will be invited to feedback workshops for the activities identified as being a priority for each sector. On the other hand, capacity building activities will be carried out to encourage their participation in the adaptation effort. | No information available |
| Research institutes and universities | They will support the two studies on the priority adaptation interventions identified. Their capacities to test and develop adaptation options in the four sectors will also be strengthened. | -Involvement has been in the participation in training sessions and workshops organised by the NAP project team but also in the sharing of information. |

1. **Findings**
   1. **Project Strategy**

The project is designed to ensure a transition from the business as usual : (i.e. weak institutional capacity to access climate data and integrate them into policy development; the limited ability of the ministry of environment to influence sector policies and limited awareness on climate change adaptation opportunities and risks in sectors; low density of hydrological and weather observation network and the general weakness of hydrometeorological services and limited technical capacity with regards to IT tools and appropriate software) towards a more climate change informed system with an integrated information system and the capacity of institutions strengthened to facilitate the integration of climate change adaptation into planning and budgeting.

* + 1. **Project design/formulation**

***Lessons from other relevant projects (e.g. same focal area) incorporated into project design***

The project development built on lessons from the Adapting to climate change in the Lake Chad Basin project implemented by the Lake Chad Basin Commission which ended in 2018. One of the project activities was a climate change study which illustrates agriculture and socioeconomic challenges facing the region.

During project development, the project elaboration team conducted barriers analysis during the stakeholders’ consultation meeting of 26th May 2017. The six barriers identified by stakeholders built on lessons learned from past and current projects. These barriers were useful in setting the objectives of the NAP project.

Lessons from the NAP project will inform the new project on community-based management of climate risks in Chad, funded by the LDCF and supported by UNDP andfull coordination, synergies and complementarity will be ensured over the coming years. This project aims to strengthen the responsiveness capacity of vulnerable populations to better cope with climate shocks by reacting faster to warning signals and reducing their financial risk by using risk financing mechanisms. It was designed to complement the NAP project and reliable climate data from the NAP project will directly inform climate risk management. Other projects valuable to the development of the NAP project are presented in the Table 1.

Table 2: List of projects that provided relevant lessons in the development of the NAP project.

|  |  |  |
| --- | --- | --- |
| **Project name** | **Zone of intervention** | **Area of collaboration/learning** |
| **IFAD:** "Improving Agricultural Resilience to Climate Change". The project is aimed at reducing the impacts of climate change on natural resources and ecosystems supporting agricultural production and food security.  Duration 2014-2021 | Zones and Areas: Guéra, Batha and Hadier-Lamis regions (Sudano-Sahelian zone)  The area of cooperation will focus on the promotion of agro-pastoral production systems resilient to climate change: cereals (millet, sorghum), complementary crops (groundnut, sesame, cowpea), market gardening and small livestock. | The project will capitalize on the adaptation practices, techniques and technologies developed by the IFAD initiative, in particular, the intensification of CC-resilient agro-pastoral production systems in the Sudano-Sahelian zone.  This will strengthen component 2 of the project in terms of resilient and sustainable agriculture, climate risk management systems and agricultural insurance products. |
| European Union: Climate Change/ GCCA under the supervision of the Ministry of Environment, Water and Fisheries with the Directorate for Combating Climate Change as delegated project manager. Launched in December 2013 for a period of 7 years, the project is based on 2 important components | Zones: national level  Component 1: Strengthen governance of climate change through integration of climate change into development policies and strategies  Component 2: Implementation of field activities that promote adaptation to climate change in the agricultural and livestock sector. | This project will build on the results achieved in regard to climate change adaptation strategies. The NAP project could build on the governance barriers in the EU project to further strengthen institutional capacity building of component 1. Component 2 of the EU project provided valuable information on climate change adaptation challenges in the agriculture and livestock sectors. This was important in the barrier analysis that the NAP project sought to address |

***Extent to which the project addresses country priorities and is country-driven***

The objective of this project is to facilitate the integration of adaptation to climate change into the medium- and long-term planning and budgeting processes of climate-sensitive sectors. The projects align with the 2 objectives of United Nations Framework Convention on Climate Change (UNFCCC) National Adaptation Plan process[[8]](#footnote-9) for Least Developed Countries which are (a) To reduce vulnerability to the impacts of climate change, by building adaptive capacity and resilience; and (b) To facilitate the integration of climate change adaptation, in a coherent manner, into relevant new and existing policies, programmes and activities, in particular development planning processes and strategies, within all relevant sectors and at different levels, as appropriate (UNFCCC, 2021).

The areas of intervention identified by the project include: water, agriculture/agroforestry, livestock and fisheries sectors. These sectors are the priority sectors identified in the countries Nationally Determined Contribution (NDCs) including cross-cutting areas as illustrated below in Table 2. In addition, the NAP project aligns with the following national-level planning instruments: Vision 2030, 2017-2021 NDP and 2010 NAPA (Table 2).

The project therefore addresses country needs. During the project development phase, the project formulation team conducted extensive workshops to ensure projects captures local, regional, and national realities. During one of them (26th March 2017) stakeholders identified long term solutions and barriers to be overcome in addressing adverse effects on climate change variability and change on key sectors of the economy. National ownership has been demonstrated by stakeholders (i.e. government institutions, private sector, civil society organisations government institutions Community based institutions, Research institutions) taking up key roles in the development and implementation of the project (Table 1). These stakeholders include taking up principal roles in the development and implementation.

In the course of the NAP project implementation, the country expressed the need for support from the project in the elaboration of the National Adaptation Plan (NAP) document[[9]](#footnote-10) – a requirement for the country as part of the UNFCCC process. Although this was not initially envisaged under the project, the NAP project provided support towards the elaboration of the country’s NAP document and the revision of the NDCs[[10]](#footnote-11).

The NAP project is limited to the Sudanian and Sahelian zones and covers 19 of the 23 provinces in Chad. However, the Saharan zone that comprises of the 4 provinces in the country not covered by the NAP project is equally plagued by climate change. The Saharan zone overs an estimated 63% of the national territory and projection of climatic parameters against the 1961-1990 period for the zone revealed an expected temperature increase of 1.2 °C in 2030; 2.2 °C in 2050; 4.1 °C in 2100[[11]](#footnote-12), demonstrating that the Sahara zone equally deserves attention pertaining to climate change adaptation-related interventions. The NAP project secured co-financing commitment from the World Bank funded HYDROMET project which was to complement the NAP project by installing meteorological stations in the 4 provinces of the Saharan zone. This was important for the NAP project as it would ensure national coverage. Unfortunately, the financing for the HYDROMET project got suspended and as a consequence, the co-financing commitment made towards the NAP project will no longer be respected and consequently, the Saharan zone will no longer be covered under the NAP project. The decentralized government officials from the four Saharan provinces wrote a letter to UNDP requesting for the installation of weather systems in their zone[[12]](#footnote-13). On this occasion, the NAP project is unable to meet the needs expressed by the administrators from the Saharan zone due to limited project resources.

Table 3: Alignment of the NAP project with country priorities

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project component and outcome** | **NDC adaptation priority** | **National Gender Policy 2011-2020,** | **Vison 2030 priorities[[13]](#footnote-14)** | **NDP priorities** | **2010 NAPA** | **SDG** |
| COMPONENT 1: Enhanced climate change information systems to support adaptation planning  Outcome 1: An integrated information system, including a reliable database of climate and socioeconomic data, supports the integration of adaptation into policy and decision-making processes  COMPONENT 2: Climate change adaptation planning and budgeting in the target sectors and regions  Outcome 2: Institutional capacities are strengthened in key sectors and regions to facilitate the integration of climate change adaptation into planning and budgeting | Reinforce the capacities of the stakeholders (including farmers, fishermen and livestock rarer) and their revenue-generating activities.  Inform, educate and communicate information relating to climate risk, (improve the observatory used to forecast meteorological events and develop the population’s ability to react in the event of a catastrophe);  Create an observatory for policies for adapting to climate change; - Improve the seasonal forecast of precipitation and surface runoff; - Manage climate risks.  Climate-smart strategies developed and implemented in the agriculture, livestock, fish farming sectors. | Strategic Focus 1: "Systematic integration of the gender dimension into systems of planning, budgeting, implementation and monitoring and evaluation of strategies, policies and/or national development programmes", and  Strategic Focus 3: "Equal and equitable access to basic social services, resources and benefits by men and women." | SD 11: Improving the Quality of Life of the Chad People (Axis 4)  (iv) preventing and managing natural crises and disasters.  SD 3: Implementing a participative and inclusive policy to fight against climate change, controlling and managing natural resources and preserving the Lake Chad Basin.  Adapting to climate change and preserving biodiversity will be the subject of a national policy. Mitigating measures such as developing resilient farming practices will be developed.  The creation of new productive capabilities and opportunities for the creation of decent work, the development of human capital, the fight against desertification, the protection of the environment, will also be addressed. | sub-axis 4.1 of the 2017-2021 NDP: "A healthy environment with conserved natural resources",  Good management of natural resources is effective", which sets out the following actions:  i) implementation of policy to combat climate change and to conserve biodiversity; ii) implementation of climate-resilient agricultural practices; iii) ensuring there is an effective mechanism in place to prevent and manage risks and natural hazards; iv) create, restore and safeguard the ecosystems of wetlands and protected areas;  v) safeguard Lake Chad; | i) Priority Action 4 on information, education and communication on climate change adaptation,  ii) Priority Action 6 on improving intercommunity grazing areas,  iii) Priority Action 7, on improving the forecasting of seasonal rains and surface water flows,  iv) Priority Action 8 on the creation of an observatory of climate change adaptation policies, and  v) Priority Action 10 on the management of climate risks. | SDG7 (Gender equality),  SDG12 (Sustainable production and consumption),  SDG13 (Measures relating to the fight against climate change),  and  SDG15 (Life on land). |

***Sustainability and viability of the project***

The project aimed at providing reliable climate and socioeconomic information to support climate change adaptation into policy and decision-making process. The information system will remain relevant to the country’s decision-making process after the end of the project. Future policies, projects and plans will build on this information system for climate variation and change data and practical tools for integration of climate change adaptation at regional and national level. The maintenance of the information system put in place after the end of the project is key since the functioning of hydrometeorological stations depend largely on their maintenance. Ironically, weather stations in Chad are known to be malfunctioning due to the absence of regular control of the equipment (calibration and maintenance) caused by the lack of funds[[14]](#footnote-15). In the past, meteorological activities in the country including monitoring, exploitation and maintenance of the hydrometeorological network were carried out on the basis of externally funded project. Consequently, the maintenance of the weather stations installed within the framework of the NAP project will be possible following the availability of adequate financial resources after the end of the project. In this light, the project seeks to explore the commercialization of climate information as an approach to generate financial resources to be employed for the maintenance of the systems in the post NAP project era. It is uncertain how this approach will play out and hence, it is early to judge on the likelihood of the systems to be maintained following the end of life of the NAP project.

The project will strengthen institutional capacities as staff from key sectors and regions are being trained to facilitate climate change adaptation into planning and budgeting. This transfer of knowledge will remain an asset to the country and will strengthen country ownership of the project. This knowledge will be used in other adaptation project implementation as well as in Chad. However, this will be successful if the knowledge transfer process is continuous with staff turnover. The project can ensure knowledge transfer by providing manuals to institutions whose staff have been trained and by so doing, other staff can engage in self-capacity building using the manuals.

The LDCF resources will be used to develop and test tools for integrating adaptation in most vulnerable development sectors. These tools could be used in relevant sectors and regions not targeted by the project. Mainstreaming climate change into political agenda enhances government commitment. This will forge knowledge sharing, awareness raising, learnings and replication. Outcomes of the NAP project will be capitalized upon by other projects in Chad (Table 4) and this constitutes an element of sustainability of the NAP project

Table 4: Capitalisation of NAP project outcomes by other projects

|  |  |  |
| --- | --- | --- |
| **Project name** | **Zone of intervention / collaboration** | **Areas of collaboration between the projects** |
| **GEF**: Community-based management of climate risks in Chad- started in 2020 for a period of 4 years. The project aims to strengthen the responsiveness capacity of vulnerable populations to better cope with climate shocks by reacting faster to warning signals and reducing their financial risk by using risk financing mechanisms[[15]](#footnote-16). | Zones: Chari-Logone and the Mayo-Kebbi, in five departments of the country that are more affected by flooding and drought, that is, the Logone occidental, the Logone oriental, the Tandjilé, the Mayo Kebi and N'Djamena | The inception workshop for the community - based management of climate risk project had taken place already but the recruitment of the project management team is still ongoing and field activities are yet to commence. Hence no collaboration has taken place between both projects this far. However, some activities already implemented under the NAP project will support the community-based management of climate risk project.  The NAP project has strengthened the capacity of central and regional decision makers on climate risk and adaptation planning and introduced them to the science of climate change[[16]](#footnote-17). These trainings support activity 1.3.3 of the community-based management of climate risks which is focused on the strengthening of the scientific knowledge of national institutions (SISAAP, CDIG, DRWR and DNM) through the organization of training workshops and seminars on the impacts and risks of climate change.  Based on a study on climate information conducted within the framework of the NAP project, within the framework for sharing climate information effectively, it was suggested that a group of technicians (forecasting unit) be established to take charge of data analysis and preparation of the climate information to be disseminated[[17]](#footnote-18). This suggestion is relevant to Activity 1.1.3 of the community-based climate risk management project whose focus is to design a guide to improve the hydroclimatic data management and communication.  The NAP project has conducted a diagnostic study of weather stations in the country and this is in line with Activity 1.1.1. of the community risk climate management project focused on conducting the assessment of the hydro-climatic observation network in the project zones.  The NAP project has strengthened the capacity of the staff of ANAM and DRE on the generation of climate information using the installed meteorological stations. This supports Activity 1.3.1 of the community-based management of climate risk project which is concerned with the organization of trainings for national institutions for the collection, analysis and dissemination of hydro-climatic information and the issuance of alerts through appropriate channels. |

Pertaining to the stations envisaged to be installed within the framework of the NAP project, the evaluators analysed how this could benefit the community-based management of climate risk project. The potential sites identified for the installation of the acquired automatic weather stations is provided by Walbadet (2020)[[18]](#footnote-19) (Annex 9). Of the 64 proposed sites, only the GPS coordinates for 23 sites were provided. These proposed sites with GPS coordinates were used to perform a simple Geographical Information System (GIS) analysis to examine the spatial distribution of the proposed stations to be installed. The exercise revealed that 9 of the 23 stations considered will be installed in the community-based management of climate risk project zone (Figure 3). This number would likely increase if the coordinates for all 64 sites were available and used in the analysis. Once installed, the weather stations will provide climate information that would be used by the community climate resilience project for operating early warning systems.

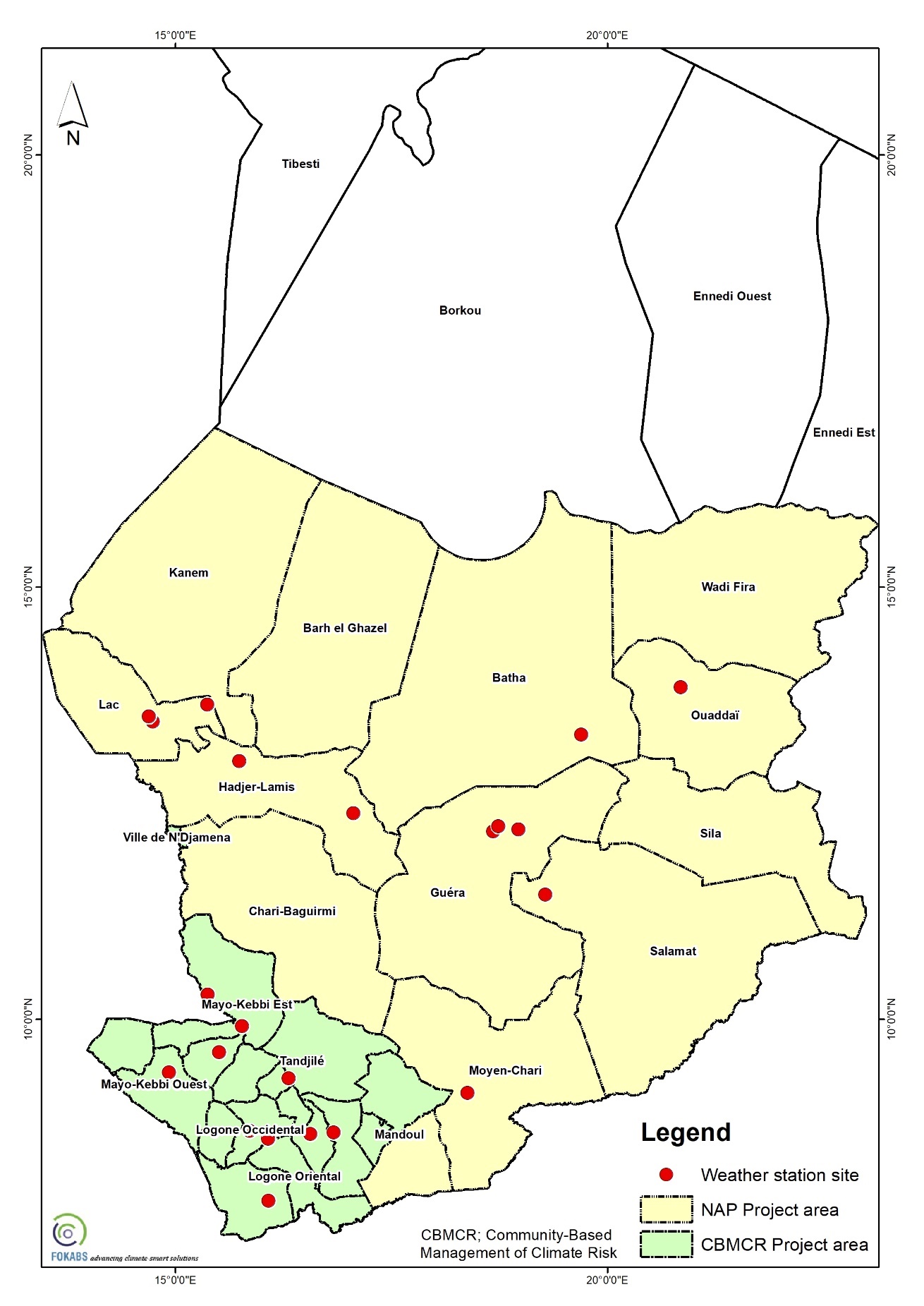


Figure 3: Spatial distribution of potential sites for the installation of weather stations (based on 23 sites with GPS coordinates)

***Identification of environmental and social risks***

|A total of six risks were identified with the NAP project from the preparatory phase and introduced into ATLAS on June 20, 2018 alongside their mitigation measures but none of these were categorized as either environmental or social risk. Within the implementation of the project, the six risks remained valid for the project[[19]](#footnote-20). The identified risks fell under the following categories:

* Political: Low willingness to adjust governance frameworks (policies, plans, strategies and programmes, etc.) (**Risk 1**);
* Operational: Unclear division of roles for maintenance of synoptic and hydrological stations (**Risk 2**);
* Financial: Low technical knowledge and expertise of staff (e.g. Ministry of Environment, Water Resources and Meteorology) and target ministries to support the NAP process (**Risk 4**)
* Financial operational: The unsustainability in hydro-meteorological investments for observation (**Risk 5**); and
* Strategic: Communication support does not reach the most vulnerable populations (**Risk 3**); Women are not sufficiently integrated into the NAP process (**Risk 6**)

One of the major risks identified during the implementation of the NAP project from the perspective of the environment, and rated high was the Coronavirus pandemic (Covid-19) which warranted that, budgetary allocations are adjusted to take into account the Covid restrictions and help manage the project to achieve the expected results. This also warranted that relevant national development documents are updated to take the pandemic into consideration. This was mitigated by the project following government’s suggestions on limiting the spread of the virus and carrying out online/virtual work. From May 2020, the project mitigated the impact of the Covid 19 on its activities by embarking on virtual trainings for some of the capacity building activities that were planned to be conducted physically.

