

# TERMINAL EVALUATION OF THE PROJECT "ECOSYSTEM-BASED ADAPTATION TARGETING VULNERABLE COMMUNITIES OF THE UPPER GUINEA REGION (EBA)

GEF PROJECT ID: 5382

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## TERMINAL EVALUATION REPORT

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Date: 16 December 2022



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## ACKNOWLEDGEMENTS

The evaluation team would like to thank the UNDP team in Guinea and the project management unit for their great availability, prompt provision of documents and facilitation of the evaluation process. The terminal evaluation team would also like to thank all interviewees for taking the time to answer the evaluators' questions, providing useful information and facilitating the subsequent work of analysing the project's results and impacts. Finally, the team would like to thank those who contributed to the smooth logistical organisation of the field mission.

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## ACRONYMS<sup>1</sup>

EbA	Ecosystem-based adaptation
CC	Climate change
CFO	Chief Forestry Officer (CFF by the French acronym)
SC	Steering Committee
CPD	Country Programme Document
RC	Rural Commune
CRTP	Restricted Technical Committee of the project
DNEDD	National Directorate for the Environment and Sustainable Development
DNEF	National Directorate of Water and Forest
DNFF	National Directorate of Wildlife and Forest
DNM	National Meteorological Directorate
TE	Terminal Evaluation
GEF	Global Environment Facility
PIF	Project Information Form
LDCF	Least Developed Countries Fund
GVEC	Village Savings and Credit Groups
MEDD	Ministry of the Environment and Sustainable Development
MEEF	Ministry of Environment, Water and Forests
NIM	National implementation modality
PASAG	Support Project for the Agricultural Sector in Guinea
LDP	Local development plan
PIR	Project Implementation Review (annual project report)
NAAFP	National Programme of Support to the Actors of Agricultural Sectors
PNHN	Upper Niger National Park
UNDP/UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
PPAAO/WAAPP	West Africa Agricultural Productivity Programme
Prodoc	Project document
PNIE	National Environmental Investment Plan
M&E	Monitoring and Evaluation
SMART	Specific, measurable, achievable, realistic and time-bound
ToC	Theory of Change
ToR	Terms of Reference

<sup>1</sup> For the sake of a good understanding and coherence between the French and the English versions of this report, original French acronyms were generally kept as they are and not translated into equivalent English acronyms, especially when they refer to Guinean institutions.

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PMU	Project Management Unit
MTR	Mid-term review



# Executive summary

## PROJECT INFORMATION TABLE

Project title	Ecosystem-based Adaptation targeting Vulnerable Communities of the Upper Guinea Region-EbA				
GEF Project ID	5382	UNDP project ID (PIMS)	5176	Country	Republic of Guinea
GEF Agency & Executing partner	UNDP	GEF Focal Areas	Climate change		
PIF Approval	3 July 2013				
CEO Endorsement	3 March 2016	Project financing			
ProDoc Signature	15 June 2016		Endorsement (USD)	MTR (USD)	TE (USD)
Inception Workshop	22 February 2017	GEF Trust Fund	8,000,000	nd	8,000,000
Date of the Mid-term Review	December 2019	UNDP TRAC Resources	Nd	Nd	600,000
Extension request	N/A	Government	114,180,000	Nd	3,565,158
Extension approval	N/A	Private institutions	0	Nd	0
Expected date of Terminal Evaluation	01 January 2023	Total co-financing	114,180,000	Nd	4,165,158
End date of project	15 June 2023	Total budget	122,180,000	Nd	12,165,158

## DESCRIPTION OF THE PROJECT

The Ecosystem-based Adaptation targeting Vulnerable Communities of the Upper Guinea Region-EbA project aims to improve the resilience of ecosystems and strengthen their functionality through a landscape approach, as a measure of adaptation to climate change, focusing on watershed management and land use practices. It also aims to strengthen the capacity of stakeholders to transform their practices and adapt to climate change

The (immediate) objective of the project is to reduce the vulnerability of local communities in the Upper Niger River Basin to the additional risks posed by climate change and build their overall resilience through an ecosystem-based approach that focuses on watersheds, land use practices and adaptive capacity.

To this end, the project includes two main components:

- Component 1. Strengthening the resilience of climate-vulnerable communities in selected sites through an ecosystem approach
- Component 2. Capacity building and information systems for integration of climate change adaptation into national, regional and local management plans, policies and practices.

## TABLE OF RATINGS<sup>2</sup>

Monitoring and Evaluation (M&E)	Rating
M&E (Design)	MS
M&E (Implementation)	MS
M&E (Overall Quality)	MS
Implementation and execution	Rating
Quality of UNDP implementation/oversight	S
Quality of Implementing Partner execution	MS
Overall quality of implementation/execution	MS
Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	MU
Efficiency	MU
Overall project rating	MU
Sustainability	Rating
Financial sustainability	U

<sup>2</sup> Results, effectiveness, efficiency, monitoring and evaluation, implementation, control and enforcement, relevance are rated on a 6-point scale: 6=highly satisfactory (HS), 5=satisfactory (S), 4=moderately satisfactory (MS), 3=moderately unsatisfactory (MU), 2=unsatisfactory (U), 1=highly unsatisfactory (HU). Sustainability is assessed on a 4-point scale: 4=likely (L), 3=moderately likely (ML), 2=moderately unlikely (MU), 1=unlikely (U). See Annex 7.

Socio-political/economic sustainability	MU
Institutional framework and governance sustainability	MU
Environmental sustainability	MU
Overall likelihood of sustainability	MU

## SUMMARY OF FINDINGS, CONCLUSIONS AND LESSONS LEARNED

### Project design/formulation

The logical framework has some shortcomings, with some proposed indicators that are not SMART and do not adequately measure the progress of some outcomes. This was identified during the preparation of the baseline study and then during the mid-term evaluation, but recommendations for change were not subsequently taken into account.

The identification of assumptions and risks in the Prodoc is incomplete, and does not include risk mitigation measures. On the other hand, the project has been able to build on previous project experiences, both in its design and implementation.

The formulation process was as participatory as possible, but constrained by the epidemic situation in the country (period of the Ebola virus epidemic), which necessarily limited interactions with local communities

### Implementation of the project

The activities implemented under each component have been redefined on the basis of the Priority Action Plan developed in October 2017. They differ significantly from the activities initially planned in the Prodoc, and it is difficult to link these activities to the outputs of the logical framework. The Priority Action Plan has allowed for a better involvement of rural communes in the definition of interventions, but it would have been necessary to revise the overall logical framework of the project accordingly.

The project was able to adapt to the COVID19 crisis, not only by continuing its activities as much as possible, but also by contributing to the fight against the epidemic through the distribution of hygiene kits, which is a concrete example of adaptive management.

On the other hand, the PMU has not managed to ensure the implementation of the repeated recommendations of the various monitoring reports on the shortcomings of certain interventions, delays and unfulfilled promises to the beneficiary communities. As a result, many of the problems detected were not resolved at the end of the project, seriously undermining the final results of the project, their potential sustainability, and the impacts that could have been expected in the medium term.

Stakeholder participation was good at the local level, on the ground, even if the limited mobilisation of the institutional platforms set up is regrettable. The installation of the PMU in

Kankan played a positive role in this respect. At the national level, it is the DNEDD, and not the DNFF, that has played a central role. Other national parties have been relatively uninvolved, mostly only at the annual Steering Committee (SC) meetings.

In financial terms, the project was able to mobilise 90% of the funds allocated by the LDCF, with an increase in disbursements between year 1 and year 4 of the project, and a decrease thereafter. However, the initially planned co-financing was mobilised at only 3% of the total agreed in the CEO Endorsement document. The initial estimate of co-financing was not realistic, and the TE notes a clear lack of understanding of the concept of co-financing by the PMU, as well as a lack of monitoring of co-financing during the project.

In terms of monitoring and evaluation, the project has produced 5 annual PIR reports detailing the achievements of the different interventions, although they do not always respond to the indicators in a relevant way, nor do they focus on the results achieved rather than the activities carried out. Financial reporting in the PIRs is not consistent from one year to the next, with disbursement figures differing for the same year; and risk monitoring is not regular. The UNDP country office has carried out numerous monitoring missions in the field and reported difficulties and corrective measures to be taken.

A mid-term review (MTR) was conducted. This review was not formally presented at the SC meeting in January 2020, and did not give rise to discussions following the many problems encountered, which raises questions about the role of the SC and the will to resolve the difficulties identified.

## Main results

**Relevance:** As already demonstrated in the MTR, the project is highly relevant to the country, the region and the beneficiaries. The project is aligned with key national policies and strategies, and the strategy adopted, particularly through ecosystem-based adaptation, appropriately responds to the needs of local populations. The project has also taken into account the gender dimension in a relevant way, both in its design (Prodoc) and in its implementation, as women represent more than 60% of the project's beneficiaries on the ground.

**Effectiveness:** The effectiveness of the project, i.e. the achievement of the expected results, is moderately unsatisfactory at the time of the terminal evaluation. At the level of component 1, which constitutes the bulk of the project's investment and results achieved in the field, a multitude of interventions were carried out in the 11 Rural Communes (RCs) and 72 villages targeted by the project. Some interventions have brought real benefits to the targeted populations, in most cases: introduction of Kenyan beehives for honey production, creation of ponds for fish production, introduction and manufacture of improved cook stoves, production of bio-charcoal, and introduction of Village Savings and Credit Groups (GVECs), which was not initially planned and has been a success. Other interventions under Component 1 have had more mixed results, depending on the village and the RC, with recurrent problems of poor quality infrastructure, undelivered equipment, problems of access to water in market gardening areas, and questions about the monitoring and real protection of reforested sites, among others. Overall, under Component 1, despite good ownership of the project's

interventions by local actors, the multiplication of investments has not led to sufficient improvement in the resilience of rural populations due to the numerous defects in the work carried out and non-finalised investments. There are positive results, as mentioned above, but also many people express frustration, and the overall result in terms of people's resilience is difficult to assess. The TE notes that the project team and the UNDP country office are mobilised to correct a number of difficulties by the end of the project. At the level of component 2, the results achieved are not very significant considering the amounts invested. Although work on the Local Development Plans (LDPs) of the RCs has been carried out to integrate climate aspects, and various training sessions have been organised, the links between the national, regional and prefectural levels and the RCs for effective planning of adaptation to climate change have not been clearly reinforced. A large part of Component 2 was also devoted to improving the weather forecasting systems in the two regions through substantial investments in equipment, but these have suffered technical difficulties and are not fully operational at the time of the TE.

Efficiency: the level of investment in the project (US\$8 million) seems very high in relation to the results actually achieved, and many expenses seem to have been made at a loss when one considers all the investments that have not been profitable to date for the beneficiaries. The procedures for selecting operators seem to have been respected, but weaknesses are noted in the technical specifications of the terms of reference, which are sometimes inadequate, and above all in the monitoring of the implementation of the work afterwards, in order to ensure that the terms of reference are effectively respected and that they are adapted if the situation on the ground so requires.

Sustainability: The financial sustainability of the project is rather constrained by the historically very low level of government funding for development actions on the ground. The main example is the support to the National Meteorological Directorate (DNM), an institution that will not have the capacity to maintain and operate the installed meteorological stations without long-term support. The sustainability of the interventions in the field also largely depends on local ownership of the investments made by the beneficiary communities, and on their willingness to continue the activities launched after project closure, with the support from the deconcentrated services of agriculture, forestry and environment, whose role is crucial. The socio-economic and political situation of the country, which is still complex and unstable, also constitutes a strong limit to the sustainability of interventions such as those implemented in this project, as does the sometimes uncontrolled mining development.

Gender equality and women's empowerment: In terms of implementation, the TE confirms that the project has mainly targeted women, who represent 64.25% of the beneficiaries at the end of the project. Interviews conducted by the TE team confirm this strong involvement of women. However, some interventions that were specifically targeted at women had mixed results, such as market gardening, which somewhat counterbalances the focus on women in the project.

Progress towards impacts: The impacts of the project are difficult to assess at this stage, given the many project interventions that are yet to be finalised and concerns about their sustainability. All the activities that have contributed to women's empowerment and income generation (GVEC, fish ponds, honey production, small-scale livestock farming, market

gardening) will have longer-term impacts if pursued by the communities, in terms of nutrition, health, children's education, with many benefits for the future.