***Decision-making processes***

The project development entailed numerous consultation and awareness raising meetings. Consultations were done at regional and national levels to ensure the concerns of relevant stakeholders are captured. These ensure that the decisions taken reflect the views of the stakeholder bodies.

The selection of 5 sites for the installation of automatic Synoptic Meteorologic system (SMSA) was done through a consultation meeting with local stakeholders in the villages concerned that is; Douguia, Mailao, Tchendjou, Mani and Massaguet. Participants for this meeting included local communities and traditional heads. During the meeting, in February 2020, the participants assessed the identification of these sites, thereby having a key role in the decision making in the choice of sites.

Annual work plan meetings are organized every year to discuss the activities for the year. These meetings are attended by diverse stakeholder groups who give their orientations on the project plan for the year. Example of such is the Annual work plan meeting of February 2019 during which participants reviewed the progress of the project in 2018, the expected results for 2019 per components, tasks and roles & responsibilities.

The Steering Committee for the NAP project is held once a year after the annual work plan meeting to examine and adopt the annual work plan and budget for the NAP project. The Steering Committee ensures that the project activities and budgets proposed in the annual action plan are realistic and will deliver the expected outcome.

***Integration of gender issues in the project design***

Gender issues were considered during the project design, through activities aimed at improving women’s participation into climate action activities within the context of the NAP project. The inclusive and participatory NAP process that is envisaged for the project will involve the active participation of women in the implementation of all the expected results of the project. Similarly, the project intends to encourage female employment within climate processes by involving them in capacity building activities of the project (Output 1.4). To this effect, training modules on climate adaptation mainstreaming in vulnerable sectors through Output 2.1., will benefit women who work in the sectors of agriculture, livestock, fisheries and water. Gender issues are fully considered in the project design and all activities under the two main components will ensure that gender issues are integrated. An assessment was planned to be conducted before the mid-term evaluation, to evaluate the level of gender equity in the project[[20]](#footnote-21). However, the gender assessment was not conducted because the recruitment of a national gender consultant to perform the task was unsuccessful. UNDP advertised the national gender consultant position but of all the applications received, none did match the required profile solicited in the terms of reference for the position and as a consequence, the recruitment process was terminated and the position was readvertised[[21]](#footnote-22). The gender assessment will likely be conducted at some point after this MTR. A database on women’s organizations working on climate change related issues will be done as a way of integrating gender issues into the planning activities for the NAP project, and monitoring and evaluation mechanisms will follow through to ensure that gender aspects are fully captured in the integration of adaptation into policies at all levels.

* + 1. **Results framework/logframe**

***Indicator analysis (SMART)***

The logical framework for the NAP project has a development objective, two components and nine outputs. The objectives, components and outputs are clear and appropriate to the issues indicated in the project and align with the timeframe for the project. Potential risks and assumptions were adequately analysed in the project design and are well articulated in the ProDoc. The roles and responsibilities of the various partners and stakeholders involved are also clearly indicated (see 3.1.1). The logical framework has not been revised and no change has been made in the project indicators or activities. No change has been made to the original logframe that was prepared during the project preparation phase.

The indicators of the logframe are all SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and are relevant and precise. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria.

***Analysis of the integration of development effects of the project into project design***

This project was designed in alignment with the following sustainable development goals (SDGs):

SDG 5: Achieve gender equality and empower all women and girls;

SDG 12: Establish sustainable consumption and production patterns;

SDG 13: Take urgent action to combat climate change and its impacts;

SDG 15: Preserve and restore terrestrial ecosystems.

The contribution from the project concerns the following objectives of Vision 2030 and the National Development Plan 2017-2021: (i) by 2030, improvement of the living conditions of the population and reduction of social inequalities while ensuring the preservation of natural resources by adapting to climate change. Two main components were designed for this project, with various outputs and activities to ensure that the project objectives are achieved and produce development effects that are beneficial to Chad as a country. In the implementation of the project, a participatory and inclusive policy was designed to fight climate change, ensure proper control and management of natural resources, safeguarding the Lake Chad basin through the establishment of a system for the prevention and management of risks, natural disasters and other humanitarian crises; (ii) by 2030, development and implementation of a gender-sensitive policy (45% of women in decision-making bodies); (iii) by 2021, cross-cutting issues will be integrated into public sector policies. The project activities align with the development objectives of country such as, maintaining a clean and healthy environment and efficient management of natural resources (through Output 4.1.3). Actions to fight against climate change such as the NAP project activities fall in place to support national development objectives, by putting in place policies to fight climate change, ecosystem restoration, climate resilient agricultural practices, among others. The NAP project therefore integrates national development plans into its design. These objectives will be achieved through capacity building to mainstream gender, employment and the environment and to put in place a mechanism to monitor the effectiveness of their implementation.

* 1. **Progress towards result**

***Data in mid-term tracking tool Vs data in GEF tracking tool analysis***

Based on the focus of Chad’s National Adaptation Plan (NAP), information was provided in the GEF adaptation tracking tool (for CEO endorsement) for the following objectives and indicators:

Objective 1: Reduce the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of climate change (Indicator 1).

Objective 2: Strengthen institutional and technical capacities for effective climate change adaptation (Indicator 5, 6 and 9).

Objective 3: Integrate climate change adaptation into relevant policies, plan and associated processes (Indicator 12 and 13).

An analysis of the indicator value submitted to GEF for CEO endorsement and the actual value at mid-term revealed that only the end of project target for indicator 9 has been exceeded as presented in Figure 4. However, the gender target (50% of women) for indicator 9 presented to GEF for CEO endorsement was not attained as women constituted 30% of the total number of individuals trained by the project at mid-term. The non-attainment of this gender target is linked to the very poor representation of women in the institutional and decision-making bodies for climate change adaptation in Chad and consequently, their underrepresentation in the institutional capacity building activities (training) conducted by the project[[22]](#footnote-23). This challenge is beyond the scope or control of the project since the representation of women in decision-making position is dependent on the internal political dynamics of the nation. The Details of the indicators alongside their targets are presented in Table 5.

Figure 4: Level of achievement of indicators (Source: based on information provided in the GEF tracking tool of the project)

Table 5: Information on indicators from the GEF tracking tool

|  |  |  |
| --- | --- | --- |
| **Indicators** | **Indicator target and actual value** | |
| **CEO Endorsement** | **Actual at mid-term** |
| Indicator 1: Number of direct beneficiaries | 130000 | 0 |
| Indicator 5: Public awareness activities carried out and population reached | 130000 | 0 |
| Indicator 6: Risk and vulnerability assessments, and other relevant scientific and technical assessment carried out and updated | 10 | 0 |
| Indicator 9: Number of people trained to identify, prioritize, implement, monitor and evaluate adaptation strategies and measures | 90 | 120 |
| Indicator 12: Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures | 4 | 0 |
| Indicator 13: Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures | 16 | 0 |

The inception workshop of the NAP project took place in October 2019 in N’Djamena. The project comprises of an objective and two outcomes. The NAP project has as objective “To facilitate the integration of climate change adaptation into the medium-term and long-term planning and budgeting of climate-sensitive sectors”. At mid-point of project implementation, the following progress has been made towards the realization of the project’s objective:

Capacity building workshops have been organized for central and regional decision-makers in order to have them capacitated and prepared for the updating of the 5 Regional Development Plans (RDP) for climate change adaptation mainstreaming.

**Outcome 1** of the NAP project reads as follows “An integrated information system, including a reliable database of climate and socioeconomic data, supports the integration of adaptation into policy and decision-making processes”. Progress realized under outcome 1 includes:

* Establishment of a memorandum of understanding (MoU) between the Ministry of Environment and the AGRHYMET Regional Centre (CRA) for the latter to conduct studies and support climate information through the training of staff of the National Meteorology Agency (ANAM) and the Directorate of Water Resources of the Ministry of Environment[[23]](#footnote-24). The implementation of the MoU was however hampered in 2020 due to the Covid 19 pandemic which rendered travels and gatherings challenging. Training on the installation of Synoptic Automatic Weather Stations (AWS) and the collection of data commenced at the end of September 2020 following the arrival of an expert from OTT-HYDROMET. Through the theoretical and practical training delivered, participants were equipped with the skills for installing AWS, automatic collection of raw data, analysis of the collected raw data sets and dissemination via a management system developed by the company ADCON/OTT-HYDROMET[[24]](#footnote-25)
* The acquisition on behalf of ANAM, 64 AWS of which three (3) were initially installed for the practical training of technicians conducted by the firm (OTT) that supplied the materials. It is important to highlight that the actual number (64) of AWS procured by the project is doubled the quantity envisaged in the ProDoc and this increase is accounted for by the gaps in the country’s meteorological network and a cost that was considered more advantageous than initially planned[[25]](#footnote-26). With an increase in the number of acquired stations than was envisaged, it could be thought that the project will extend installation in the Saharan zone. This will not be the case as the national meteorology and hydrology service highlighted the fact that the 32 stations initially envisaged to be provided by the project will not optimally cover the Sahelian and the Sudanian zones. Hence, all the 64 stations will be installed in the two zones for an optimal coverage and this will be beneficial to the Community-based management of climate risk project which will rely on the use of climate information for early warning systems. The installation of the 3 stations for practical training purposes culminated in the establishment of a server room within ANAM for the collection of climatic data[[26]](#footnote-27). A plan for the installation of the other AWS was endorsed by the Government of Chad in the first quarter of 2021 and a date set aside for the official handing over of the equipment to the government[[27]](#footnote-28). Equally, 15 automatic hydro-logical stations, 4 hydraulic stations (piezometer) and 165 direct-reading rain gauges have also been acquired for Directorate of Water Resources and are being installed[[28]](#footnote-29). The project is providing support towards the installation of one of the four radars that had been acquired by the government in 2011 and stored in the Chadian Air Force base. Taking into consideration that the radars have been stored for long and some of the components could be obsolete, ANAM initiated discussion with the Finnish manufacturer of the radars VAISSALA for the latter to evaluate the state of the radars and missing equipment as well as the required conditions for the installation of one radar in 2021. Following installation, the manufacturer would also provide training for its utilization[[29]](#footnote-30).

**Outcome 2** of the project is focused on “The institutional capacities required are strengthened and facilitate the integration of adaptation to climate change into planning and budgeting frameworks at national and local levels”. Progress towards outcome 2 includes:

Strengthening of the capacities of over 90 central decision-makers (30% of women) in the priority areas of action (agriculture, livestock, fisheries and water resources) and 30 regional decision-makers through the organization of 4 workshops in 2020 and 4 workshops in 2021[[30]](#footnote-31). The trainings were meant to equip the national and local stakeholders with knowledge on climate change risks and the identification of priority adaptation options in policies and planning. It is hoped that the knowledge acquired by the actors trained will facilitate the integration of climate change adaptation into national and local planning and budgeting frameworks. To this end, the revision and updating of 5 regional development plans for the integration of climate change adaptation is planned to be completed by December 2021 and this constitutes an avenue for the trained participants to use their skills and knowledge acquired. The ratings for progress towards results is provided in Table 6.

Table 6: Matrix of Progress Towards Results of the NAP project

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator** | **Baseline Level** | **2020 Level of 1st PIR (self- reported)** | **Midterm Target** | **End-of-project Target** | **Midterm Level & Assessment** | **Achievement Rating** | **Justification for Rating** |
| **Objective:** To facilitate the integration of climate change adaptation into the medium-term and long-term planning and budgeting of climate-sensitive sectors | Indicator 1: Number of national and regional plans that are gender-sensitive and address disaster and/or climate-related risks. | 3 | No tangible progress was reported. No changes from the baseline value. | 5 | 5 |  | MS | The project recorded a late start and at mid-term, the number of gender-responsive national and regional plans that address disaster and/or climate-related risks has remained unchanged from the baseline value. Chad’s NDP (2017-2021) is currently under revision by the ministry in charge of development planning and the next NDP (2022-2026) which will integrate climate-related risks and gender will be available by 2022. Central and regional decision-makers have been trained and equipped with the skills they need to update 5 RDPs by December 2021. However, the mid-term target for RDPs (indicator 2) is 7 and not 5.  The number of direct beneficiaries at mid-term of project implementation is 0/65,000 and the attainment of this indicator is tied to the production and dissemination of climate information to beneficiaries. However, the project has taken appropriate measures to step up actions for the collection, processing and dissemination of climate information through an MoU established between the Ministry of Environment and the CRA. As per the MoU, CRA is meant to conduct studies, trainings and provide technical support to ANAM and DRE for the production and dissemination of climate information. While the implementation of this MoU was hampered in 2020 by the Covid 19 pandemic, its implementation restarted in the last quarter of 2020 and is currently effective. Moreover, ANAM and DRE have already acquired the equipment required for the strengthening of the country’s hydro-meteorological network. |
| Indicator 2: Extent to which gender is mainstreamed in the national action plan, the DRR strategy and mechanism for multi-stakeholder coordination | Low | Low | Medium  Gender and CCA is mainstreamed into the ADP, LDP & 7 RDPs[[31]](#footnote-32) | High  Gender is mainstreamed into the NDP and 15 RDPs |  |
| Indicator 3: Number of direct beneficiaries of climate products with % of women | 0 | 0 | 65,000 | 130,000 |  |
| **Outcome 1:** An integrated information system, including a reliable database of climate and socioeconomic data, supports the integration of adaptation into policy and decision-making processes | Indicator 4 : Number of operational stations capable of providing relevant climate information to guide policies and decision-making  a. Synoptic stations  b.Hydrological stations  b1:Water-level gauging stations  b2: Automatic stations | a: 16/48 (33 %)    b1: 20/35 or 57 %  b2: 0/4 | Acquisition of 64 automatic synoptic weather stations | a: 48/48 (100 %)    b1: 35/35 or 100 %  b2: 4/4 or 100 % | a: 48/48 (100 %)    b1: 35/35 or 100 %  b2: 4/4 or 100 % |  | S | An MoU has been established between the Ministry of Environment and the CRA for the latter to conduct studies and support climate information. In this light, CRA commenced providing climate information-related training to relevant national actors (staff of ANAM and DRE) as from the last quarter of 2020. Furthermore, the project has acquired the following equipment which will strengthen the country’s hydro-meteorological network: 64 automatic synoptic weather stations (3 have been installed already while 61 are being installed); 15 automatic hydro-logical stations; 4 hydraulic stations (piezometer) and 165 direct-reading rain which are all being installed for the production and diffusion of climatic information to final beneficiaries – expected by end of December 2021. Moreover, the project is working towards installing by December 2021, 1 of the 4 radars owned by the country. |
| **Outcome 2:** The institutional capacities required are strengthened and facilitate the integration of adaptation to climate change into planning and budgeting frameworks at national and local levels | Indicator 5: Number of policymakers targeted capable of understanding the risks of climate change and of identifying priority adaptation options in policies and planning | 0/90 | 92 | 90/90, 50 % of whom are women | 90/90, 50 % of whom are women |  | MS | A total of 120 (133% of the target – 90) actors (90 central managers and 30 departmental managers) had their capacities strengthened by the project to enable them to facilitate the integration of adaptation to climate change into national and local planning and budgeting frameworks. However, women accounted for 30% of the individuals trained as opposed to the target of 50%. The non-attainment of this gender target could be explained by the low representation of women in the institutional and decision-making bodies for climate change adaptation in Chad[[32]](#footnote-33).  The project has commenced reviewing 5 RDPs by contracting a consulting firm and the result is expected at the end of 2021. The revision of the NDP is ongoing and the integration of climate change adaptation at the national level will only happen when the next version of the NDP (2022-2026) becomes available in 2022. Also, the production of climate information and vulnerability maps for different regions and priority sectors to inform decision-making at the national level is ongoing.  Consultants have been recruited within the framework of the project to conduct assignments that will support the integration of adaptation actions into sectoral policies and action plans. The recruited consultants have been commissioned to conduct the following:   * Vulnerability assessments of targeted socio-economic sectors; * An assessment of the exacerbated vulnerability of women due to inequalities; and * Studies to identify and categorize adaptation options in each of the four priority sectors, with focus on activities that benefit women and reduce gender-related inequalities |
| Indicator 6: Number of plans and budgets effectively integrating priority adaptation actions  (a) national (NDP)  (b) regional (RDP) | (a): 0/1  (b): 0/15 | 0 | (a) 1/1 (100 %)  (b) 0/15 (66 %) | (a) 1/1 (100%)  (b) 23/15 (100%) |  |
| Indicator 7: Number of sector policies and associated action plans with effective integration of priority adaptation actions, costing and implementation of these actions through annual ministerial departmental budgets of the most vulnerable sectors with regular updating of action plans  (a) Agriculture policy revised to incorporate adaptation  (b) Pastoral policy revised to incorporate adaptation  (c) Fisheries policy revised to incorporate adaptation  (d) New water policy incorporating adaptation | (a): 0 (no targeted adaptation)  (b) 0 (no targeted adaptation)  (c) 0 (no targeted adaptation)  (d) 0 (no targeted adaptation) | 0  Adaptation priorities not yet targeted in the strategic action plans of sectoral policies | (a) 1/1 with adaptation targets  (b) 1/1 with adaptation targets    (c) 1/1 with adaptation targets    (d) 1/1 with adaptation targets | (a) 1/1 with adaptation targets  (b) 1/1 with adaptation targets    (c) 1/1 with adaptation targets    (d) 1/1 with adaptation targets |  |

**Indicator Assessment Key**

|  |  |  |
| --- | --- | --- |
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |

* 1. **Project Implementation and adaptive capacity**

***Management arrangements***

UNDP on the one hand is the executing agency that was designated by GEF for the NAP while on the other hand, the organization is also a donor that funds the implementation of activities of the project. The NAP project is delivered through a National Implementation Modality (NIM). Under this arrangement, UNDP transferred the responsibility of project implementation to the Government of Chad represented by the Ministry of Environment. A Letter of Agreement was established between UNDP and the Ministry of Environment in August 2020 which spells out clearly the roles and responsibilities of each party. In the course of the first steering committee meeting of the project, the Letter of Agreement was modified. Within the framework of the NIM of the NAP project, UNDP and the Ministry of Environment co-manage the project funds. The funds to be managed by the Ministry is transferred by UNDP to a dedicated account. The Ministry of Environment handles the implementation of project activities including sub-contracting of some project activities to other institutions and ensuring supervision. The Ministry submits a financial report to UNDP at the end of every trimester and this is used by UNDP in the elaboration of the financial report of the project.