## Conclusions

The ecosystem-based adaptation project in Upper Guinea is a very relevant project that has generated a lot of interest locally, in regions that had received little support in the past in terms of climate change adaptation. Unfortunately, the implementation of the project was probably not rigorous enough in terms of results-based management, and numerous difficulties were encountered in the implementation of the interventions, relating to the choice of service providers, the quality of the specifications, the monitoring of the work and its management. The timing and organisation of the activities between them can sometimes be questionable, sometimes leading to the belief that certain studies were carried out only because they were in the Prodoc, but without any real use for the project (for example, the vulnerability study, which does not seem to have been used, or the gender action plan, which was carried out at the end of the project, and therefore too late for its implementation). Some investments are also risky, given the numerous identified and known malfunctions, which negatively impacts the efficiency of the project in the use of LDCF funds at the time of the TE. However, good results can be noted, new income is generated, mutual aid between women is organised, resulting in improved autonomy, and ecosystems are being regenerated. In addition, examples of replication of certain interventions (e.g. fish ponds, GVEC) have been identified, which show that the communities are genuinely interested in these activities. All this should help communities to better cope with the impacts of climate change.

## Lessons learned

**LL1-** As this project has shown, a PMU based in the region and whose management relies on local skills such as NGOs for reforestation, is generally appreciated by local actors and allows a stronger connection of the project with the beneficiaries. It is therefore an approach that should be reconsidered for the future: environmental management can be decentralised to the level of the territories, and decisions regarding the interventions that are implemented can be decentralised, as long as close accompaniment and monitoring are carried out by the project team (which was sometimes lacking in the case of the present project)

**LL2-** At the level of the climate and natural resource budgeting system, a major weakness of many projects relates to the government's contribution to the project. In budget planning within the administration, the government does not always respect its commitments, and projects such as this one cannot substitute for the normal functioning of the State and the normal financing of its administrations and public services. It is therefore important -when designing projects such as this one- to understand what can realistically be expected from the government and thus avoid planning interventions whose quality and sustainability are highly dependent on the government's action and funding. Greater reliance on beneficiary communities, NGOs and private actors, insofar as they have a personal interest, provides more guarantees of effectiveness and sustainability.

**LL3-** The system for allocating bonuses to administrative actors to motivate their participation in the project must be well-dimensioned, i.e. proportional to the level of involvement and time

spent, while ensuring that actors who must be involved on a daily basis, such as the Chief Forestry Officers (CFOs), are effectively rewarded and carry out their role efficiently. These bonuses could, for example, be at least partly linked to the achievement of certain results.

## SUMMARY TABLE OF RECOMMENDATIONS

Recommendation	Responsibility
<p><b>R1- Improve project results and their sustainability by the end of the project.</b></p> <p>This will be done in particular through :</p> <ul style="list-style-type: none"> <li>- the finalisation of investments in market gardens and pastoral units;</li> <li>- training of technicians in the management of weather stations;</li> <li>- the empowerment of the deconcentrated technical services in the monitoring of project's achievements.</li> </ul>	<p>UNDP, PMU, Ministry of Transport</p>
<p><b>R2- Ensure that projects have an effective logical framework for monitoring project results</b></p> <p>In many cases, the logical frameworks established at the time of project design require revision. At the beginning of the project, the baseline studies for the different indicators are usually an opportunity to review some of these indicators, to ensure that they are all SMART and therefore easily usable by the project. As project monitoring, particularly through the PIRs, is based mainly on these indicators, it is therefore essential to ensure from the outset of the project that you work with a solid logical framework, which includes SMART indicators and which captures all dimensions of the project, informing all the actual expected results. In the case of this project, a revision of the indicators was carried out by the baseline study and again by the mid-term review, without these revisions being taken into account. Moreover, the activities decided at local level differed substantially from the activities initially foreseen in the Prodoc, and it would have been very useful to ensure that the activities were going to achieve the expected outputs and outcomes, notably through the preparation of a table linking these activities to the outputs of the logical framework.</p>	<p>UNDP, PMU</p>
<p><b>R3- Better support the selection and monitoring of service providers</b></p>	<p>UNDP, Government</p>



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<p>Given the difficulties encountered in this project with a number of service providers, it is recommended that the PMUs be given better technical support in drawing up specifications (for example, through external support), selecting service providers, monitoring the work, and then monitoring and controlling the infrastructures built and equipment delivered. Close monitoring of payment deadlines is also necessary, as no payment should be made before validation of the conformity of the work carried out.</p>	
<p><b>R4- Ensure the mobilisation of co-financing</b></p> <p>The objective of co-financing is to integrate the activities of all parties in a cross-sectoral manner in order to ensure synergies of action towards the achievement of the expected results of the project, and beyond. For future projects, it will be important to explain this notion of co-financing to the project team, to detail how the co-financing entered in the Prodoc has been calculated, and to ensure, through regular monitoring, that it is effectively mobilised during the project.</p>	<p>UNDP, PMU, Government</p>
<p><b>R5- Focus on sustainable capacity building of Guinean meteorological services, beyond investments in equipment</b></p> <p>Most UNDP-GEF projects in Guinea include an investment component dedicated to the purchase of meteorological stations, so as to contribute to a better coverage of the territory with this type of equipment, which is an essential step towards improving national meteorological services. The objective of these investments is relevant, but the constant lack of support for the DNM by the Guinean government does not allow to realistically expect good results through these investments in equipment without a sustainable reinforcement of the capacities (in terms of equipment, but also and above all human capacities) of the DNM throughout the Guinean territory. It will therefore be necessary to consider in the future how to place all new investments in a broader framework of upgrading meteorological services and their constant and sustainable support by the authorities.</p>	<p>UNDP, Government</p>



# 1. INTRODUCTION

## 1.1. OBJECTIVE OF THE EVALUATION

The objective of the terminal evaluation (TE) is to provide a comprehensive and systematic accounting of performance at the end of the project cycle, considering the entire effort from project design, through implementation to closure, and assessing the sustainability and possible impacts of the project in the longer term. The terms of reference of this TE state: "The main objective of the evaluation is to assess the results of the implementation of the EbA project over the period 2016-2022. Specifically, it will: (i) assess the relevance of the programme in relation to the national context and national priorities, (ii) the coherence with international standards and criteria from the point of view of taking into account global priorities, which constitutes another angle of approach (iii) assess the project implementation strategy; (iv) assess the effectiveness and efficiency of project implementation (v) assess the effects and impact on the beneficiary populations and the environment. (vi) review the project strategy and the risks to the sustainability of the project results".