***Work planning***

The NAP project, from the planning phase had a clearly outlined work plan that stated the roles and responsibilities of the various partners and stakeholders involved in the project implementation within the project’s lifespan. This workplan was reviewed and updated annually where necessary, following performance of the different parties involved and monitoring of the project indicators. Annual work plans (AWPs) are prepared at the end of the previous year, taking into account what was already achieved. The elaborated work plan for each year was submitted to the project steering committee for examination and validation. The results framework was reviewed periodically to take into account performance within the years of implementation.

The project did not kick off until late 2019 due to the delays experienced in the recruitment of the project team. In addition, the start of the coronavirus pandemic (Covid-19) in March 2020, caused delays in project activities such as the organization of workshops, trips and conferences which could not take place, due to government-imposed restrictions. It is estimated that the execution rate of project activities was slowed down by about fifty percent during the pandemic. Trainings had to be rescheduled and conducted virtually due to the Covid-19 restrictions. Even though restrictions are starting to reduce in 2021, it is proving difficult to catch up with previously postponed activities, especially as limited number of people for gatherings and some airport closures in Chad.

The PIR for 2021 assesses the project objective as on track despite the delays caused by the Covid-19 pandemic. This is same for outcome 2 which experienced delays caused by availability of funds resulting from the late availability of the Authorized Spending Limit (ASL) 2021 during the first quarter (February 19, 2021) by the GEF and the TRAC1 funds by UNDP, which rendered it impossible for any transaction to be made in advance. The ASL is envisaged to be available by January 15 of each year[[33]](#footnote-34). The delays in the availability of funds made it hard to follow the work planning albeit some of the planned activities were achieved. Overall, the work plan was followed through with minor delays that hindered a timely delivery of roles among partners.

***Finance and co-finance***

The project document states the finance plan for the NAP project in Chad including the co-finance funds expected from the different funding stakeholders involved. The Least Developed Countries Fund (LCDF) contributed for USD $5,775000 while an additional USD $1,405.900 was provided by UNDP, totalling USD$ 7,180.900. Other co-financing in kind were expected from the Chadian government (USD$ 16,500.000), the European Union (Global Climate Change Alliance project) for US$ 6,000.000 and the Hydromet project (financed by the World Bank) for US$ 4,000.000.

So far, GEF and UNDP have been respecting their funding commitment (in cash). Regarding the co-financier (in kind), the Government of Chad and the AMCC project has been respecting their commitment while the HYDROMET project has not provided any support in line with their co-financing commitment due to the suspension of its funding[[34]](#footnote-35). This non-respect of the co-funding commitment made by the project will negatively impact on the NAP project as the Saharan that was meant to be covered by the HYDROMET project will now be excluded from the project. The Government of Chad has placed at the disposal of the NAP project 4 radars and provided staff working under the NAP project all of which is evaluated at 16,000,000 USD. Equally, prior to the commencement of the NAP project, the AMCC (GACC) project had initially worked on climate change adaptation in Chad and the implementation of the NAP project is building on some of the outcomes of the AMCC project. A good example of an outcome of the AMCC project capitalized by the NAP project is the database of the Ministry of Environment on climate change adaptation[[35]](#footnote-36).

***Project-level monitoring and evaluation systems***

At the project level, monitoring and evaluation (M&E) were to follow the UNDP guidelines as described in the evaluation policy of the UNDP. The UNDP will ensure, in close collaboration with project stakeholders that the requirements for M&E are met and in accordance with the prescribed standards. GEF specific M&E requirements were also implemented in accordance with GEF’s M&E policy. Monitoring and evaluation responsibilities were shared among the Project Manager, the Project Implementing Partner, the UNDP Country Office and the UNDP-GEF Unit (Regional Technical Advisor and Management). The project manager has the responsibility of making sure that project results, social and environmental risks are properly monitored. Also, he/she has to maintain a high level of transparency and accountability as well as reporting of project results and reports any delays and/or difficulties faced in the implementation process to the Project Committee and UNDP country office for correction. This ensures high quality in the delivery of project results.

The M&E tools used for this project were regular periodic progress reports, project implementation reports, annual reports and midterm evaluation. Several meetings were held with stakeholders and partners such as the UNDP, MEPDD and others, at regular intervals which made sure that they were all making progress in their different roles towards the implementation of the project. As part of the M& E process, the Project Manager takes charge for developing annual work plans and reviewing or updating annual targets for effective project implementation. Framework indicators were tracked annually and reported in GEF’s Project Implementation Report (PIR), while risk monitoring was carried out regularly to make sure that the various strategies are well implemented.

The Project Implementing Partner submits to UNDP on a trimester basis, a financial report which is in turn used by UNDP to prepare the financial report of the project. The M&E expert of the project monitors project implementation and elaborates quarterly project progress report which are used in the elaboration of the annual project narrative reports.

UNDP and the Ministry of Environment have jointly carried out supervisory missions within the framework of the NAP project. Regarding the installation of the acquired weather stations for instance, a joint field mission was conducted in 2020 involving UNDP, the project team and the Ministry of Environment for the identification of three potential sites around N’Djamena for the installation of three automatic weather stations for use in training the staff of ANAM and DRE on the installation, exploitation and maintenance of automatic stations.

***Stakeholder engagement***

The NAP project has developed appropriate partnerships with stakeholders that would foster project implementation. So far, the project has been working closely with ANAM and DRE on climate information generation-related issues. ANAM has as mandate the following: elaborating and implementing the meteorological policies of the Government of Chad; ensure the monitoring of the evolution of the climate; and provide meteorological and climatic data to public and private users[[36]](#footnote-37). Hence, the relationship established between ANAM and the NAP project support ANAM’s ownership of the acquired automatic stations three of which have already been installed while the installation of the remaining 61 is planned to be completed by December 2021. This is a win-win partnership as it will support the project to attain its objective of generating and disseminating climate information while enabling ANAM to deliver on its mandate. The project has also established a formal partnership with CRA through the signing of a Memorandum of Understanding between CRA and the Ministry of Environment on December 31, 2019. Based on the MoU, CRA has provided capacity building of the staff of ANAM and DRE on the installation of weather systems, collection, treatment and dissemination of climatic data.

National government stakeholders support the objectives of the project and play an active role in decision-making that fosters effective and efficient implementation of the project. Every year, a steering committee meeting is organised attended by government actors (from different institutions), UNDP staff, the French Ambassador among others. In the course of the steering committee meetings, the participants examine and adopts the following: the project narrative report for the previous year; and the annual work plan for the current year. For instance, in the Second Steering Committee Meeting (SCM) of the NAP project which took place on August 14, 2020, the project narrative report for 2019 and the annual work plan for 2020 were examined and validated by the participants. The First SCM of the project was held on February 19, 2021. The Steering Committee members also provide recommendations and strategic orientations to the project management unit during the SCM sessions. In the first SCM for instance, the Steering Committee recommended that a resource mobilisation strategy be elaborated to ensure monitoring and maintenance of the hydrometeorological network equipment.

***Reporting***

To ensure that the project is effectively being implemented, reporting was done at regular intervals during the implementation years, making sure that information on project activities is disseminated in a timely manner, through written reports and meetings organised. All project partners had the obligation of reporting on the progress of their different tasks and activities to the PMU for general oversight. Information sharing was an essential way of reporting implemented in the project, to ensure project sustainability.

***Communications***

The project design had an annual Communications Plan developed to guide the process of communication and information sharing among stakeholders and project partners. The project recruited a Communication expert since November 2019 who handles the following: production of visibility materials and gadgets for the project such as banners and T-shirts; management of the NAP project website (including elaboration and publication of articles on project activities); and ensuring media coverage of project activities by liaising with journalists from different media outlets. The first version of the Communication Plan elaborated was judged by the project team to be over ambitious in terms of resources and it was therefore subject to several revisions. Following the revisions, a final version of the communication plan was obtained and is currently being implemented. Project activities are reported in a systematic way on social networks and Chad’s national media, and also documented with the Project Management Unit (PMU). The Communication Plan was well elaborated with the different communication activities to be carried out each year, indicators, a timeline, the stakeholder responsible and the costs involved. Internally, communications in the framework of the project occurred constantly through meetings with partners and sharing of project reports to project stakeholders. Internal communication is deemed to have been effective so far[[37]](#footnote-38)

Communication activities were carried out with the aim of disseminating information on the activities to the general public using various communication channels including radio, television, newspapers and the UNDP website. For instance, the national and provincial inception workshops of the NAP project were covered by the radio and the television. The project also sensitized journalist from the different media outlets on the NAP project and the communication of climate change adaptation. Equally, the NAP project has been using local newspapers for the advertisement of job or consultancy opportunities within the framework of the project. An expert on website development was recruited to ensure that relevant information on the project activities and climate/weather information is appropriately circulated on the project website ([www.pna.td](about:blank)) once available – external communication. News articles pertaining to the implementation of project activities have been published on the project website with some examples provided below.

|  |
| --- |
| ***Screenshot of news articles published on the NAP Project website*** |
|  |
|  |
|  |

* 1. **Sustainability**

***Financial risk to sustainability***

At the end of the project, the availability of financial resources for the maintenance of weather stations installed within the framework of the project constitutes a key financial risk to sustainability. As a matter of fact, this was identified as a risk during the conception of the project. The maintenance of the investments made by the project in hydro-meteorological observations is provided by the government of Chad, ANAM and DRE, with an allocated budget and dedicated staff. However, it is not clear whether or not a maintenance budget for the hydro-meteorological observations will be available following the end of the NAP project. In the absence of adequate maintenance, the installed stations could breakdown. In an effort to mitigate this risk, the project plans to charge a fee for service provision in order to ensure that recurring costs are covered. One way is to ensure that there is a budget allocation within government institutions requiring climate information[[38]](#footnote-39). While this seems an effective cost-recovery option, it is unclear on how the project will successfully engage and convince government institutions to create a budget line for climate information within their respective budgets. Another approach to income generation envisaged is related to the sale of climatic data or information to be generated by the installed stations. The generated information will be stored at a centralized level within the DRE and could be sold to private sector actors including but not limited to mining exploration companies, oil companies, and agricultural companies that require climatic datasets – the project is currently working on an approach to reach these potential clients[[39]](#footnote-40). The income realized from the sale of the climate data will be used for the maintenance of the stations.

***Socio-economic risks to sustainability***

The political stability of Chad is low and this poses a political risk for the NAP project. In 2019, Chad ranked 173/194 with a political stability of -1.34 (weak)[[40]](#footnote-41). The country witnessed political instability in 2021 which claimed the life of the former president. Following his demise, a transitional military council was established and the legislature and executive were dissolved[[41]](#footnote-42). It is uncertain how the transition to the establishment of a new government will play out and the recurrence of violence and arm conflict cannot be ruled out. Hence, the current political situation of the country poses a risk for the sustainability of the project. In the outbreak of an arm conflict for instance, the installed meteorological stations could be destroyed through acts of vandalism.

The project involved diverse stakeholders. The Ministry of Environment is charged with the implementation of the project and liaises with different sectoral institutions for successful implementation of project activities and this build ownership of the project within the state and non-state actors which is necessary for sustaining project’s outcomes. In addition, the project team document lessons learned from project implementation on a rolling basis and these are included in the narrative report for each trimester.

***Institutional framework and governance risks to sustainability***

Chad’s NAP projects align strongly with the national climate change process and is compatible with the country’s NDCs. The project is committed to enhance the resilience of the most vulnerable sectors to climate change identified in the NDCs through the integration of climate change adaptation into national and regional policies and plans. However, the integration of climate change adaptation into policies and plans will depend on the will of the decision-makers to do so and consequently, low willingness of the decision-makers for the mainstreaming of climate change adaptation poses a governance risk to the project. In addition, the revision of the NDP is ongoing and the next version of the document to be available by 2022 is expected to integrate climate change adaptation and gender issues with support from the NAP project. The revision process of the document is managed by the Ministry of Planning while the Ministry of Environment is the implementing agency of the NAP project and the focal ministry for the UNFCCC process in the country. Hence, any glitch in coordination between both ministries could hamper the NAP project from achieving the mainstreaming of climate change adaptation into the NDP. The project has been mitigating the governance risk through the strengthening of the capacity of regional actors and central managers or decision makers from diverse ministries on climate change mainstreaming into plans and policies.

***Environmental risks to sustainability***

No environmental risks exist that may hamper the sustainability of the NAP project. On the contrary, the project seeks to strengthen the hydro-meteorological network of the country for the production of climate information that will support adaptation planning and enhance the resilience of over 130,000 people to climate change.

1. **Conclusion and Recommendations**
   1. **Conclusions**

The NAP project is designed to provide climate information and support the integration of climate change adaptation into policies and plans. The design of the project was informed by other relevant projects including the Adapting to climate change in the Lake Chad Basin project. The NAP project aligns with the country’s development priorities and plans as well climate change needs under the UNFCCC process. Specifically, pertaining to development, the NAP project is in alignment with SDG 5, 12, 13 and 15. The mainstreaming of gender and climate change adaptation into policies and plans to be achieved under the project, capacity strengthening of actors and meteorological stations to be established as part of the NAP project all represents elements of sustainability. In addition, the outcomes of the NAP project notably the climate information has potential for use in the strengthening forecast and decision making for community-based early warning system for preparedness against climate-related disaster risks within the framework of the Community-based management of climate risks project in Chad. The project indicators were well-crafted and are SMART in nature.

Pertaining to the progress recorded by the project towards the attainment of its results, only the end of project target of 1 (indicator 9) of the 6 project indicators provided in the GEF tracking tool had been attained at mid-term. Similarly, for the 7 result framework indicators (objective and outcomes), only indicator 5 (of outcome 2) had attained its mid-term and final target. So far, the progress recorded by the project in achieving its objective is related to the capacity building of central and regional decision-makers to enable them gain the skills they would need in updating development plans and policies for climate change adaptation and gender mainstreaming. In line with outcome 1, an MoU has been established within the framework of the NAP project between the Ministry of Environment and the AGRHYMET regional centre for the latter to provide climate information-related training to national actors. The implementation of the MoU suffered in 2020 due to the outbreak of the Covid 19 pandemic and some of the planned in-person trainings were conducted virtually from May 2020. The virtual trainings encountered a number of challenges including: the unwillingness of some participants to take part in the virtual trainings; and the difficulty in organizing practical-oriented trainings virtually. These practical-oriented trainings commenced in the last quarter of 2020 following the relaxation of Covid 19 travel restrictions which made it possible for the international consultants to arrive in Chad and deliver in-person trainings. The project succeeded in procuring the following equipment destined for the strengthening of the country’s hydro-meteorological network: 64 synoptic automatic weather stations; 15 automatic hydro-logical stations; 4 hydraulic stations (piezometer); and 165 direct-reading rain gauges. Of the 64 acquired stations, 3 have been installed already for practical training purposes while the others are under installation, a process expected to be completed by the end of 2021. Regarding outcome 2, the NAP project succeeded in strengthening the capacity of 90 central decision-makers and 30 regional decision-makers on climate risks and the identification of sectoral priority adaptation options.

The NAP project worked closely with ANAM and DRE and a formal collaboration was established between the Ministry of Environment and the CRA. National actors from different government institutions are members of the project steering committee which sits annually to examine and adopt annual workplans, narrative project report for the previous year, and formulate recommendations for effective and efficient project implementation. The NAP project is financed in cash by GEF and UNDP while other actors committed to co-financing in kind including: the HYDROMET project, the Chadian government, and the GACC project. So far, GEF, UNDP, the Government of Chad and the AMCC project have respected their funding commitments towards the project. Reporting is done at regular intervals during the implementation of the project, ensuring that information on project activities is disseminated in a timely manner, through written reports and meetings organised. The project developed a communication plan which has undergone revision and a final version exists and is currently under implementation. Internal communication happened through the organization of meetings with project partners and the dissemination of project reports to stakeholders while external communication is assured through an established website dedicated to the project.