## 1.2. SCOPE OF THE EVALUATION

The evaluation mission therefore focused on :

- Analysing the activities carried out, and the results (outputs, outcomes and impacts) achieved in relation to the initial project objectives.
- Assessing the relevance, efficiency, effectiveness, results and sustainability of the project, as applied to (i) project formulation (ii) project implementation and (iii) project results.
- Analysing the relationships between the different actors and their specific roles.
- Drawing lessons that can both improve the sustainability of the benefits of this project and contribute to the overall improvement of UNDP programming.
- Synthesising the lessons learned and proposing recommendations to provide a basis for follow-up of the project if the need arises.
- Covering issues related to the financial, administrative and management aspects of the project, and the compliance of the project with the rules and procedures of the project's administrative, financial and reporting system.
- Checking that everything is in accordance with UNDP and GEF rules and regulations.

The evaluation covered the implementation of the project from its formulation phase to its forthcoming closure at in June 2023.

## 1.3. METHODOLOGY

The terminal evaluation followed the following methodological steps:

- Inception phase: Review of documentation; Preparation of the evaluation matrix; Inception report.
- Data collection phase: Remote interviews; Interviews and field visits
- Data analysis and reporting phase: Data analysis and triangulation of information; First draft TE report; Final TE report.

## 1.4. DATA COLLECTION AND ANALYSIS

### Data collection

Primary and secondary data were collected through different channels:

- *Document review.* Key project design and implementation documents were reviewed prior to the field mission in order to understand the context and status of the project to date and to begin to inform the evaluation matrix, identifying information gaps and data collection needs.
- *Interviews.* The interviews were mainly semi-structured and were conducted with the main stakeholders of the project. The evaluators sought to organise physical and virtual meetings<sup>3</sup> with the main stakeholders involved in the project and to discuss their level of involvement, their perceptions of the project's conduct and implementation, and the results achieved. The list of interviews conducted during the TE process is available in Annex 5.2.
- *Site visits and focus group interviews.* The national consultant's field mission included site visits and interviews/focus groups with local representatives (prefectures, rural communes) and project beneficiary communities. The objective of these visits was to acquire information from different sources in order to triangulate (i.e. cross-check) information and answer the TE's questions on the basis of evidence. This approach also encouraged the participation and inclusion of various stakeholders, including project managers, local implementation teams and beneficiaries.

Primary data was collected through qualitative and quantitative methods, including document analysis, semi-structured interviews and focus groups. Secondary data was obtained mainly from the UNDP country office, the project management team and relevant partners and organisations.

### Analysis and interpretation of data

The evaluators then compiled and analysed all the data collected on progress towards the project's objectives, intermediate results achieved and gaps reported, if any. Quantitative data

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<sup>3</sup> Wherever possible, the national consultant met with stakeholders physically, and the international consultant connected remotely to conduct the interviews jointly.

was analysed using the appropriate tools (e.g. percentages, average scores and perception indices). To ensure that information is collected and cross-checked by a variety of informants, data triangulation was a key tool for verifying and confirming the information collected. The results are linked to relevant information through interpretive analysis. The interpretation process applies both deductive and inductive logic. This systematic approach ensures that all results, conclusions and recommendations are supported by evidence.

### Sampling

Due to time constraints, not all project sites were visited by the evaluation team. In some cases, telephone interviews could be organised instead of visits for some of the sites and stakeholders.

The team used gender-sensitive methodologies and tools to ensure gender equality and women's empowerment, as well as cross-cutting issues and incorporated in the TE report.

## 1.5. ETHICS

The evaluators adhere to the highest ethical standards and signed a code of conduct when accepting the assignment. The evaluation was conducted in accordance with the principles set out in the United Nations Evaluation Group (UNEG) "Ethical Guidelines for Evaluations".

## 1.6. LIMITATIONS

The evaluation process was conducted independently by two experienced evaluators. There are some limitations to this exercise that need to be taken into consideration:

- The limited level of effort of the evaluation process, which involved sampling a limited number of sites for field visits, as well as a necessary limitation in the number of interviews conducted. The process is therefore not an exhaustive results verification exercise.
- The tight timetable for the process, which did not allow the international consultant to visit Guinea. Although every effort was made to enable the international consultant to conduct the necessary interviews from a distance, this was sometimes difficult (particularly due to connection problems). As a result, some perceptions and analyses may have escaped the evaluator due to this lack of direct physical contact with project stakeholders.

## 2. PROJECT DESCRIPTION

The project "Ecosystem-based Adaptation of Vulnerable Communities in the Upper Guinea Region (EbA)" was approved by the GEF/LDCF on 3 March 2016, and was officially launched on 22 February 2017 for a planned duration of 7 years. The project is scheduled to end in June 2023.

## 2.1. PROJECT BACKGROUND

Guinea is highly endowed with forest and water resources with a high level of biodiversity. Poverty is widespread and most pronounced in rural areas, where livelihoods are intimately linked to the ecosystem services on which people depend for their survival.

Guinea is divided into four natural regions: (1) Lower Guinea (or Maritime Guinea); (2) Middle Guinea (or Fouta Djallon); (3) Upper Guinea; and (4) Forest Guinea. This division into regions is based on biophysical characteristics, including climate and vegetation, but also on dominant cultural characteristics.

In the Upper Niger River Basin in Upper Guinea, where the project is located, poverty is widespread and the economy is based on subsistence agriculture. Thus, ecosystem services support the livelihoods of over half a million people. Ecosystems provide local communities with food, shelter, fibre, fuelwood and medicinal plants.

Climate change in the Upper Niger River Basin will result in higher temperatures, increased evapotranspiration and changes in rainfall patterns, directly impacting the ecosystem services that people are relying on. In addition, current land use practices are progressively degrading ecosystems. Climate change is expected to significantly disrupt the region's hydrological systems and increase the incidence and intensity of bushfires.

In this context, the project aims to improve the resilience of ecosystems and enhance their functionality through a landscape approach, as a measure of adaptation to climate change, focusing on watershed management and land use practices. It also aims to strengthen the capacity of stakeholders to transform their practices and adapt to climate change.