Identified risk that may hamper sustainability of the NAP project includes: political instability; low willingness of decision makers to integrate climate change into policies and plans; and non-availability of financial resources for the maintenance of the installed meteorological stations after the end of the NAP project. The project has strengthened the capacity of regional actors and central decision-makers from sectoral ministries on climate risk identification and the identification of adaptation options for integration into policies and plans. Equally, once available, the project is working towards commercializing climate information and the income received will be channelled towards the maintenance of the stations beyond the life of the NAP project.

* 1. **Recommendations**

***Actions to follow up or reinforce initial benefits from the project***

**Recommendation 1**: The project has trained national actors (from ANAM and DRE) on the generation of climate information and more trainings are envisaged. In addition to the trainings provided or to be provided, it would be worthwhile for the project to provide manuals to ANAM and DRE which could be used by the trained staff to refresh their knowledge. This would also be relevant in a context of high staff turnover – an aspect common within government institutions. In the event a trained staff is transferred to work in another institution and another staff sent to replace him/her, the manuals could be used by the new staff to build his/her capacity to generate climate information.

***Proposals for future directions underlining main objectives***

**Recommendation 2:** The project seeks to enhance the resilience of 130,000 individuals to climate change through the provision of climate information. While plans are underway for the generation of climate information, it is not very clear on how the generated climate information will be disseminated to the beneficiaries especially rural farmers. The project has an established website through which such information could be disseminated and the diffusion of the climate information by the project is also envisaged through social media network, smartphone applications and community relays. However, the targeted beneficiaries residing in very remote areas would unlikely be able to access the information. Hence, it is important for the project to elaborate a clear plan on how the climate information will be disseminated to the beneficiaries especially those in rural areas with very poor or no access to internet connectivity and with no community radio network, lest the project will generate information that would not get to the beneficiaries.

**Recommendation 3:** The project has procured equipment for the strengthening of the country’s hydrometeorological network but the installation of these equipment is not yet complete. The attainment of a number of indicators (indicator 1 and 5 of the tracking tool; objective indicator 3; outcome indicator 4, 6 and 7) depends on the existence of climate information. It is important for the project to step up actions in the installation of the purchased equipment otherwise the attainment of the aforementioned indicators will be jeopardized. Within the same vein, the NAP project could explore the option of developing a cooperation strategy with the newly started community-based management of climate risk project which was designed to ensure complementarity with the NAP project in terms of access to climatic information. In this way, the installation of some of the equipment could happen under the climate resilience project in the event that all of the already purchased equipment are not successfully installed before the end of the NAP project.

***Corrective actions for the design, implementation, monitoring and evaluation of the project***

**Recommendation 4:** The implementation of the project was hampered in 2020 due to the outbreak of the Covid-19. With the advent of the pandemic, the project switched to organizing some of the trainings (theoretical) online as from May 2020. The project envisaged that not all trainings could be done virtually especially those which are practical-oriented. For these, the project had to wait until it was possible for the recruited international consultants to fly into Chad to deliver the trainings and this commenced in the last quarter of 2020. However, the delivery of practical trainings virtually is possible in some cases but this will require well-elaborated training materials containing detailed step-by-step instructions. While the implementation of project activities virtually has limitations, it remained almost the sole approach available for the delivery of projects in the era of the pandemic. Notwithstanding that the vaccination rate for Covid 19 is increasing in the North, the future remains uncertain as far as the situation of the pandemic is concerned. It is therefore important for the project to stay Covid-smart so that little or no disturbances will subsequently be posed by the pandemic on project implementation. However, worthy of note is the fact that the unwillingness of some participants to participate virtually in the online trainings organised by the project emerged as a key challenge to organizing online trainings and an impediment of this nature is beyond the control of the project.

**Recommendation 5:** The implementation of the project stalled in 2020 due to the Covid pandemic and this culminated in a low burn rate of the project. Taking into consideration that the project is due to end in February 2022, the available time for project implementation is short for the remaining project funds (estimated to be over 3,000,000 USD) to be expended. It is recommended for the project to request an extension (one to two years) from the GEF.

**Recommendation 6:** Several co-financiers (Government of Chad, AMCC project and HYDROMET project) made a commitment to provide co-financing for the NAP project implementation. At mid-term the government and the AMCC project have respected their co-financing commitment this far while the HYDROMET project has not provided any support to the project and this can negatively affect the project in terms of the achievements of the objective and outcomes. In the event that the project succeeds to secure one to two years of extension, it is unlikely that the project objective will be attained in the absence of some of the co-financing. It is important for the project stakeholders to re-assess the commitment of the co-financiers and make necessary adjustments in project activities accordingly. If it is confirmed that some of the co-financiers will not respect their co-financing commitment made towards the NAP project, the project management unit should consider scaling down on some activities as the case may be.

# **Annexes**

## **Annex I: Terms of reference for the MTR**

Termes de Référence (TdR) pour Le recrutement d’un (1) Consultant International, chef d’équipe pour l’examen à mi-parcours (MTR) du projet Plan National d’Adaptation (PNA)

**\_\_/TCD/\_/2021/IC Date : 07 Avril 2021**

**Pays : Tchad**

**Projet**: Plan National d’Adaptation du Tchad (PNA)

**Titre du poste :** Consultant(e) International(e) chargé(e) chef d’équipe pour l’examen à mi-parcours (MTR) du projet Plan National d’Adaptation (PNA)

**Durée :**  Trente (30) jours ouvrables sur une période totale de six (6) semaines calendaires soit du 26 avril au 08 juin 2021, ne dépassant pas trois (3) mois à partir du moment où le consultant est engagé.

**Lieu d’affectation :** N’Djamena

**Type de contrat :** Contrat Individuel

**Date cible de début de la mission : 26 Avril 2021**

Les candidats intéressés sont invités à soumettre leurs offres (technique et financière) de service par courriel en fichiers séparés conjointement à l’adresse suivante: [Procurement.td@undp.org](mailto:Procurement.td@undp.org)

au plus tard le vendredi 16 Avril 2021 à 12 heures précises, heure de N’Djaména, en indiquant la référence **\_\_/TCD//2021/IC** (Si cette référence n’est pas indiquée en objet de votre mail, votre offre ne peut être considérée).

Les demandes de clarification pourront être envoyées à la même adresse ci-dessus précisée.

1. **INTRODUCTION**

Le présent document décrit les Termes de Référence (TdR) pour l’examen à mi-parcours (MTR de l’anglais) du projet de la catégorie -*grande ou moyenne-* envergure financée par le FEM avec l'appui du PNUD, intitulé Plan National d’Adaptation (PIMS 5431) qui est mis en œuvre à travers le Ministère de l’Environnement et de la Pêche du Tchad et qui doit être réalisée dans l'année 2021. A compter de son lancement officiel (24 octobre 2019) au niveau national, le projet a débuté avec retard par rapport à sa date de création dans ATLAS (01 octobre 2017) et à la date de signature du document de projet (Prodoc signé le 11 septembre 2018). Il en est donc à sa deuxième année de mise en œuvre proprement dite. Les présents TdR définissent les attentes pour cette **évaluation à mi-parcours du projet**. Le processus d'examen à mi-parcours doit suivre les directives énoncées dans le document *«*[*Directives pour la conduite de l’examen à mi-parcours des projets appuyés par le PNUD et financés par le GEF*](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_FR_2014.pdf)*», disponible à l’adresse ci-dessous.*

[*http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance\_Midterm%20Review%20\_FR\_2014.pdf*](http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance_Midterm%20Review%20_FR_2014.pdf).

**2. INFORMATIONS DE BASE SUR LE PROJET**

Le projet a été conçu pour faciliter l’intégration de l’adaptation aux Changements Climatiques dans la planification et la budgétisation à moyen et à long terme des secteurs sensibles au climat à travers la mise en œuvre de deux (2) principales composantes. Le tableau ci-dessous décrit la justification du projet, ses objectifs, ses principaux résultats escomptés, son emplacement, son calendrier d’exécution, le budget total et le cofinancement prévu.

|  |  |  |  |
| --- | --- | --- | --- |
| **Titre du projet : Plan National d’Adaptation du Tchad** | | | |
| **Pays :** Tchad | **Partenaire d’exécution du PNUD :** Ministère de l’Environnement et de la Pêche (MEP) | | **Accords de gestion :** Modalité nationale de mise en œuvre (NIM) |
| **UNDAF/Produit du Programme de pays** *:* Produit du UNDAF : d'ici à 2021, les exploitations agricoles, les communautés de pêcheurs et les petits producteurs, en particulier les jeunes et les femmes des régions ciblées, utiliseront des systèmes de production durables qui leur permettront de répondre à leurs besoins, de commercialiser leurs aliments et d'adopter un mode de vie plus résilient au changement climatique et aux autres défis environnementaux. | | | |
| **Résultat du plan stratégique du PNUD :** Effet 2 : Accélérer les transformations structurelles pour le développement durable ; Signature solution 3 : Résilience ; Produit 2.3.1: Les politiques, plans, systèmes et financements de développement fondés sur les données et les risques intègrent des solutions intégrées et sensibles au genre pour réduire les risques de catastrophe, permettre l'adaptation et l'atténuation du changement climatique et prévenir les risques de conflit. | | | |
| **Résultat du document de programme pays (CPD) :** Résultat 3.4: Les cadres institutionnel, juridique et stratégique (national et infranational) pour la réduction des risques de catastrophe (RRC) sont opérationnels et incluent les besoins spécifiques des femmes. ***Indicateur*** *integrated results and resources framework* (***IRRF) 3.4.1 Nombre de plans nationaux et régionaux qui tiennent compte des sexospécificités et traitent des catastrophes et / ou des risques climatiques ; Indicateur IRRF 3.4.2. Mesure dans laquelle la problématique hommes-femmes est intégrée dans le plan d'action national, la stratégie de RRC et le mécanisme de coordination multipartite.*** | | | |
| **Justification et objectifs :**  À l’instar des autres pays de la bande sahélienne, le Tchad présente une vulnérabilité particulière aux changements climatiques. Cette fragilité aux paramètres hydrométéorologiques se répercute sur plusieurs secteurs clés et affecte aussi bien le développement socioéconomique que la vie et le milieu de vie des populations. En effet, le pays subit de plein fouet les impacts de la variabilité des paramètres climatiques avec une augmentation sensible de la température, une perturbation du régime pluviométrique entrainant un déficit notable des précipitations dont la répartition spatio-temporelle est désormais sujette à une modification importante.  Ces dernières années, l’on observe une extension de la zone saharienne et sahélienne de plusieurs dizaines de kilomètres vers le sud avec comme corollaire une réduction considérable des surfaces agricoles disponibles, une diminution des ressources en eau et des aires de pâturage. En effet, la recrudescence des inondations, des sécheresses et autres manifestations météorologiques à caractère extrêmes depuis le début des années 70 a entrainé une forte diminution des rendements dus aux perturbations climatiques qui affectent les systèmes agro-sylvo-pastoraux et halieutiques dont dépendent directement près de 80% de la population. Cette situation est d’autant plus exacerbée que les capacités en termes de prévision, de la préparation des réponses et de l'adaptation sont insuffisantes.  En complément des acquis des projets d’activités habilitantes et afin d’aider le pays à se doter de stratégies, d’instruments et d’équipements pouvant lui permettre de s’adapter aux effets adverses des Changements Climatiques, le PNUD en collaboration avec le Gouvernement du Tchad, a développé sur financement du FEM à travers les FPMA, le Projet du « Plan National d'Adaptation du Tchad », en appui aux efforts déjà engagés pour la mise en œuvre de sa vision 2030, son PND (2017-2021), sa CDN, son PANA et sa feuille de route PNA.  Ainsi, le Projet du Plan national d'adaptation du Tchad vise à faciliter l’intégration de l’adaptation aux changements climatiques dans la planification et la budgétisation à moyen et à long terme des secteurs sensibles au climat à travers la mise en œuvre de deux principales composantes conformément aux politiques nationaux et mondiaux notamment les ODD 5, 12, 13 et 15 ; UNDAF (2017-2021) ; Plan Stratégique (2018-2021) et le CPD (2018-2021). En créant des systèmes d'information climatiques et socioéconomiques et en renforçant les capacités des parties prenantes, le projet renforcera les efforts de prévision du Tchad, sa préparation et sa réponse tout en améliorant l'efficacité des efforts d'adaptation existants.  Couvrant les niveaux national, sectoriel et régional des zones sahélienne et soudanienne, le projet PNA cible les secteurs de l’agriculture, de l’élevage, de la pêche et des ressources en eau. Il est mis en œuvre par le Ministère de l’Environnement et de la Pêche (MEP) à travers la Direction de l’Eduction Environnementale et de la Lutte contre les Changements Climatiques (DEELCC) selon la modalité *NIM* et devra délivrer deux (2) composantes interdépendantes.  Dans le cadre de la Composante 1 portant sur « l’Amélioration de l’information sur le changement climatique en appui au processus de planification », le projet appuiera le pilotage du processus d'intégration de l’adaptation dans les politiques et les prises de décisions en se basant sur des preuves scientifiques. En conséquence, le Tchad sera doté d'un cadre national capable de produire des prévisions et d'évaluer la vulnérabilité des systèmes de production aux effets négatifs des changements climatiques.  Dans sa logique d’intervention (cf. annexe : cadre des résultats), le projet devra délivrer les effets (résultats intermédiaires ou outcomes) de deux (2) composantes soutenues par la mise en œuvre d’une myriade d’activités interdépendantes concourant à l’atteinte des produits (résultats immédiats, extrants ou output) tels que présentés ci-dessous.  **Principaux résultats escomptés :**  En effet, la composante 1 mettra en place les instruments et mécanismes, permettant de générer des données, des informations, des produits et des services climatologiques, météorologiques et hydrologiques, pouvant informer la planification à moyen et à long terme sur la base d’évidences scientifiques fiables. Pour ce faire, cette première composante appuiera (i) le diagnostic approfondi et détaillé du réseau météorologique et hydrologique existant, l’opérationnalité du dispositif technique et des ressources humaines, pour émettre des recommandations dans les zones sahéliennes et soudaniennes ; (ii) La mise aux normes des nouvelles et des anciennes stations devenues vétustes, en les dotant des équipements nécessaires à la production d’informations climatiques pertinentes, y compris l’installation des 4 radars déjà acquis par le gouvernement ; (iii) La mise en place d’un système d’information intégré capable de faire de la prévision, de l’analyse, et d’évaluer la vulnérabilité des systèmes de production aux effets adverses des changements climatiques, et (iv) le renforcement des capacités techniques, humaines, pour le maintien et l’utilisation du système d’information. Les stations du réseau hydrométéorologique seront équipées de modules, de la logistique, du matériel et des logiciels nécessaires à la production des informations climatiques (Produit 1.1).  Les modules complémentaires nécessaires à l’installation des radars seront également acquis. Ce dispositif météorologique performant sera renforcé par le système d’information géographique (SIG) dans l’objectif de créer une banque de données climatiques et socioéconomiques informatives et fiables (Produit 1.2). Avec cette banque de données intégrée, la première composante sera de nature à doter le Tchad d’un dispositif national capable de faire des prévisions et d’évaluer la vulnérabilité des systèmes de production aux effets adverses des changements climatiques (Produit 1.3). Les ressources des fonds PMA seront également utilisées pour le développement des capacités techniques humaines, le maintien et l’utilisation du système d’information (Produit 1.4).  Un programme de formation sera développé pour (a) les techniciens des ministères concernés sur le fonctionnement, la maintenance et la réparation du matériel météorologique/hydrologique ; (b) les météorologues sur la prévision du temps et les hydrologues sur la prévision des crues, et (c) les techniciens et experts du SIG dans la réception, l’archivage, la compilation, le traitement et l’analyse des données. La formation continue sera axée sur l’utilisation de technologies pouvant faire interface aux systèmes existants et qui minimisent la dépendance de l’extérieur pour la fourniture de matériels et de logiciels.  La deuxième composante se fondera, en partie, sur les inputs de la composante 1, pour entreprendre l’évaluation des vulnérabilités, l’identification des options prioritaires d’adaptation, et faciliter le processus d’intégration de l’adaptation dans la planification et la budgétisation à moyen et long terme dans les secteurs et régions appropriés. Sous cette composante, il sera développé un ensemble de modules de renforcement des capacités (Produit 2.1).  Les ressources du Fonds PMA seront utilisées pour élaborer et institutionnaliser des modules et des programmes de formation pour l’intégration du changement climatique dans les secteurs sensibles (eau, agriculture/agroforesterie, élevage et pêche). Ces programmes sont destinés aux développeurs des politiques et seront conduits en partenariat avec des instituts nationaux de formation. Des options d’adaptation seront identifiées et catégorisées, sur la base des vulnérabilités projetées, et en fonction des tendances climatiques à moyen et long terme développées dans la composante 1 (Produit 2.2).  A travers cette seconde composante du projet, les ressources du fonds PMA seront utilisées pour appuyer le Gouvernement à intégrer le changement climatique dans la planification au niveau national, sectoriel et régional. A cette fin, le Tchad a retenu l’option d’une actualisation des plans et politiques existantes en y intégrant les options prioritaires d’adaptation en lieu et place de la formulation de nouvelles politiques et de nouveaux plans. Dans cette option, la revue à mi-parcours et les revues annuelles du Plan National de Développement (PND) 2017-2021, ainsi que la formulation du PND 2022 du Tchad seront ciblées pour améliorer le niveau d’intégration de l’adaptation. Au niveau sectoriel, le Schéma Directeur l’Eau et l’Assainissement (SDEA) en cours de révision sera ciblé. Au niveau infranational, 15 Plans de Développement Régionaux (PDR) seront également actualisés en y intégrant l’adaptation. Des liens seront établis avec le Fonds Spécial en faveur de l’environnement du Tchad visant à financer les options d’adaptation identifiées. L’intégration de l’adaptation sera également facilitée par la mise à disposition de guides et d’outils, d’actions de plaidoyer, et de recherche (Produit 2.3).  Des indicateurs de suivi-évaluation et d’amélioration des performances du Ministère en charge de l’Environnement pour assurer le pilotage du processus seront développés et la collecte des données sera soutenue (Produit 2.4). Ce système facilitera la coordination globale des actions au niveau national, sectoriel, et régional. Il appuiera également la définition des objectifs, des cibles, des moyens de vérification, l’identification des sources des données, les méthodes de collecte des données, la gestion des informations, le démarrage des évaluations spécifiques, et la facilitation du reporting et des revues.  Le Ministère en charge de l’Environnement à travers cette composante 2 disposera d’un programme de sensibilisation et de vulgarisation (produit 2.5) pour faciliter la communication, l’éducation et l’accès du public aux informations sur l’adaptation au changement climatique. Les informations sur les impacts, les vulnérabilités et l’adaptation seront documentées, consolidées pour l’édification d’un système d’appui à la prise de décision pour la planification future de l’adaptation.  **Impact de la COVID-19 :**  Les retards enregistrés dans la mise en œuvre du projet demeurent difficilement rattrapables et découlent principalement du recrutement tardif du personnel de l’Unité de Gestion du Projet et aux mesures gouvernementales pour lutter contre la pandémie de la COVID-19 déclarée en mars 2020 au Tchad. Ces mesures se durcissent et se relâchent en fonction des pics de la pandémie. Entre autres mesures, nous soulignerons l’interdiction de réunir en un seul endroit plus de 50 personnes, la fermeture de l’aéroport international de N’Djaména aux vols internationaux, le ralentissement des activités dans l’administration publique, les limitations des déplacements et transports interurbains, l’assignation au travail à domicile du personnel du projet comme tous les autres membres du personnel du PNUD astreints à faire du télétravail jusqu’à la reprise effective au bureau, la distanciation physique et sociale, les mesures d’hygiène recommandées (lavage des mains, port de masques, etc.), l’imposition d’un couvre-feu, l’instauration d’un Etat d’urgence sanitaire sur l’ensemble du territoire tchadien par le gouvernement, etc. Notons également l’impact psychosocial de la COVID-19 sur le staff du projet composé essentiellement du personnel national ne disposant pas des conditions optimales de télétravail.  Les risques majeurs ou critiques étant identifiés pour le projet dans le registre des risques dans ATLAS, il convient donc de mettre en œuvre des mesures de mitigation adéquates pour assurer la continuité des activités d’où l’importance d’appuyer les institutions partie prenantes et les personnes bénéficiaires au moyen d'outils de sensibilisation, de technologie et de matériels indispensables à la prévention et à la mitigation de la pandémie de la Covid-19 avec pourcentage de femmes, nous conduisant inéluctablement à l’introduction de nouvelles activités dans la mise en œuvre du projet. | | | |
| **Catégorie de dépistage social et environnemental du PNUD :** Basse | | **Marqueur de l’égalité hommes-femmes du PNUD :** 2 | |
| **Numéro d’identification du Projet ATLAS/numéro d’identification de l’attribution :** 00108410 | | **Numéro d’identification du résultat ATLAS/ numéro d’identification du projet :** 00108259 | |
| **Numéro d’identification du PIMS PNUD-NCE :** 5431 | | **Numéro d’identification du FEM :** 6968 | |
| **CALENDRIER DE MISE EN ŒUVRE** | | | |
| **Date de début prévue :** Mars 2018 | | **Date de fin prévue :** Février 2022 | |
| **Date LPAC :** 01 juin 2018 | | | |
| **PLAN DE FINANCEMENT** | | | |
| Fonds fiduciaire du FEM ou FPMA ou FSCC ou autre fonds vertical | | 5 775 000 USD | |
| Ressources PNUD TRAC | | 1 405 900 USD | |
| 1. **Budget total administré par le PNUD** | | **7 180 900 USD** | |
| **COFINANCEMENT PARALLÈLE (***tout autre cofinancement qui n'est pas un cofinancement en espèces administre par le pnud*) | | | |
| Gouvernement | | 16 500 000 USD | |
| Projet de l'Alliance mondiale contre le changement climatique | | 6 000 000 USD | |
| Projet HYDROMET | | 4 000 000 USD | |
| 1. **Cofinancement total** | | **26 500 000 USD** | |
| 1. **Total général des financements du projet (1) +(2)** | | **33 680 900 USD** | |

**3. OBJECTIFS DE L’EXAMEN A MI-PARCOURS**

L'examen à mi-parcours évaluera les progrès accomplis dans la réalisation des objectifs et des résultats tels que spécifiés dans le document du projet. Il évaluera les premiers signes de succès ou d'échec dans le but d'identifier les changements nécessaires à apporter afin de mettre le projet sur la bonne voie pour atteindre les résultats escomptés. Le MTR examinera également la stratégie du projet et ses risques pour la durabilité. Les résultats du projet décrits dans le cadre de résultats feront l’objet d’un suivi annuel et seront évalués périodiquement pendant la mise en œuvre du projet afin de garantir que le projet atteigne effectivement ces résultats escomptés.

L’examen à mi-parcours (MTR) est un processus indépendant qui commence après la présentation du deuxième rapport d’exécution au FEM (PIR) et le rapport sur l’examen à mi-parcours sera soumis au FEM la même année que le troisième PIR. Les résultats et les réponses de l’examen à mi-parcours soulignés dans la réponse de la direction seront incorporés en tant que recommandations pour une mise en œuvre améliorée pendant la dernière moitié de la durée du projet. Les mandats, le processus d’examen et le rapport d’examen à mi-parcours devront respecter les [directives standards élaborés par l’IEO du PNUD](http://web.undp.org/evaluation/guidance.shtml#http://web.undp.org/evaluation/guidance.shtml), ainsi que les [directives pour la conduite de l’examen à mi-parcours des projets appuyés par le PNUD et financés par le FEM](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_FR_2014.pdf). Comme indiqué dans ces documents d’orientation, l’évaluation sera « indépendante, impartiale et rigoureuse ». Les consultants qui seront embauchés pour entreprendre la mission seront indépendants des organismes qui ont participé à la conception, à l’exécution ou à la prestation de conseils sur le projet à évaluer. Le rapport final de l’examen à mi-parcours sera disponible en anglais et sera approuvé par le bureau pays du PNUD et la Conseillère Technique Régional (RTA de l’anglais) du PNUD-NCE, et approuvé par le Comité de Pilotage du projet. Dans le cadre du projet PNA pour lequel, un retard de démarrage a été enregistré (considération faite à la date de lancement officiel le 24 octobre 2019), l’examen à mi-parcours devait être réalisé le 11 septembre 2020, date à laquelle le projet n’a officiellement été mis en œuvre que onze (11) mois.

**4. APPROCHE ET MÉTHODOLOGIE DE L’EXAMEN A MI-PARCOURS**

Le rapport d'examen à mi-parcours doit fournir des informations crédibles, fiables et utiles, fondées sur des preuves. L'équipe du MTR examinera toutes les sources d'information pertinentes, y compris les documents élaborés au cours de la phase de préparation (c'est-à-dire le PIF, le plan de lancement du PNUD, la procédure d'examen social et environnemental du PNUD/SESP), le document de projet (prodoc), les rapports périodiques du projet, y compris les rapports annuels d'exécution du projet (PIR), les révisions budgétaire, les documents stratégiques et juridiques nationaux et tout autre document que l'équipe juge utile pour cet examen fondé sur des preuves. L'équipe d'examen à mi-parcours examinera les indicateurs de base/outils de suivi du domaine d'intervention du FEM soumis initialement au FEM pour l'approbation de son Directeur Général, ainsi que les indicateurs de base/outils de suivi du domaine d'intervention du FEM à mi-parcours qui doivent être complétés avant le début de la mission d'examen à mi-parcours sur le terrain.

**L'équipe d'examen à mi-parcours est responsable de l’établissement de la méthodologie d’évaluation et les outils nécessaires à la collecte des informations qui seront présentées sous forme de note méthodologique soumise au commanditaire pour appréciation et validation. La collecte d’informations concernera aussi bien des données qualitatives que quantitatives. Ils auront aussi la charge de définir les méthodes de collecte et d’analyse adéquates des données pour présenter au mieux les résultats attendus de la mission.**

L'équipe d'examen à mi-parcours doit suivre une approche collaborative et participative assurant un engagement étroit avec l'unité de Gestion du Projet, les homologues gouvernementaux y compris le point focal opérationnel du FEM, le bureau pays du PNUD, la Conseillère Technique Régional pour la nature, le climat et l'énergie (NCE), les bénéficiaires directs et les autres parties prenantes clés.

L'engagement des parties prenantes est vital pour la réussite du MTR. La participation des parties prenantes doit comprendre des entretiens avec les parties prenantes qui ont des responsabilités dans le projet, notamment l’agence d'exécution, les partenaires de mise en œuvre, l’Unité de Gestion du projet, les experts et consultants clés dans le domaine concerné, le comité de pilotage du projet, les parties prenantes, les universités, les autorités locales, les Organisations de la Société Civile (*une liste des parties prenantes spécifique sera mis à la disposition de l’équipe du MTR immédiatement après la signature du contrat*), etc. En outre, dans la mesure du possible, l'équipe d'examen à mi-parcours doit effectuer des missions sur le terrain à N’Djamena et dans les sites de la zone d’intervention du projet notamment 19 régions du pays en fonction des actions déjà entreprises sur le terrain. La pandémie de la COVID-19 ne facilitant pas les déplacements sur le terrain, des outils virtuels seront utilisés en cas de besoin.

La conception et la méthodologie spécifiques de l'examen à mi-parcours doivent résulter de consultations entre l'équipe d'examen à mi-parcours et les parties susmentionnées concernant ce qui est approprié et faisable pour atteindre le but et les objectifs de l'examen à mi-parcours et répondre aux questions de l'évaluation, compte tenu des restrictions dues à la COVID-19, des limites du budget, du temps et des données. L'équipe de la MTR doit toutefois utiliser des méthodologies et des outils tenant compte des questions de genre et veiller à ce que l'égalité des sexes et l'autonomisation des femmes, ainsi que d'autres questions transversales y compris les ODD soient intégrés dans le rapport du MTR.

L'approche méthodologique finale, y compris le calendrier des entretiens, les visites sur le terrain et les données à utiliser dans le MTR, doit être clairement exposée dans le rapport initial et faire l'objet d'une discussion approfondie et de commun accord entre le PNUD, les parties prenantes et l'équipe du MTR.

L'équipe d'examen à mi-parcours doit être en mesure de déterminer les meilleures méthodes et les meilleurs outils de collecte et d'analyse des données. Elle doit être en mesure de proposer et discuter l'approche de la consultation avec le responsable de l'évaluation du projet et les principales parties prenantes. Ces approches doivent être convenus et clairement reflétés dans le rapport de démarrage du MTR.

Le rapport final de l’examen à mi-parcours doit décrire l’intégralité de l'approche adoptée et la justification de cette approche en rendant explicites les hypothèses sous-jacentes, les défis, les forces et les faiblesses des méthodes et de l'approche de la révision.

En date du 11 mars 2020, l'Organisation Mondiale de la Santé (OMS) a déclaré que la COVID-19 était une pandémie mondiale, le nouveau coronavirus s'étant rapidement répandu dans toutes les régions du monde. Depuis mars 2020, les déplacements dans le pays ainsi que les vols internationaux sont soumis à des restrictions intermittentes. S'il n'est pas possible de se rendre dans le pays ou de s'y rendre pour la mission d'examen à mi-parcours, l'équipe d'examen à mi-parcours doit élaborer une méthodologie qui tienne compte de la conduite de l'examen à mi-parcours de manière virtuelle et à distance, y compris l'utilisation de méthodes d'entretiens à distance et d'examens documentaires approfondis, d'analyses de données, d'enquêtes et de questionnaires d'évaluation. Cette méthodologie doit être détaillée dans le rapport de lancement du MTR et convenue avec l’unité adjudicatrice du PNUD.

Si tout ou partie du MTR doit être réalisée de manière virtuelle, il convient de prendre en considération la disponibilité, la capacité ou la volonté des parties prenantes à être interrogées à distance. En outre, leur accessibilité à internet/ordinateur peut poser un problème du moment où nombreux seront les homologues gouvernementaux et nationaux à travailler à domicile. Ces limitations doivent être reflétées dans le rapport final du MTR.

Si une collecte de données/mission sur le terrain n'est pas possible, les entretiens à distance peuvent être réalisés par téléphone ou en ligne (MS Team, Skype, Zoom, etc.). Les consultants internationaux peuvent travailler à distance avec l'aide des évaluateurs nationaux sur le terrain s'ils peuvent opérer et se déplacer en toute sécurité. Aucune partie prenante, aucun consultant ou personnel du PNUD ne doit être mis en danger et la sécurité est la priorité absolue.

Une courte mission de validation peut être envisagée s'il est confirmé qu'elle est sans danger pour le personnel, les consultants, les parties prenantes et qu’elle est possible dans le cadre du calendrier de l'examen à mi-parcours. De même, des consultants nationaux qualifiés et indépendants peuvent être engagés pour effectuer le MTR et les entretiens dans le pays, à condition que cela ne présente aucun danger.

Ainsi, toute limitation rencontrée au cours du processus de MTR et toute approche/méthodologie d'évaluation ajustée, le cas échéant, qui pourrait être nécessaire pour mettre en œuvre l'évaluation de manière efficace, y compris des conseils de sécurité, des examens documentaires approfondis, le recours principal à des consultants nationaux, des réunions virtuelles des parties prenantes et des entretiens virtuels par les évaluateurs, doivent être détaillées dans le rapport initial de démarrage et le rapport final du MTR.

**5. PORTÉE DÉTAILLÉE DU MTR**

L'équipe d'examen à mi-parcours évaluera les quatre (4) catégories suivantes de progrès du projet. Voir le Guide pour la conduite des examens à mi-parcours des projets soutenus par le PNUD et financés par le FEM pour des descriptions plus détaillées.

**i.** **Stratégie de projet**

Conception du projet :

* Examiner le problème abordé par le projet et les hypothèses sous-jacentes. Examiner l’effet de toute hypothèse ou modification incorrecte du contexte pour atteindre les résultats du projet, tel qu’il est décrit dans le document du projet.
* Examiner la pertinence de la stratégie du projet et évaluer si elle fournit la voie la plus efficace vers les résultats attendus ou prévus. Les leçons tirées d’autres projets pertinents ont-elles été correctement intégrées à la conception du projet ?
* Examiner la manière dont le projet répond aux priorités du pays. Examiner l'appropriation du projet par le pays. Le concept du projet était-il conforme aux priorités et aux plans de développement du secteur national du pays ?
* Examiner les processus décisionnels : les perspectives de ceux qui seraient affectés par les décisions du projet, de ceux qui pourraient en affecter les résultats et de ceux qui pourraient apporter des informations ou d'autres ressources au processus, ont-elles été prises en compte lors des processus de conception du projet ?
* Examiner dans quelle mesure les questions pertinentes du genre, ont été soulevées lors de la conception du projet. Voir l'annexe 9 du document *« Directives pour la conduite de l’examen à mi-parcours des projets appuyés par le PNUD et financés par le GEF »* pour de plus amples directives.
  + Les questions pertinentes du genre (par exemple, l'impact du projet sur l'égalité des sexes dans le pays du projet, la participation des groupes de femmes, l'engagement des femmes dans les activités du projet) ont-elles été soulevées dans le document de projet ?
* S'il y a des domaines de préoccupation majeurs, faire des recommandations pour leur amélioration.

Cadre de résultats / Cadre logique :

* Effectuer une analyse critique des indicateurs et des objectifs du cadre logique du projet, évaluer le degré de réalisation des objectifs "SMART" (Spécifiques, Mesurables, Atteignables, Réaliste et Temporellement défini) à mi-parcours et en fin de projet, et suggérer des modifications/révisions spécifiques des objectifs et des indicateurs si nécessaire.
* Les objectifs et les résultats ou composantes du projet sont-ils clairs, pratiques et réalisables dans le temps ?
* Examiner si les progrès réalisés jusqu'à présent ont conduit ou pourraient à l'avenir catalyser des effets bénéfiques sur le développement (c'est-à-dire la génération de revenus, l'égalité des sexes et l'autonomisation des femmes, l'amélioration de la gouvernance, etc.) qui devraient être inclus dans le cadre de résultats du projet et faire l'objet d'un suivi annuel.
* Veiller à ce que les aspects plus larges du projet en matière de développement et d'égalité des sexes fassent l'objet d'un suivi efficace. Développer et recommander des indicateurs SMART de "développement", y compris des indicateurs ventilés par sexe et des indicateurs qui saisissent les avantages du développement.

**ii. Progrès vers les résultats**

Progrès vers l’atteinte des résultats :

Examiner les indicateurs du cadre logique par rapport aux progrès réalisés vers les objectifs de fin de projet en utilisant la matrice des progrès vers les résultats et en suivant les directives pour la conduite des examens à mi-parcours des projets soutenus par le PNUD et financés par le FEM ; coder par couleur les progrès dans un "système de feux de signalisation" en fonction du niveau de progrès réalisé ; attribuer une note sur les progrès pour chaque résultat ; faire des recommandations à partir des domaines marqués comme "Non conforme à l'objectif à atteindre" (rouge).