## 2.2. OBJECTIVES AND EXPECTED RESULTS OF THE PROJECT

Two main obstacles were identified in the Prodoc for the implementation of resilience measures through an Ecosystem-based Adaptation (EbA) approach:

- Barrier #1. Difficulties in changing current land use practices and watershed management;
- Barrier #2. Ecosystem-based Adaptation is a new approach, essentially experimental, and the techniques are still underdeveloped, policies and plans will need to be in line with.

On this basis, the **Development Objective** of the project is to contribute to the management and rehabilitation of ecosystems for climate change adaptation.

**The (immediate) objective of the project** is to reduce the vulnerability of local communities in the upper Niger River basin to the additional risks posed by climate change and to strengthen their overall resilience through an ecosystem-based approach that focuses on watersheds, land use practices and adaptive capacity.

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To this end, the project includes two main components, and aims to achieve the results as presented in the table below.

Table 1. Project components, outputs and expected outcomes

Components and expected results (Outcomes)	Achievements (outputs)
<p>Component 1.</p> <p>Strengthening the resilience of climate-vulnerable communities in selected sites through an ecosystem approach</p> <p>Outcome 1: The climate resilience of natural resource-dependent livelihoods in the project sites is ensured by securing the continuous flow of essential agroecological and hydrological services on which they depend.</p>	Output 1.1 Climate adaptive landscape planning for resilience for the Project Zone is developed in a dynamic and participative fashion
	Output 1.2 The institutional architecture for implementing the Climate Adaptive Landscape Plan, resulting from Output 1.1, is strengthened including through training, and partnerships to be forged in support of it, in particular at the local level
	Output 1.3 Climate adaptive watershed rehabilitation is carried out in critical sites in the Upper Niger River sub-basin, from a baseline of limited investments in watershed management that are often 'climatically vulnerable'
	Output 1.4 Land-use practices are adapted to face climate change challenges, from a baseline of generally resilient ecosystems being gradually degraded
<p>Component 2. Capacity building and information systems for integration of climate change adaptation into national, regional and local management plans, policies and practices.</p> <p>Outcome 2: Climate adaptive management of ecosystems is integrated into key local and regional planning and policy-making processes</p>	Output 2.1 Climate risk management and resilience are integrated into natural resource management planning & budgeting carried out by relevant ministries, prefectures and sub-prefectures in the Upper Guinea Region.
	Output 2.2 A geographically based information system for climate information services in the Upper Niger River Basin is established at and maintained through a functional partnership.
	Output 2.3 Local weather stations in Faranah, Kouroussa, and Kankan are rehabilitated and are able to develop and disseminate early warning products to evaluate existing and new climate data.
	Output 2.4 Ecological, economic & social benefits [generated by the project] are documented in the project zone through learning and feedback, using

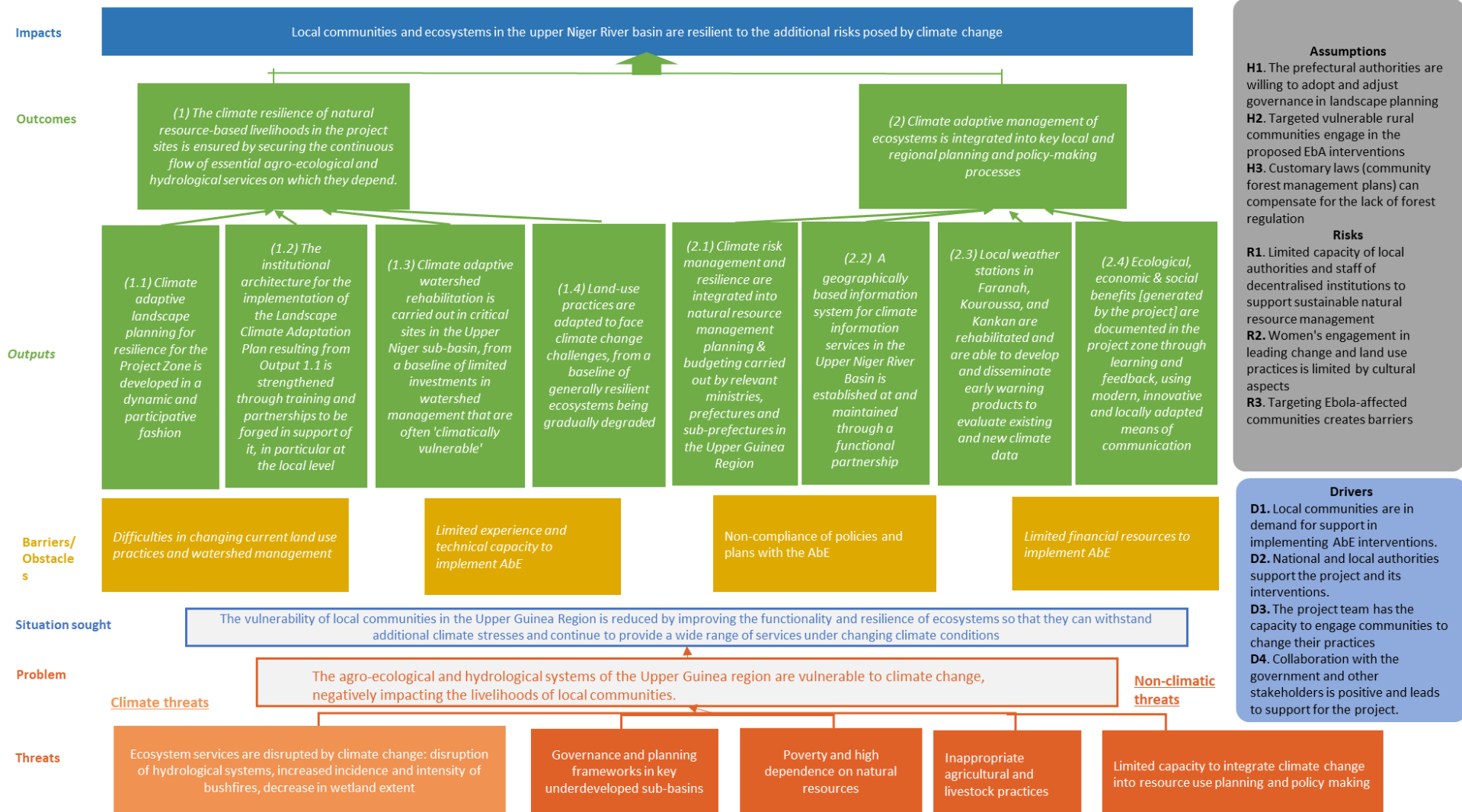
	modern, innovative and locally adapted means of communication.
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## 2.3. THEORY OF CHANGE

The problem statement, barriers and threats are presented in the Prodoc. However, the Prodoc did not include an overall Theory of Change (ToC), which explains why change is needed and what interventions will achieve the intended long-term effects. Based on the results framework and situation analysis of the ToR, a project ToC was constructed and is proposed in Figure 1 below.