Table. Matrice des progrès réalisés (réalisation des résultats par rapport aux objectifs de fin de projet)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Stratégie du projet** | **Indicateur[[42]](#footnote-43)** | **Niveau de référence[[43]](#footnote-44)** | **Niveau 1er** **PIR (auto-déclaré)** | **Cible à moyen terme[[44]](#footnote-45)** | **Objectif de fin de projet** | **Niveau et évaluation à moyen terme[[45]](#footnote-46)** | **Cote de réussite[[46]](#footnote-47)** | **Justification de l’évaluation** |
| **Objectif :** | Indicateur (si applicable) : |  |  |  |  |  |  |  |
| **Résultat 1 :** | Indicateur 1 : |  |  |  |  |  |  |  |
| Indicateur 2 : |  |  |  |  |  |
| **Résultat 2 :** | Indicateur 3 : |  |  |  |  |  |  |  |
| Indicateur 4 : |  |  |  |  |  |
| Etc. |  |  |  |  |  |
| **Etc.** |  |  |  |  |  |  |  |  |

**Clé de l’évaluation des indicateurs**

|  |  |  |
| --- | --- | --- |
| Vert= Réalisé | Jaune= Sur l’objectif à atteindre | Rouge= Pas sur la cible à atteindre |

En plus des progrès réalisés dans l’atteinte des résultats :

* Comparer et analyser l'outil de suivi/les indicateurs de base du FEM au niveau de référence avec celui qui a été achevé juste avant l'examen à mi-parcours.
* Identifier les obstacles restants à la réalisation de l'objectif du projet dans la suite du projet.
* En examinant les aspects du projet qui ont déjà été couronnés de succès, identifier les moyens par lesquels le projet peut encore étendre ces avantages.
* Les questions spécifiques liées à la COVID-19 sont t’elles prise en compte dans la mise en œuvre du projet ? Quelles sont les limites du projet face aux impacts de la COVID-19 ?

**iii. Mise en œuvre du projet et gestion adaptative**

Modalités de gestion :

* Examiner l'efficacité globale de la gestion du projet telle qu'elle est décrite dans le document de projet. Des changements ont-ils été apportés et sont-ils efficaces ? Les responsabilités et les lignes hiérarchiques sont-elles claires ? Le processus décisionnel est-il transparent et entrepris en temps utile ? Recommander des domaines à améliorer.
* Examiner la qualité d'exécution de l'agence d'exécution/partenaire(s) de mise en œuvre et recommander des améliorations.
* Examiner la qualité de l'appui fourni par l'Agence partenaire du FEM (PNUD) et recommander des domaines d'amélioration.
* L'Agent d'exécution/partenaire de réalisation et/ou le PNUD et les autres partenaires ont-ils la capacité de fournir des avantages aux femmes ou de les faire participer ? Si oui, comment ?
* Quel est l'équilibre entre les sexes au sein du personnel du projet ? Quelles mesures ont été prises pour assurer l'équilibre entre les sexes au sein du personnel de projet ?
* Quel est l'équilibre entre les sexes au sein du Comité de Pilotage (COPIL) ? Quelles mesures ont été prises pour assurer l'équilibre entre les sexes au sein du conseil de direction du projet ?

Planification du travail :

* Examiner les retards éventuels dans le démarrage et la mise en œuvre du projet, en identifier les causes et examiner s'ils ont été résolus.
* Les processus de planification du travail sont-ils axés sur les résultats ? Si ce n'est pas le cas, suggérez des moyens de réorienter la planification du travail pour se concentrer sur les résultats ?
* Examinez l'utilisation du cadre de résultats/cadre logique du projet comme outil de gestion et examinez les changements qui y ont été apportés depuis le début du projet.

Financement et cofinancement :

* Examinez la gestion financière du projet, en particulier le rapport coût-efficacité des interventions.
* Examinez les changements apportés aux allocations de fonds à la suite des révisions budgétaires et évaluez la pertinence et l'opportunité de ces révisions.
* Le projet dispose-t-il des contrôles financiers appropriés, y compris en matière de rapports et de planification, qui permettent à la direction de prendre des décisions éclairées concernant le budget et d'assurer un flux de fonds en temps utile ?
* En vous basant sur le tableau de suivi du cofinancement à remplir par l’Unité Adjudicatrice et l'équipe de projet, fournissez un commentaire sur le cofinancement : le cofinancement est-il utilisé de manière stratégique pour aider à atteindre les objectifs du projet ? L'équipe de projet rencontre-t-elle régulièrement tous les partenaires de cofinancement afin d'aligner les priorités de financement et les plans de travail annuels ?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sources de cofinancement** | **Nom du co-financeur** | **Type de cofinancement** | **Montant du cofinancement confirmé à l’approbation du CHEF de la direction ($US)** | **Montant réel versé au stade de l’examen à mi-parcours ($US)** | **Pourcentage réel du montant prévu** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  | **Total** |  |  |  |

* Inclure le modèle de cofinancement FEM séparé (rempli par l’Unité Adjudicatrice et l'équipe de projet) qui classe chaque montant de cofinancement dans les catégories "investissement mobilisé" ou "dépenses récurrentes". (Ce modèle sera joint en annexe sous forme de fichier séparé).

Systèmes de suivi et d'évaluation au niveau du projet :

* Examiner les outils de suivi actuellement utilisés : Fournissent-ils les informations nécessaires ? Impliquent-ils des partenaires clés ? Sont-ils alignés ou intégrés aux systèmes nationaux ? Utilisent-ils les informations existantes ? Sont-ils efficaces ? Sont-ils rentables ? Des outils supplémentaires sont-ils nécessaires ? Comment pourrait-on les rendre plus participatifs et inclusifs ?
* Examinez la gestion financière du budget de suivi et d'évaluation du projet. Des ressources suffisantes sont-elles allouées au suivi et à l'évaluation ? Ces ressources sont-elles allouées de manière efficace ?
* Examiner dans quelle mesure les questions pertinentes de la dimension genre, ont été intégrées dans les systèmes de suivi. Voir l'annexe 9 du document « Directives pour la conduite de l’examen à mi-parcours des projets appuyés par le PNUD et financés par le GEF » pour de plus amples directives.

Engagement des parties prenantes :

* Gestion du projet : Le projet a-t-il développé et mis à profit les partenariats nécessaires et appropriés avec les parties prenantes directes et tangentielles ?
* Participation et processus pilotés par le pays : Les parties prenantes des gouvernements locaux et nationaux soutiennent-elles les objectifs du projet ? Continuent-elles à jouer un rôle actif dans la prise de décisions relatives au projet, afin de soutenir une mise en œuvre efficace et efficiente du projet ?
* Participation et sensibilisation du public : Dans quelle mesure la participation des parties prenantes et la sensibilisation du public ont-elles contribué aux progrès vers la réalisation des objectifs du projet ?
* Comment le projet fait-il participer les femmes et les filles ? Le projet est-il susceptible d'avoir les mêmes effets positifs et/ou négatifs sur les femmes et les hommes, les filles et les garçons ? Identifiez, si possible, les contraintes juridiques, culturelles ou religieuses qui pèsent sur la participation des femmes au projet. Que peut faire le projet pour améliorer ses avantages pour les femmes ?

Normes sociales et environnementales (sauvegardes)

* Valider les risques identifiés dans le dernier SESP du projet, ainsi que la notation de ces risques ; des révisions sont-elles nécessaires ?
* Résumez et évaluez les révisions apportées depuis l'approbation de la DG (si applicable) :
  + La catégorisation des risques des garanties globales du projet.
  + Les types de risques identifiés (dans le SESP).
  + Les cotes de risque individuelles (dans le SESP).
* Décrire et évaluer les progrès réalisés dans la mise en œuvre des mesures de gestion sociale et environnementale du projet telles que décrites dans le SESP soumis lors de l'approbation de la Direction Générale (et préparé pendant la mise en œuvre, le cas échéant), y compris toute révision de ces mesures. Ces mesures de gestion peuvent inclure des Plans de Gestion Environnementale et Sociale (PGES) ou d'autres plans de gestion, mais peuvent également inclure des aspects de la conception d'un projet ; reportez-vous à la question 6 du modèle de SESP pour un résumé des mesures de gestion identifiées.
* Un projet donné doit être évalué par rapport à la version de la politique de sauvegarde du PNUD qui était en vigueur au moment de l'approbation du projet.

Rapports :

* Évaluer comment les changements de gestion adaptative ont été signalés par la direction du projet et partagés avec le Conseil du projet.
* Évaluer dans quelle mesure l'équipe de projet et les partenaires respectent les exigences du FEM en matière de rapports (c'est-à-dire comment ont-ils traité les rapports d'évaluation préliminaire mal notés, le cas échéant ?)
* Évaluer la manière dont les enseignements tirés du processus de gestion adaptative ont été documentés, partagés avec les principaux partenaires et internalisés par les partenaires.

Communications et gestion des connaissances :

* Examiner la communication interne du projet avec les parties prenantes : La communication est-elle régulière et efficace ? Certaines parties prenantes clés sont-elles exclues de la communication ? Y a-t-il des mécanismes de retour d'information lorsque la communication est reçue ? Cette communication avec les parties prenantes contribue-t-elle à les sensibiliser aux résultats et aux activités du projet et à investir dans la durabilité des résultats du projet ?
* Examiner la communication externe du projet : Des moyens de communication appropriés sont-ils établis ou en cours d'établissement pour exprimer au public l'avancement du projet et l'impact prévu (y a-t-il une présence sur le web, par exemple ? Ou le projet a-t-il mis en œuvre des campagnes de sensibilisation et d'information du public appropriées) ?
* Pour les besoins du rapport, rédigez un paragraphe d'une demi-page qui résume les progrès du projet vers les résultats en termes de contribution aux avantages du développement durable, ainsi que les avantages environnementaux globaux.
* Dressez la liste des activités/produits de connaissance développés (sur la base de l'approche de gestion des connaissances approuvée lors de l'approbation de la DG).

**iv. Durabilité**

* Valider si les risques identifiés dans le document de projet, les rapport périodiques/le PIR et le registre des risques dans ATLAS sont effectivement les plus importants et si les cotes de risque appliquées sont appropriées et à jour. Si ce n'est pas le cas, expliquez pourquoi.
* En outre, évaluez les risques suivants pour la durabilité :

Risques financiers pour la durabilité :

* Quelle est la probabilité que les ressources financières et économiques ne soient pas disponibles une fois que l'aide du FEM prend fin (considérez que les ressources potentielles peuvent provenir de sources multiples, telles que les secteurs public et privé, les activités génératrices de revenus et d'autres financements qui constitueront des ressources financières adéquates pour pérenniser les résultats du projet) ?

Risques socio-économiques pour la durabilité :

* Existe-t-il des risques sociaux ou politiques susceptibles de compromettre la durabilité des résultats du projet ? Quel est le risque que le niveau d'appropriation par les parties prenantes (y compris par les gouvernements et les autres parties prenantes clés) soit insuffisant pour permettre la pérennité des résultats et des avantages du projet ? Les différentes parties prenantes clés considèrent-elles qu'il soit dans leur intérêt que les bénéfices du projet continuent à circuler ? La sensibilisation du public et des parties prenantes est-elle suffisante pour soutenir les objectifs à long terme du projet ? L'équipe de projet documente-t-elle en permanence les enseignements tirés et les partage-t-elle/transfère-t-elle aux parties appropriées qui pourraient tirer des enseignements du projet et éventuellement le reproduire et/ou l'étendre à l'avenir ?
* Le cadre institutionnel et la gouvernance présentent des risques pour la durabilité :
* Les cadres juridiques, les politiques, les structures et les processus de gouvernance présentent-ils des risques susceptibles de compromettre la pérennité des avantages du projet ? Lors de l'évaluation de ce paramètre, il convient également de se demander si les systèmes/mécanismes requis pour la responsabilité, la transparence et le transfert de connaissances techniques sont en place.

Risques environnementaux pour la durabilité :

* Existe-t-il des risques environnementaux susceptibles de compromettre la pérennité des résultats du projet ?

**Conclusions et recommandations**

L'équipe d'examen à mi-parcours inclura une section dans le rapport d'examen à mi-parcours pour les conclusions fondées sur des preuves, à la lumière des résultats.

En outre, le consultant/l'équipe d'examen à mi-parcours devrait faire des recommandations à l'équipe de projet. Les recommandations doivent être des suggestions succinctes d'intervention critique qui sont spécifiques, mesurables, réalisables et pertinentes. Un tableau de recommandations doit être placé dans le résumé du rapport. Voir les « d*irectives pour la conduite de l’examen à mi-parcours des projets appuyés par le PNUD et financés par le GEF* » pour des conseils sur le tableau des recommandations.

L'équipe chargée de l'examen à mi-parcours ***ne doit pas formuler plus de 15 recommandations*** au total.

**Cotes et notations**

L'équipe du MTR inclura dans le résumé de son rapport, ses évaluations des résultats du projet ainsi que de brèves descriptions des réalisations associées dans un tableau de synthèse des évaluations et des réalisations ci-dessous. Voir l'annexe E pour les échelles de notation. Aucune notation de la stratégie du projet et aucune notation globale du projet n'est requise.

Table. Tableau récapitulatif des notations et des réalisations du MTR pour le projet Plan National d’Adaptation

|  |  |  |
| --- | --- | --- |
| **Mesure** | **Cotes MTR** | **Description des réalisations** |
| **Stratégie du projet** | N/A |  |
| **Progrès vers les résultats** | Cote de réalisation objective : (note sur une échelle de 6 pt.) |  |
| Résultat 1 Cote de réussite : (note sur une échelle de 6 pt.) |  |
| Résultat 2 Cote de réussite : (note sur une échelle de 6 pt.) |  |
| Résultat 3 Cote de réussite : (note sur une échelle de 6 pt.) |  |
| Etc. |  |
| **Mise en œuvre du projet et gestion adaptative** | (Note sur une échelle de 6 pt.) |  |
| **Durabilité** | (Note sur une échelle de 4 pt.) |  |

1. **Délai**

La durée totale du MTR sera de trente (30) jours ouvrables sur une période de six (6) semaines calendaires soit du 26 avril au 08 juin 2021, et ne dépassera pas trois (3) mois à partir du moment où les consultants sont engagés. Le calendrier provisoire de l'examen à mi-parcours est le suivant :

|  |  |  |
| --- | --- | --- |
| **Activité** | **NOMBRE DE JOURS OUVRABLES** | **DATE D’ACHÈVEMENT** |
| Examen des documents et préparation du rapport de démarrage. Ledit rapport doit être remis au plus tard deux (2) semaines (soit le 04 mai) avant la fin de la mission de MTR | *3 jours* | *29/04/2021* |
| Mission d'examen à mi-parcours : réunions avec les parties prenantes, entretiens, visites sur le terrain  *NOTE : Les entretiens avec les parties prenantes, s'ils sont réalisés virtuellement, peuvent nécessiter un délai plus long que d'habitude. Veuillez adapter le nombre de jours et la date d'achèvement en conséquence.* | *12 jours* | *18/05/2021* |
| Présentation des résultats initiaux - dernier jour de la mission d'examen à mi-parcours | *1 jour* | *19/05/2021* |
| Préparation du projet de rapport final à remettre au plus tard dans les trois (3) semaines suivant la mission d'examen à mi-parcours | *10 jours* | *02/06/2021* |
| Finalisation du rapport final de l'examen à mi-parcours/ Intégration d'une piste d'audit à partir des commentaires sur le projet de rapport (dans la semaine suivant la réception des commentaires du PNUD sur le projet)  *Note : tenir compte du délai de diffusion et d’examen du projet de rapport* | *4 jours* | *08/06/2021* |

***NB :*** *Les options pour les visites de terrain doivent être fournies dans le rapport initial de démarrage. La flexibilité et les délais devraient être inclus dans le calendrier du MTR, avec le temps supplémentaire nécessaire à sa réalisation à distance (virtuellement) reconnaissant les retards possibles dans l'accès aux groupes de parties prenantes en raison de la COVID-19. Il est possible d'envisager un délai d'urgence au cas où l'évaluation serait retardée de quelque manière que ce soit en raison de COVID-19.*

1. **LIVRABLES D’EXAMEN À MI-PARCOURS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Livrable** | **Description** | **Calendrier** | **Responsabilités** |
| **1** | **Rapport de démarrage du MTR** | L’équipe du MTR clarifie les objectifs et la méthode de l’examen. | 5 jours ouvrables après la date de début de la mission, Après la réunion de démarrage et au plus tard 2 semaines avant la fin de la mission du MTR. | L’équipe du MTR soumet le rapport à l’Unité Adjudicatrice et à l’Unité de Gestion du Projet (UGP). L’UGP procède à la revue et à la validation du rapport dans les 2 jours ouvrables après réception. |
| **2** | **Présentation** | Constats initiaux | Fin de la mission du MTR | L’équipe du MTR présente à l’Unité Adjudicatrice et à l’Unité de Gestion du Projet. |
| **3** | **Projet de rapport MTR** | Projet de rapport complet (en utilisant les lignes directrices sur le contenu énoncées à l'annexe B) avec annexes. | Dans les 3 semaines suivant la mission du MTR | Envoyé par l’équipe du MTR à l’Unité Adjudicatrice et examiné par la RTA, l’Unité de Gestion du Projet, l’Unité Développement Durable du PNUD, le spécialiste M&E du PNUD ainsi que le point focal FEM. |
| **4** | **Rapport final\*** | Rapport révisé avec **piste d'audit** détaillant la manière dont tous les commentaires reçus ont (et n'ont pas) été traités dans le rapport final du MTR | Dans la semaine suivant la réception des commentaires du PNUD sur le projet | Envoyé par l’équipe du MTR à l’Unité Adjudicatrice |
| **5** | **Restitution au comité de pilotage** | Une présentation PowerPoint recapitulant les principales conclusions de l’évaluation sera présentée aux membres du comité de pilotage par visioconférence. | Après la livraison du rapport final et selon le calendrier de la réunion du comité de pilotage ne dépassant pas un délai de 6 mois | L’équipe du MTR présentera virtuellement, les conclusions finales aux membres du comité de pilotage |

\*Le rapport final du MTR sera remis en copies dures et en version électroniques, sur une clé USB. Il doit être en anglais. Le cas échéant, l’Unité Adjudicatrice peut choisir d’organiser une traduction du rapport dans une langue plus largement partagée par les parties prenantes nationales.