The ToC shows that the cause and effect links are still not very clear in the project as formulated, and would have deserved more explanation in the ToC. Some of the planned outputs are not sufficiently explicit and the addition of the outputs does not clearly lead to the expected outcomes. A reformulation of the outputs would have been welcome, as well as a clarification of the contents to better establish the intervention logic. However, it is too late in the process, at the terminal evaluation stage, to review these aspects.

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## 2.4. TOTAL RESOURCES

The project " Ecosystem-based Adaptation of Vulnerable Communities in the Upper Guinea Region" is funded by the Global Environment Facility (GEF)/Least Developed Countries Fund (LDCF) through a LDCF grant of US\$8 million and a planned co-financing of US\$114,180,000 from the Guinean government, supported by its technical and financial partners. The project's implementing agency is the UNDP country office in Guinea, and the Ministry of Environment, Water and Forests - MEEF (now the Ministry of Environment and Sustainable Development - MEDD) acts as the executing agency.

The budget can be summarised as follows (at Prodoc stage):

	GEF grant (US\$)	Planned co-financing (US\$)
Component 1	6,362,500	90,172,500
Component 2	1,262,500	13,404,500
Project Management Cost (PMC)	375,000	10,603,000
<b>Total</b>	<b>8,000,000</b>	<b>114,180,000</b>

Table 2. Summary of project initial budget

## 2.5. KEY STAKEHOLDERS IN THE PROJECT

The Prodoc lists the following **stakeholders** as important actors in the implementation of the project:

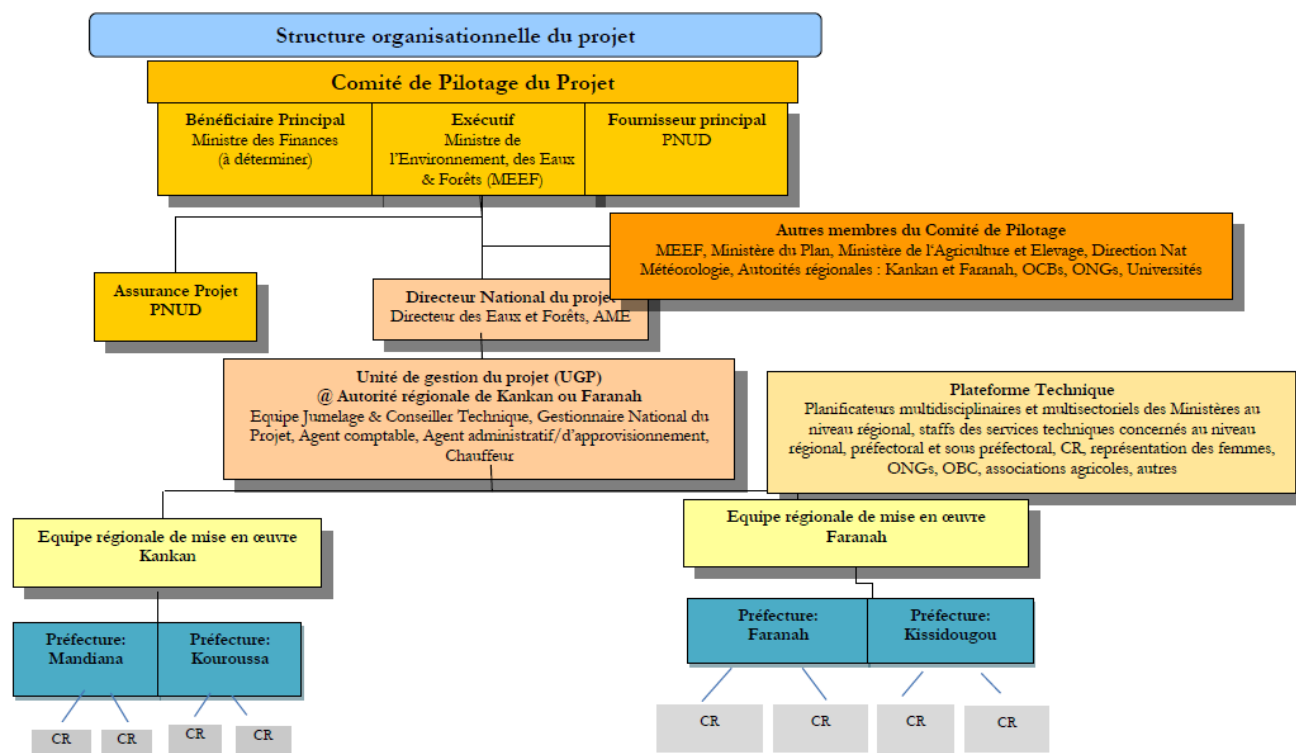
- National Directorate of Water and Forest (DNEF) - now National Directorate of Forest and Wildlife (DNFF) ;
- The Prefectures of the Upper Niger River Basin: Kouroussa, Faranah, Kissidougou, Mandiana and the 11 selected sub-prefectures/rural communes;
- The Regional Directorates for Rural Development (Agriculture, Forestry, Environment);
- Strategy and Development bureau of the MEDD and the Strategy and Development bureau of the Ministry of Agriculture and Livestock;
- Upper Niger National Park (LNNP)
- National Directorate and Prefectural Directorates of Meteorology in Upper Guinea;
- Community-based organisations and farmers' associations
- Forest Groups (Community Forest Committees)
- National Focal Points of the Environmental Conventions

In terms of **institutional arrangements**, a classical structure was foreseen in the Prodoc, as illustrated in the Figure below.



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Figure 1. Flow chart of project implementation



## 3. FINDINGS

### 3.1. PROJECT DESIGN/FORMULATION

#### 3.1.1. ANALYSIS OF THE RESULTS FRAMEWORK: PROJECT LOGIC AND STRATEGY, INDICATORS.

Section 3.2 of the Prodoc presents the logical framework of the project. This presents the objective of the project, the 2 main expected results (outcomes), and the different outputs that should lead to these results. For the objective and the results, indicators are formulated, with their reference situation and target. All these results have been taken up in the theory of change proposed in section 2.3 of this report. Note that the Prodoc does not include a ToC.

The objective and outcomes are clearly formulated. It would probably have been more logical, as is usually the case, to reverse the 2 components, i.e. to place Component 2, which is more at the national and institutional level, first and then describe Component 1, which focuses on interventions in the project sites. But this is a detail because in all cases the 2 components had to be implemented in parallel. In general, a third component is added, dedicated to the management and monitoring of the project, as well as to communication and capitalisation aspects. The absence of such a component is regrettable, as it would have made it possible to clearly distinguish these activities and to clarify their monitoring.

The proposed indicators are not all appropriate in their formulation. The mid-term review of the project commented on these indicators and made proposals, not always appropriate, but which could have generated a real revision of this logical framework, which was not the case. At the objective level in particular, an indicator such as "adaptation actions implemented in sub-regional and regional development frameworks (number and type)", is not suitable as an objective indicator, as actions lead to outputs. At the objective level, it is a more general change that should have been measured, such as the level of income of communities. The indicators under output 1 ("area of degraded land...", etc.) are relevant but can be very difficult to collect without clear definitions of what is meant by "rehabilitated" or "positively impacted" and appropriate tools (e.g. mapping) to measure them. Under component 2, indicators are not formulated as indicators, but more as expected results. They are not SMART<sup>4</sup>, and the targets lack precision. The logframe also does not allow for the monitoring of results related to investments in meteorology, as no indicators are linked to it (only a reference to climate information in a baseline situation: "0 (no) relevant systems for climate information services in the Upper Niger Basin"). Overall, the logical framework aims essentially to measure actions (number of hectares covered, number of people reached, number of LDPs carried out, etc.) but does not allow for the measurement of project results in terms of real impact on ecosystems and populations. Indicators such as "percentage increase in the average income

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<sup>4</sup> Specific, measurable, achievable, realistic and time-bound

of the households involved", "additional turnover from the sale of products (honey, fish)", "wooded area in the intervention areas (measured by mapping at the beginning and end of the project)", would have allowed for a more accurate assessment of the results actually obtained during and at the end of the project, taking into account the failures of certain interventions as well as replications that may have taken place spontaneously.

The logframe attempts to always include gender-disaggregated data where relevant, which is positive. However, it is regrettable that it does not adequately inform the wider developmental impacts of the project, in terms of socio-economic benefits to beneficiaries for example, or improvements in women's livelihoods specifically.

The logical framework was revised when the project baseline was established. The "Project baseline study" report, dated 30 November 2017, reformulates some indicators slightly and clarifies the end-of-project targets. This update and clarification is welcome, as the targets are clearly quantified and therefore more easily measurable and comparable than in the vague and imprecise Prodoc logframe.

The mid-term review of the project, in December 2019, takes up and comments on the project's logical framework. Curiously, the evaluators commented on the logical framework of the Prodoc, and not on the logical framework revised when the baseline was established. The comments are sometimes irrelevant and do not really clarify the logframe. This work therefore does not add value to the work done when establishing the baseline.

It also appears that the PIRs did not use the revised logframe in the baseline situation, but the Prodoc logframe, as the revised logframe was not formally adopted. Comments from the SC (notably in SC 2019) were made to revise some indicators, but this does not seem to have led to any changes in the logframe used in the PIRs for monitoring either. This is commented on in section 3.2.4.

### 3.1.2. ASSUMPTIONS AND RISKS

In its logical framework, the Prodoc identifies assumptions and risks for the project objective and its Outcome 2, as summarised in the table below. No assumptions or risks are identified for Outcome 1. Furthermore, the assumption and risk identified for Outcome 2 (in green below) are not very clear and would have benefited from more explicit wording. It is also not very clear how these risks would need to be mitigated and monitored.

Table 3. Assumptions and risks formulated in the project's logical framework (Prodoc)

	Assumptions	Risks
Purpose of the project	The focus on broad natural and social resilience has multiple benefits	Uncertainty in regional and local climate data and projections provides insufficient parameters for adaptation planning.

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	The high level of vulnerability is currently due to poverty, resource dependency but will be exacerbated by climate change	
Result 1	nd*	nd*
Result 2	Stories/testimonies of representatives of project sites, target groups or beneficiaries are interesting enough to interpret as climate adaptation strategies in Guinea	<p>The process of revising and adopting RDPs, DPPs and LDPs can be slowed down for several reasons that are beyond the control of the project.</p> <p>The establishment of a functional GIS system with a focus on the Upper Niger Basin is adapted to the capacity limitations of users</p>

\* nd: not determined

More explicitly, the ToR identifies in its *Annex 1: Risk Analysis*, the risks related to the achievement of results, assesses the associated risk levels and identifies mitigation strategies/measures for each of them, without mentioning an entity responsible for managing each risk. A total of nine risks were identified, covering strategic, organisational, operational, policy, regulatory and financial risks. The estimated impact of the risks was distributed as follows: 2 risks considered high (risk of political instability, risks related to the Ebola epidemic that was ongoing at the time of the PIF); 3 medium risks; and 4 low risks. The main medium risks identified relate to (i) the weak capacity of local authorities and staff of decentralised institutions to support sustainable natural resource management; (ii) the very limited financial resources in the country, combined with poor infrastructure, which could increase the overall costs of the project; and (iii) the level of commitment of the targeted vulnerable rural communities. While the first two risks are real and well identified, it may seem inappropriate to qualify the level of engagement of vulnerable rural communities as a medium risk: if the project was formulated in a participatory manner, and not with a purely bottom-up approach, the willingness of communities to implement EbA interventions through the project should be assured. But the context in which the project was formulated, in the midst of the Ebola outbreak in the project area, did not allow for all the desired consultations to be conducted as would normally be the case, which explains this level of risk. In order to mitigate this risk, the project launched the vulnerability analysis and action plan activity, which aimed to define the priorities for intervention in the different project sites in a participatory manner.

### 3.1.3. INTEGRATION OF LESSONS LEARNED FROM OTHER RELEVANT PROJECTS INTO THE PROJECT DESIGN

The Prodoc lists a number of national and regional initiatives that are considered relevant to the project. These are summarised in the table below.