1. **DISPOSITIONS RELATIVES A L’EXAMEN A MI-PARCOURS**

La responsabilité principale de la gestion de ce MTR incombe à l'Unité Adjudicatrice. L’Unité Adjudicatrice pour le MTR de ce projet est le Bureau Pays du PNUD au Tchad. L’Unité Adjudicatrice passera un contrat avec les consultants et veillera à ce que l'équipe du MTR reçoive en temps utile les indemnités journalières et les dispositions de voyage dans le pays et fournira une liste actualisée des parties prenantes avec leurs coordonnées (téléphone et courriel) si les contraintes liées à la COVID-19 le permettent. L’Unité de Gestion du Projet avec l’appui de l’Unité Développement Durable du PNUD et le spécialiste M&E du PNUD, sera chargée d'assurer la liaison avec l'équipe d'examen à mi-parcours afin de fournir tous les documents pertinents, d'organiser des entretiens avec les parties prenantes et d'organiser des visites sur le terrain.

**Adjudicataire de l’évaluation :**

Le bureau pays du PNUD Tchad est le commanditaire de l’étude et de ce fait, Il a pour mission de :

1. Apporter un appui aux Evaluateurs indépendants ;
2. Répondre à l'évaluation en utilisant les constats de manière appropriée ;
3. Allouer les fonds et les ressources humaines nécessaires ;
4. Être responsable et rendre compte de la qualité du processus et des produits de l’évaluation ;
5. Recommander l'acceptation du rapport final du groupe de référence.

**Équipe d’évaluation** :

Les experts auront en charge d’effectuer l'évaluation réelle, soumettre l’approche méthodologique, collecter, traiter et analyser les données, développer le projet de rapport final ainsi que la présentation Power Point et le rapport final conformément aux termes de référence.

**Co-gestionnaires de l’évaluation :**

L’Unité Développement Durable du PNUD Tchad, la Coordination du projet (UGP) et le spécialiste en suivi-évaluation du PNUD auront en charge de :

1. Gérer les arrangements contractuels, le budget et le personnel impliqué dans l'évaluation ;
2. Fournir un appui à l'équipe d’évaluation ;
3. Fournir à l'équipe d'évaluation l'assistance administrative, les informations et données requises ;
4. Analyser le document d’approche méthodologique et les rapports d'évaluation pour s’assurer que la version finale répond aux standards de qualité.
5. **COMPOSITION, QUALIFICATION ET TACHE DE L’ÉQUIPE**

L’équipe de l'examen à mi-parcours sera composée de deux (2) consultants indépendants, spécialisés en évaluation de projets dont un (1) consultant international et un (1) consultant originaire du Tchad.

L’expert international jouera le rôle de chef d'équipe avec une expérience avérée et une proximité avec des projets et des évaluations du même type dans d'autres régions du monde particulièrement en Afrique. Il assurera la qualité de l’évaluation pour délivrer dans le temps imparti tous les produits attendus et sera responsable de la conception et de la rédaction du rapport de l'équipe de projet.

L’expert national de l'équipe aura en charge d’évaluer les tendances émergentes en ce qui concerne les cadres réglementaires, les allocations budgétaires, le renforcement des capacités, travailler avec l'équipe de projet pour développer l'itinéraire de l'évaluation finale, etc. Il veillera à faciliter les contacts avec les autorités administratives et les parties prenantes au projet. Il aura pour principales missions de faciliter la collecte, le traitement et l’analyse de données sur le terrain, en veillant au besoin, à faciliter les aspects de traduction et contacts avec les populations cibles.

Les consultants ne peuvent pas avoir participé à la préparation, la formulation et/ou la mise en œuvre du projet (y compris la rédaction du document de projet) et ne doivent pas être en conflit d'intérêts avec les activités liées au projet.

Dans le contexte restrictif de la COVID-19, le consultant international sera appelé à travailler avec le consultant national essentiellement à distance. Des dispositions relatives à l'expérience dans la mise en œuvre d'évaluations à distance seraient donc un atout. La sélection des consultants visera à maximiser les qualités globales de "l’équipe" dans les domaines ci-dessous.

1. **Consultant international, Chef d’équipe**

Éducation (20 pts Max)

Être titulaire, au minimum, d’un diplôme d’études supérieures (Bac+5) ou équivalent en Planification du développement, économie du développement, changements climatiques et Développement Durable, adaptation et résilience ou dans une discipline connexe des sciences sociales et environnementales.

Expérience (80 pts Max)

1. Expérience dans des domaines techniques pertinents pendant au moins 10 ans (10 pts) ;
2. Expérience dans l'évaluation de projets similaires en tant que consultant international et chef d’équipe au moins 5 fois (10 pts) ;
3. Expérience pertinente des méthodes d'évaluation de la gestion axée sur les résultats (8 pts) ;
4. Expérience dans l'application d'indicateurs SMART et dans la reconstruction ou la validation de scénarios de référence (8 pts) ;
5. Compétence en gestion adaptative, telle qu'appliquée au domaine d’intervention du FEM relatif à l’adaptation aux Changements Climatiques (8 pts) ;
6. Compréhension avérée des questions liées à la problématique hommes-femmes et l’adaptation aux Changements Climatiques (5 pts) ;
7. Expérience de l'évaluation et de l'analyse sensibles à la problématique hommes-femmes (5 pts) ;
8. Expérience de travail dans les pays d’Afrique subsaharienne, Une bonne connaissance des problématiques de développement au Tchad serait un atout (6 pts) ;
9. Compétences manifestes en matière de communication (5 pts) ;
10. Compétences analytiques manifestes (5 pts) ;
11. Une expérience de l'évaluation/examen de projets de développement au sein du système des Nations Unies sera considérée comme un atout (5 pts) ;
12. Une expérience de la mise en œuvre d'évaluations à distance sera considérée comme un atout (5 pts).

Langue

* Maîtrise du français écrit et parlé.
* Maîtrise de l’anglais écrit et parlé.

1. **Consultant national chargé de la facilitation des évaluations au niveau nationale (Tchad).**

Éducation (20 pts Max)

• Être titulaire, au minimum, d’un diplôme de maitrise (Bac+4) en planification du développement, économie du développement, administration ou dans une discipline connexe des sciences sociales et environnementales.

Expérience (80 pts Max)

1. Expérience de 5 ans dans des domaines techniques pertinents dont au moins 2 dans le domaine des Changements Climatiques et du Développement Durable (20 pts) ;
2. Expérience concluante dans l’évaluation d’au moins 2 projets de développement (15 pts) ;
3. Expérience pertinente des méthodes d'évaluation de la gestion axée sur les résultats (15 pts) ;
4. Compétences manifestes en matière de communication (10 pts) ;
5. Compétences analytiques manifestes (10 pts) ;
6. Une expérience de l'évaluation/examen de projets de développement au sein du système des Nations Unies sera considérée comme un atout (5 pts) ;
7. Une expérience de la mise en œuvre d'évaluations à distance sera considérée comme un atout (5 pts).

Langue

* Maîtrise du français écrit et parlé.
* Bon niveau d’anglais écrit et parlé.
* Connaissance de l’Arabe local serait un atout pour une interaction aisée avec certains interlocuteurs de la mission.

1. **Tâches générales de l’équipe du MTR**

* Exploiter les différents rapports et autres documents ;
* Réaliser des consultations avec les parties prenantes ;
* Procéder à une analyse de la documentation suivant les critères clés d’évaluation (la pertinence, l'efficacité, l'efficience, la durabilité et l’impact) ;
* Produire les livrable attendus.

1. **Tâches spécifiques au Consultant International chef d’équipe**

En plus des tâches générales dévolues à l’équipe, le chef de mission aura la responsabilité de :

* Soumettre à l’adjudicataire de l’évaluation, une approche méthodologique cohérente et consensuelle comprenant les outils nécessaires à la collecte des informations ;
* Assurer la gestion et la coordination des travaux de l’équipe ;
* Coordonner et veiller à l’assurance qualité du MTR y compris la rédaction des rapports par l’équipe ;
* Animer les consultations avec les parties prenantes (si applicable) ;
* Animer les sessions de restitution ;
* S’assurer que les produits attendus/livrables (rapport initial de démarrage, rapport provisoire, rapport final et présentation PowerPoint) soient finalisés et soumis dans les délais définis.

1. **Tâches spécifiques au Consultant National chargé de la facilitation**

En plus des tâches générales dévolues à l’équipe, le chargé de la facilitation en collaboration avec le chef d’équipe aura la responsabilité de :

* Collecter la documentation ;
* Faciliter et animer les consultations avec les parties prenantes ;
* Effectuer des visites de terrain ;
* Appuyer le consultant international (chef d’équipe) dans l’élaboration de la méthodologique ainsi que des outils nécessaires à la collecte des informations ;
* Appuyer le consultant international (chef d’équipe) dans la collecte des données, les prises de contacts, la rédaction des rapports ainsi que la prise des notes et l’intégration des commentaires dans le rapport définitif.

1. **ÉTHIQUE**

L'équipe du MTR sera tenue de respecter les normes éthiques les plus strictes et devra signer un code de conduite *(voir annexe D)* dès l'acceptation de la mission. Cette évaluation à mi-parcours sera menée conformément aux principes énoncés dans les "Directives éthiques pour l'évaluation" de l'UNEG. L'équipe du MTR doit protéger les droits et la confidentialité des fournisseurs d'informations, des personnes interrogées et des parties prenantes par des mesures visant à garantir la conformité avec les codes juridiques et autres codes pertinents régissant la collecte de données et la communication des données. L'équipe d'évaluation doit également assurer la sécurité des informations collectées avant et après l'évaluation et des protocoles pour garantir l'anonymat et la confidentialité des sources d'information lorsque cela est prévu. Les informations, les connaissances et les données recueillies dans le cadre du processus d'examen à mi-parcours doivent également être utilisées uniquement pour l'examen à mi-parcours et non pour d'autres usages sans l'autorisation expresse du PNUD et de ses partenaires.

1. **MODALITES ET CALENDRIER DE PAIEMENT**

Dans le cadre de la réalisation du MTR attendues aux termes des présents TDRs, les seules facilités que le PNUD pourra accorder de fait aux consultants est l’usage de ses locaux. Tous les autres frais, y compris ceux du transport seront indiqués dans la proposition financiere conformement au modèle en annexe H. Seules les offres financières des candidat (e ) s techniquement qualifié (e )s seront évaluées. Le PNUD se reservera le droit de mettre à disposition un vehicule et un chauffeur, lequel cas, les frais y afferentes ne seront pas versés aux consultants. Les paiements seront effectués comme suit :

|  |  |  |  |
| --- | --- | --- | --- |
| Tranche | Conditions de paiements | Calendrier | Montant |
| 1 | Paiement de 20% à la remise satisfaisante du rapport initial de démarrage du MTR et à l’approbation de l’Unité Adjudicatrice. | Après le 7e jour ouvrable de réalisation du MTR. | Totalité des frais de transport pour les missions sur le terrain et des frais de vie, limités à 20% du montant total du contrat. |
| 2 | Paiement de 40% à la remise satisfaisante du projet de rapport du MTR et à l’approbation de l’Unité Adjudicatrice. | Après le 20e jour ouvrable de réalisation du MTR. | 40% du montant total du contrat. |
| 3 | Paiement de 40% à la remise satisfaisante du rapport final du MTR et à l'approbation de l’Unité Adjudicatrice et de la RTA (via les signatures sur le formulaire d'approbation et de validation du rapport final du MTR) et à la remise de la piste d'audit. | Après le 30e jour ouvrable de réalisation du MTR. | Solde restant du contrat. |

**Critères pour l'émission du paiement final de 40%**[[47]](#footnote-48) **(Tranche 3) :**

* Le rapport final du MTR comprend toutes les exigences énoncées dans le mandat des consultants et est conforme aux orientations de la conduite du MTR ;
* Le rapport final du MTR est clairement rédigé, organisé de manière logique et est spécifique à ce projet (c'est-à-dire que le texte n'a pas été copié et collé à partir d'autres rapports de MTR) ;
* La piste d'audit comprend les réponses et la justification de chaque commentaire énuméré.

*NB : Inclure une prévision pour l'impact de la COVID-19 sur la production des produits livrables et tout paiement réduit si cela devait se produire.*

Conformément au règlement financier du PNUD, lorsqu'il est déterminé par l’Unité Adjudicatrice et/ou le consultant qu'un produit ou un service ne peut être achevé de manière satisfaisante en raison de l'impact de COVID-19 et des limitations de l'examen à mi-parcours, ce produit ou service ne sera pas payé. En raison de la situation actuelle de COVID-19 et de ses implications, un paiement partiel peut être envisagé si le consultant a investi du temps dans la réalisation d'un produit ou d'un service mais n'a pas pu le mener à bien en raison de circonstances indépendantes de sa volonté.

1. **PROCESSUS DE SOUMISSION[[48]](#footnote-49)**

**Présentation recommandée de la proposition :**

1. **Lettre de confirmation d'intérêt et de disponibilité en utilisant** [le](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx) modèle[[49]](#footnote-50) fourni par le PNUD en annexe H ;
2. **CV et notice personnelle (formulaire** [P11) ;](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[50]](#footnote-51)
3. **Brève description de l'approche du travail/proposition technique** expliquant pourquoi la personne se considère comme la plus apte à remplir la mission, et proposant une méthodologie sur la manière dont elle abordera et accomplira la mission dans le temps (1 page Max) ;
4. **Proposition financière (voir modèle en annexe H)** indiquant le prix total forfaitaire du contrat et tous les autres frais liés au voyage (tels que les billets d'avion, le transport en ville et sur les sites, les indemnités journalières, etc.), appuyée par une ventilation des coûts, conformément au modèle joint à la lettre de [confirmation d’intérêt.](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default) Si un candidat est employé par une organisation/entreprise/institution et qu'il s'attend à ce que son employeur lui facture des frais de gestion pour sa mise à disposition au PNUD dans le cadre d'un accord de prêt remboursable (de l’anglais RLA), le candidat doit indiquer, et s'assurer que tous ces coûts sont dûment incorporés dans la proposition financière soumise au PNUD.

**Critères d’évaluation de la proposition** : Seules les demandes qui sont recevables et conformes seront évaluées. Les offres seront évaluées selon la méthode de notation combinée - où la formation et l'expérience sur des missions similaires seront pondérées à 70 % et la proposition de prix à 30 % de la note totale. Le contrat sera attribué au candidat ayant reçu la note combinée la plus élevée et ayant également accepté les conditions générales du PNUD.

L’évaluation des offres se déroule en deux temps. L’évaluation des offres techniques et l’évaluation des offres financières. Dans une première partie sont ouvertes et évaluées les offres techniques. Dans une deuxième partie sont ouvertes et évaluées les offres financières des candidat(e)s dont les offres techniques sont jugées techniquement qualifiées. L’évaluation des offres financières est faite suivant la formule suivante :

Note financière A = [(Offre financière la moins disante) /Offre financière de A] x 30

L’adjudication du marché sera faite au/à la candidat(e) suivant la méthode combinée, soit à l’offre dont le cumul de notes (Technique pondérée + Financière).

## **Annex II: List of persons interviewed**

|  |  |  |  |
| --- | --- | --- | --- |
| **N°** | **Name** | **Position** | **Location** |
| 1 | MAINA Edmond | Head of division of environmental education in the Directorate of Environmental Education and the fight against climate change | Ndjamena |
| 2 | MALENTIN André | In charge of the rural animation centre of Mailaou | Mailaou |
| 3 | DINGAMYO Narcisse | In charge of support of economic initiatives of producer organizations | Ndjamena |
| 4 | DANDJAYE DAOUNA Jules | In Charge of Meteorological Exploitation and Application at ANAM | Ndjamena |
| 5 | HAMID ABAKAR SOULEYMANE | Assistant Director General of ANAM | Ndjamena |
| 6 | MAHAMAT ABDOULAYE ISSA | Director of Environmental Education and UNFCCC Focal Point | Ndjamena |
| 7 | ADAM GUEME | Chef de carré et ex observateur | Mani |
| 8 | MEI HASSAN | Representative of the Chief of Canton | Mani |
| 9 | MIRANGUE TREINA | Chief of sub sector of ANADER | Massaget |
| 10 | NAMSENGAR ENOC | Mechanic of ANADER | Massaget |
| 11 | ADOUM GOUDJA | Director of IRED | Ndjamena |
| 12 | MAIMOUNA MOUSSA | CELIAF provincial President of Guéra | Mongo |
| 13 | HASSAN SOULEYMANE | Mayor of Mongo | Mongo |
| 14 | MAHAMAT HAMAT ABDERAMANE | Secretary General of the Mongo Council | Mongo |
| 15 | ABDEL AZIZ ABBAS | Director of ONAMA | Mongo |
| 16 | Ramadan Issa Chaibou | M & E Expert - UNDP | Ndjamena |
| 17 | Markinzaye Saturnin | NAP Project Manager | Ndjamena |
| 18 | KANBOURBE NATHAN | Director General of the Ministry of Civil Aviation and National Meteorology | Ndjamena |
| 19 | NADJEL JOHN QUENTIN DIBANGAR | Director of Development of Aeronautical and Meteorological Activities | Ndjamena |
| 20 | OUALBADET MAGOMNA AMOS | Director at the Ministry of Environment, Water and Fisheries | Ndjamena |

## **Annex III: Summary of field visits / primary data collection**

|  |  |
| --- | --- |
| **Date** | **Tasks / Activities** |
| Monday - Wednesday  28-30/06/2021 | * Preparatory work by the international consultant |
| Thursday  01/07/2021 | * Working session between consultants on data collection tools, approaches and report format. |
| Friday  02/07/2021 | * Working session between the national consultant and UNDP to agree on the approach to data collection. |
| Tuesday - Wednesday  27/07/2021 - 28/07/2021 (The consultant goes to Mailaou in the morning) | ***Visit to Mailaou (N'Djamena to Mailaou)*:** Field observation, interaction and discussion with stakeholders:   * MALENTIN ANDRE |
| Wednesday 28/07/2021 (evening) | **Return to N'Djamana from Mailaou** |
| Friday 30/07/2021 Consultant goes to Mani in the morning) | ***Visit to Mani (N'Djamena to Mani)*:** Field observation, interaction and discussion with stakeholders:  ADAM GUEME (Head of ward and ex-observer) 66309476 / 99859008  MEI HASSAN (Representative of the Head of the Canton) 66791817/ 99791817 |
| Friday, 07/30/2021 (evening) | **Return to N'Djamana from Mani** |
| Monday 02/08/2021 (morning) | ***Visit to Massaget (Ndjamena to Massaget):*** Field observation, interaction and discussion with stakeholders:  MIRANGUE TREINA (Head of ANADER sub-sector) 66079794 / 95229033  NAMSENGAR ENOCK (ANADER Mechanic) 62455545 |
| Tuesday 03/08/2021 (morning) - 06/08/2021 (evening) | ***Visit to Mongo (Massaget in Mongo):*** Field observation, interaction and discussion with stakeholders:   * Dr. Hamza Brahim Mahamat (University of Mongo) * Mrs. Zenaba Djimet Nanga (Livestock Delegate) * Mr. Hassan Souleymane (Mayor of Mongo) * Ms. Maimouna Mousssa, President CELIAF * Mr. Djimet Khamis Zaouri, Director of Radio Mongo * Mr. Abdel-Aziz Abbas, Dir ONAMA Mongo   Take several photographs, if any, as evidence and submit them to the international consultant.  Preparation of detailed notes of ALL interviews and full names by the national consultant and submission to the international consultant immediately after the trip. |
| Friday 06/08/2021 (evening) | ***Return of Mongo to Ndjamena*** |
| Monday 09/08/2021 | Interview with the Directorate for Climate Change :   * MR. MAHAMAT ABDOULAYE ISSA * Mr. Maina Edmond |
| Monday 09/08/2021 | Interview with the Ministry in charge of the Environment, Water and Fisheries (MEEP) :   * Mr. Oualbadet Magomna Amos, * MR OLIVIER SEID KIMTO * MR. ABDERAMANE MAHAMAT ABDERAMANE * Mr. Sanda Bakari, |
| Tuesday 10/08/2021 | Interview with the Ministry of Civil Aviation and National Meteorology :   * MR. KANBOURBE NATHAN * MR NADJEL JOHN QUENTIN DIBANGAR |
| Friday 13/08/2021 | Interview with the Directorate in charge of meteorological operations and applications at ANAM :   * Mr. Dandjaye Daouna Jules * Mr. Hamid Zakaria |
| Tuesday, 17/08/2021 | Interview with NGOs, Media and Civil Society :   * Ms NAÏLAR CLARISSE * Ms. Amina Klingar * Ms. Kellou Sidick |
| Wednesday 18/08/2021 | Interview with the Ministry of Finance and Budget (MFB) :   * Mr. Gaourang Mamadi Ngarkelo * Ms. Madani Haoua Mahmoud |
| Thursday 19/08/2021 | Interview with the Ministry of the Economy, Planning and International Cooperation (MEPCI) :   * MR IBRAHIM HASSAN DJOGOYE * Mr. Naibé Kaikao |
| Thursday 19/08/2021 | Interview with the Ministry of Agriculture :   * MR ALHADJ ALI MHT ABAGANA |
| Monday 23/08/2021 | Interview with the Ministry in charge of Water and Sanitation:   * Mr. Tahir Abdel-Aziz Awam * Mr. Ahmat Djamaladine Mahamat, |
| Thursday 24/08/2021 | Interview with the Ministry in charge of Livestock :   * Dr. Djongonan Rimtebaye * Mr. Gaourang Bagatché |
| Thursday 24/08/2021 | Interview with the Environmental Convention Coordination Centres :  **UNFCCC Focal Point**: Mr. MAHAMAT ABDOULAYE ISSA,  **CVF Focal Point**: Mr. Ibrahim Charfadine,  **GEF Focal Point**: Mr. Jean-Nicolas Tamibé |
| Friday 25/08/2021 | Interview with Community Organizations and Agricultural Associations :   * DINGAMYO NARCISSUS |
| Friday 25/08/2021 | Interview with research institutes and universities :   * MR. YASSINE DOUDOUA * Mr. Mahamat Nour Zakaria * MR ADOUM GOUDJA |
| Friday 27/08/2021 | Interview with the project team (UNDP) |

## **Annex IV: List of documents reviewed**

* Project Document (ProDoc)
* Project Implementation Reports (PIR): 2020, 2021
* Quarterly progress reports, annual narrative report and workplans
* Minutes or report of the Steering Committee Meetings
* Project Monitoring and Evaluation tools
* Project GEF Tracking Tool
* Joint monitoring mission reports
* Report of studies conducted within the framework of the project
* Reports of capacity building workshops
* List of specific project stakeholders
* Memorandum of Understanding or Agreements established within the NAP project
* NAP Project Communication Plan
* Inception workshop reports for the project
* ProDoC of the Community-based management of climate risk project
* National climate change related documents – NDCs and Second National Communication

## **Annex V: Evaluation questions matrix**

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluative Questions** | **Indicators** | **Sources** | **Methodology** |
| **Project Strategy** | | | |
| **To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?** | -Project strategy related to country priorities (national sector development priorities and plans)  -Level of integration of gender in project design  -Level of involvement of stakeholders in decision-making concerning the project | -Project documents  -National plans and strategies  -Project partners and staff | -Document analysis  -Interviews with project staff and stakeholders |
| **Progress Towards Results** | | | |
| **To what extent have the expected outcomes and objectives of the project been achieved thus far?** | -Level of achievement of expected outcomes or objectives to date  -Long-term changes in management processes, practices and awareness that can be attributable to the project  -Enhanced capacity of relevant institutions | -Project documents  -Project partners and staff  -Institutions strengthened | -Document analysis  -Interviews with project staff and stakeholders |
| **Project Implementation and Adaptive Management** | | | |
| **Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far?** | -Quality of adaptive capacity of the project | -Project documents  -Project partners and staff | -Document analysis  -Interviews with project staff and stakeholders |
| **To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?** | -Quality of project reporting  -Quality of internal and external project communication | -Project documents  -Project partners and staff  -project website | -Document analysis  -Interviews with project staff and stakeholders  -Review of project website |
| **To what extent has progress been made in the implementation of social and environmental management measures?** | **-Level of progress in the implementation of environmental and social management measures** | -Project documents  -Project partners and staff | -Document analysis  -Interviews with project staff and stakeholders |
| **Sustainability** | | | |
| **To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** | -Implementation of measures to assist financial sustainability of project results  -Degree to which political issues in the country can hamper project results from being sustained  -Observable environmental parameters than can hamper project sustainability | -Project documents  -Websites  -Project partners and staff | -Document analysis  -Interviews with project staff and stakeholders |

## **Annex VI: Example of questionnaire or interview guide used for data collection**

What has been the involvement of your institution in the NAP project?

1. Has there been any socio-economic and environmental changes recorded since the beginning of the project implementation? If yes, please mention these changes and any external contributing factors?

1. **PROJECT STRATEGY**

2. Were lessons from other relevant projects incorporated into the project design? If yes, please provide details

3. To what extent does the project align with the with national development priorities and plans of Chad?

4. What are those externalities[[51]](#footnote-52) relevant to the project strategy?

5. To what extent were the perspectives of stakeholders[[52]](#footnote-53) taken into account during project design processes?

6. To what extent were gender issues mainstreamed into the project?

1. **PROJECT PROGRESS**

7. Are there some barriers that may hamper the achievement of the project objective in the remainder of the project implementation period? If yes, please mention these barriers?

8. What are the key successes or achievements of the project so far?

9. Taking into consideration the successes recorded by the project so far, are there ways in which the project can further expand the benefits of the recorded successes?

1. **PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT**

10. Have changes been made in the project management[[53]](#footnote-54)? If yes what are the changes and how effective are they?

11. What is your assessment or appreciation of the quality of execution of project by the Executing Agency/Implementing Partner? Do you have any suggestions for improvement?

12. What is your assessment or appreciation of the quality of support provided by UNDP within the framework of the project? Do you have any suggestions for improvement?

13. Has there been delays in project start-up and implementation? If yes, what were the causes and have they been resolved?

14. Has there been changes made in the project logframe since the start of the project?

15. What is your opinion on the cost-effectiveness of the project intervention?

16. Has the budget for the project been revised since the start of the project? If yes, provide a justification for the revision?

17. What financial controls are in place for the project budget and how does this influence the timely flow of funds?

18. Does the project team meet regularly with co-financing partners in order to align financing priorities and annual work plans?

19. What are the monitoring tools currently used by the project and how efficient and cost-effective are they?

20. Are sufficient resources allocated for the monitoring and evaluation of the project?

21. To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

22. Has there been some adaptive management changes within the framework of the project? If yes, were these properly reported and shared with the project board?

23. How has lessons derived from adaptive management process been documented and shared with key partners?

24. Has the project ever had a poorly-rated project implementation reports (PIRs)? If yes, how were these addressed?

25. What is your appreciation of the internal project communication with stakeholders? Is it regular and effective? Are all the key stakeholders included in the internal communication?

26. What is the approach taken by the project to ensure external communication[[54]](#footnote-55) of project progress and intended impact to the public?

1. **SUSTAINABILITY**

27.What is the likelihood of financial and economic resources[[55]](#footnote-56) not being available to sustain the project’s outcomes once the GEF assistance ends?

28. To what extent are there social or political risks that may jeopardize sustainability of project outcomes?

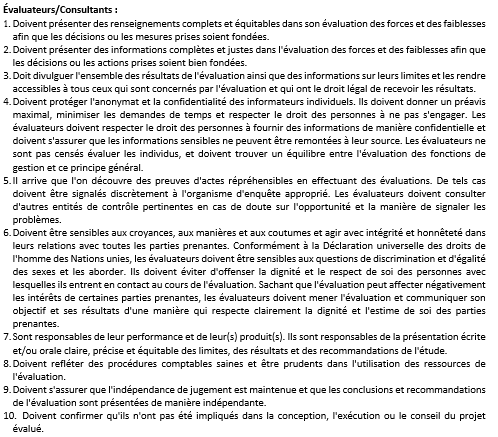
29. Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could potentially replicate it in the future?

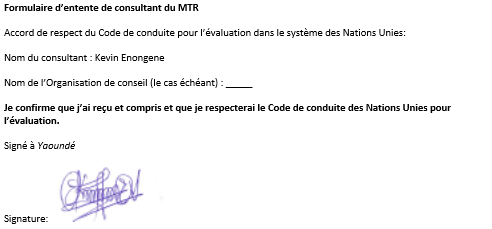
30. Do the legal frameworks, policies, governance structures in Chad pose risks that may jeopardize sustenance of project benefits?

31. To what extent are there environmental risks that may jeopardize sustenance of project outcomes?

32. What recommendations do you have for the remaining period of the project implementation?

## **Annex VII: Signed UNEG Code of Conduct Form**





## **Annex VIII: Signed MTR final report clearance form**

1. This represents the date the current project manager was recruited as project coordinator and he commenced work under the project including the purchase of vehicles among others. However, he was introduced into the ATLAS system as the NAP project manager at a later date. [↑](#footnote-ref-2)
2. GEF tracking tool of the project [↑](#footnote-ref-3)
3. Ramadan (2020). Rapport bilan des activités 2020. Période : Janvier à Décembre 2020 [↑](#footnote-ref-4)
4. Ramadan (2021). Rapport bilan des activités du 1er trimestre. Période : Janvier à Mars 2021 [↑](#footnote-ref-5)
5. 2020 PIR [↑](#footnote-ref-6)
6. As obtained from interviews with stakeholders [↑](#footnote-ref-7)
7. For institutions not interviewed [↑](#footnote-ref-8)
8. UNFCCC (2012) <https://unfccc.int/files/adaptation/cancun_adaptation_framework/national_adaptation_plans/application/pdf/naptechguidelines_eng_low_res.pdf> [↑](#footnote-ref-9)
9. Compte Rendu - Deuxième réunion du comité de pilotage conjoint des projets du Ministère de l'Environnement et de la pêche (MEP) du Tchad mis en œuvre en partenariat avec le Programme des Nations Unies pour le Développement (PNUD) Tchad (2020) [↑](#footnote-ref-10)
10. Interview with a project staff from UNDP Chad [↑](#footnote-ref-11)
11. Republic of Chad (2012). Second National Communication of Chad on Climate Change. Retrieved from: https://unfccc.int/sites/default/files/resource/tcdnc2.pdf [↑](#footnote-ref-12)
12. Interview with UNDP staff [↑](#footnote-ref-13)
13. [https://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/2019/07/8879.pdf](about:blank) [↑](#footnote-ref-14)
14. Walbadet, A. A. (2020a). Diagnostic des lacunes/carences de systemes d’observations, collecte et traitement des donnees de l’agence nationale de la meteorologie et de la direction des ressources en eau. Projet Plan National d’Adaptation aux changement climatiques (PNA-Tchad) [↑](#footnote-ref-15)
15. Project document (ProDoc) - Community-based management of climate risks in Chad [↑](#footnote-ref-16)
16. Dadoum, D. M. (2020). Rapport final formation des parties prenantes sur l’introduction à la science des changements climatiques dans le cadre du projet PNA. [↑](#footnote-ref-17)
17. Walbadet, A. A. (2020b). Etat des lieux des systèmes d’information climatiques au Tchad et des risques climatiques [↑](#footnote-ref-18)
18. Diagnostic des lacunes/carences de systemes d’observations, collecte et traitement des donnees de l’Agence Nationale de la Meteorologie et de la Direction des Ressources en Eau. Rapport de consultation [↑](#footnote-ref-19)
19. 2020 annual project narrative report [↑](#footnote-ref-20)
20. NAP ProDoc [↑](#footnote-ref-21)
21. Interview with a UNDP Staff [↑](#footnote-ref-22)
22. GEF tracking tool of the project [↑](#footnote-ref-23)
23. Ramadan (2020). Rapport bilan des activités 2020. Période : Janvier à Décembre 2020 [↑](#footnote-ref-24)
24. Ramadan (2020). Rapport bilan des activités 2020. Période : Janvier à Décembre 2020 [↑](#footnote-ref-25)
25. Ramadan (2021). Rapport bilan des activités du 1er trimestre. Période : Janvier à Mars 2021 [↑](#footnote-ref-26)
26. Plan National d’Adaptation, Plan de Travail 2021 [↑](#footnote-ref-27)
27. Ramadan (2021). Rapport bilan des activités du 1er trimestre. Période : Janvier à Mars 2021 [↑](#footnote-ref-28)
28. 2021 PIR [↑](#footnote-ref-29)
29. Rapport Bilan 2020 [↑](#footnote-ref-30)
30. 2020 PIR [↑](#footnote-ref-31)
31. RDPs: Regional Development Plans; ADP: Agriculture Development Plan; & LDP: Livestock Development Plan [↑](#footnote-ref-32)
32. See the GEF tracking tool for the NAP project [↑](#footnote-ref-33)
33. Interview with staff of UNDP [↑](#footnote-ref-34)
34. Interview with staff of UNDP Chad [↑](#footnote-ref-35)
35. Interview with UNDP staff [↑](#footnote-ref-36)
36. See: <https://observatoire.td/viewer.php?id=64> [↑](#footnote-ref-37)
37. Interviews with UNDP staff [↑](#footnote-ref-38)
38. 2020 PIR [↑](#footnote-ref-39)
39. Interviews with a staff of UNDP Chad [↑](#footnote-ref-40)
40. See: [https://www.theglobaleconomy.com/rankings/wb\_political\_stability/#Chad](about:blank#Chad) [↑](#footnote-ref-41)
41. See: [https://www.washingtonpost.com/politics/2021/06/01/what-would-bring-stability-after-death-chads-president/](about:blank) [↑](#footnote-ref-42)
42. Remplir avec les données du cadre logique et des cartes de pointage [↑](#footnote-ref-43)
43. Remplir avec les données du document de projet [↑](#footnote-ref-44)
44. Si disponible [↑](#footnote-ref-45)
45. Code couleur pour cette colonne uniquement [↑](#footnote-ref-46)
46. Utilisez l'échelle d'évaluation des progrès réalisés en 6 points : HS, S, MS, MU, U, HU [↑](#footnote-ref-47)
47. L'unité de mise en service est tenue d'émettre des paiements à l'équipe MTR dès que les termes du cahier des charges sont remplis. S'il y a une discussion en cours concernant la qualité et l'exhaustivité des livrables finaux qui ne peut être résolue entre l'unité de mise en service et l'équipe MTR, le conseiller régional en S&E et la direction du Fonds vertical seront consultés. Si nécessaire, la direction de l'Unité de mise en service, l'Unité des services d'achat et le Bureau d'assistance juridique seront également informés afin qu'une décision puisse être prise quant à l'opportunité de retenir le paiement de tout montant éventuellement dû à l'évaluateur ou aux évaluateurs, de suspendre ou de résilier le contrat et/ou de retirer le contractant individuel de toute liste applicable. Voir la politique du PNUD sur les contrats individuels pour plus de détails :

    <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default> [↑](#footnote-ref-48)
48. L’engagement des consultants devrait être fait conformément aux lignes directrices d’embauche de consultants dans le POPP : <https://popp.undp.org/SitePages/POPPRoot.aspx> [↑](#footnote-ref-49)
49. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-50)
50. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-51)
51. effects of climate change, global economic crisis, change in national situation etc [↑](#footnote-ref-52)
52. those who would be affected by project decisions; those who could affect the outcomes, and those who could contribute information or other resources to the project [↑](#footnote-ref-53)
53. As per what was outlined in the Project Document [↑](#footnote-ref-54)
54. e.g. existence of website, outreach and public awareness campaigns [↑](#footnote-ref-55)
55. Potential resources can come from: public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project’s outcomes) [↑](#footnote-ref-56)