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Table 4. National and related regional initiatives that address development and humanitarian issues (source: Prodoc)

	Implementation period	Funder	Amount (US\$)
UN Joint Programme for the Kankan Region	2013 - 2017	UNICEF, UNFPA and UNDP	\$10 million
Integrated Rural Development Project of Western Upper Guinea (PDRI-HGO), Dinguiraye-Kouroussa	2005 - 2014	Government of Guinea (Ministry of Agriculture) and the Islamic Development Bank	\$11.54 million
Environmental Governance Capacity Building Programme and STEWARD Regional Programme	2015-2017	USAID United States Forest Service),	2 million
Second Emergency Agricultural Productivity Support Project (PUAPA 2)	nd	World Bank	\$20 million
West Africa Agricultural Productivity Programme (WAAPP)	2011-2018	World Bank, Japan	9 million
Guinea Ecosystem Restoration Project	ongoing until 2013	IUCN	\$500 000
REPASE	2012-2015	IUCN	\$10 million
Demonstration project for the restoration of riverbanks in the RAMSAR site Niger-Niandan-Milo	2009-2012	WWF International	nd
Support to the Niger Basin Authority	2007-2016	GIZ	nd
WFP Country Programme and Regional Project 2013-2017	2013-2017	World Food Programme	80 million

In addition, the implementation of some of the project's interventions was inspired by the experiences and lessons of other previous projects: In particular, we can mention the Village Savings and Credit Groups (GVEC), inspired by the experience of previous projects, in particular the STEWARD project (*Sustainable and Thriving Environments for West African Regional Development*), the support to small-scale livestock farming with a revolving system inspired by the PROGEBE project, and the idea of concentrating the fallow restoration effort on private fallows rather than community fallows, after the REMECC project has shown how difficult it is to maintain community fallows, as everyone feels little responsibility for the investment made.

### 3.1.4. PLANNED STAKEHOLDER PARTICIPATION

The stakeholders listed in the Prodoc are mainly those who were involved in the formulation of the project, and then in its implementation. Interviews conducted by the TE team confirm that the formulation process was as participatory as possible, but constrained by the epidemic situation in the country (during the Ebola epidemic), which necessarily limited interactions with local communities, where the epidemic situation was very bad.

### 3.1.5. LINKS BETWEEN THE PROJECT AND OTHER INTERVENTIONS IN THE SECTOR

Interviews conducted during the TE confirm that regular interactions have taken place during the project with other projects in the area or of the same type, especially between the different project coordinators. The UNDP country office itself, which manages several climate change adaptation projects, facilitates the dissemination of experiences between projects.

One particular example that was mentioned was the development of fish ponds and their stocking, an activity that was carried out in synergy with the Upper Guinea Fish Farming Project jointly funded by the Government of Japan, Russia and UNDP<sup>5</sup>.

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<sup>5</sup> EbA Project, Annual Report 2020

## 3.2. IMPLEMENTATION

### 3.2.1. ADAPTIVE MANAGEMENT

The activities implemented under each of the components differ significantly from the activities initially planned in the Prodoc. They are mainly based on the Priority Adaptation Action Plan developed in October 2017 and on local consultations, as well as on lessons learned from other projects, which is an example of adaptive management to local conditions, and allows for adjustments to be made to a project that was formulated under difficult conditions (Ebola epidemic limiting consultations in the field).

Another example of adaptive management is the introduction of activities in response to the COVID19 epidemic, such as the distribution of soap and hygiene kits in the project communities.

In terms of project monitoring, the project suffered some delays due to the COVID19 epidemic, but was not blocked and was able to continue by adapting, for example by organising the SC meetings remotely.

However, due to its management style, the PMU failed to take into account the numerous alerts of the different monitoring reports on the imperfections of certain interventions, delays and unfulfilled promises (notably the water supply in certain market gardening areas, or the provision of equipment for the multifunctional platforms, which, although not depending on this project directly, created expectations within the communities) to the beneficiary communities. While corrective measures should have been taken in many situations, as evidenced not only by the field visits of the TE, but also by the monitoring reports of UNDP and even the PMU itself, many of the problems detected were not resolved at the end of the project, seriously undermining the final results of the project, their potential sustainability, and the impacts that could have been expected in the medium term.

### 3.2.2. EFFECTIVE STAKEHOLDER PARTICIPATION AND PARTNERSHIP AGREEMENTS

At the start of the project, partnership agreements were signed with various national entities to be involved in the project<sup>6</sup>.

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<sup>6</sup> This concerns in particular: (i) The National Directorate of Forests and Fauna (DNFF)/MEDD; (ii) The National Directorate of Meteorology (DNM) and its decentralised services (Regional Directorates of Meteorology of Faranah and Kankan, Prefectural Directorates of Meteorology of Faranah, Kissidougou, Kouroussa and Mandiana); (iii) The National Directorate of Local Development (DNDL)/MATD; (iv) The National Directorate of Hydraulics (DNH); (v) Partnership agreements for internships for pupils and students who have graduated from higher education institutions and the technical vocational schools of ISAV-VGE in Faranah, the Julius Nyerere University in Kankan,

It appears that the DNFF, the official implementing entity of the project, has not played a central oversight role for the project, and has focused mainly on reforestation and mapping activities. Under the UNDP National Implementation Modality (NIM), implementation normally involves coordinating action in the field and in the capital, engaging partners and service providers, including those directly responsible for implementation, while monitoring and reporting on the project according to procedures. In this case, the DNFF was mainly involved in the annual steering committees (SC), in the validation of PMU staff profiles, and in the national workshops organised (mainly the inception workshop). But the supervision of the project at government level was rather ensured by the DNEDD, which notably signed the service contracts and made some payments. Then, it was the UNDP country office itself that closely monitored the activities of the project and the PMU.

For the other national stakeholders, it was mainly during the annual SCs that most of them followed the project, and commented on the annual work plans, but their involvement was often limited to that. Some of these institutions complained to the TE that they were involved in the formulation of the project but not in its implementation.

The SC creation order also provided for the setting up of a Restricted Technical Committee of the project (CRTP) to study urgent issues that could not wait until the next session. Despite the implementation difficulties, and in particular the necessary corrective measures that were raised in several successive monitoring reports (by the PMU and UNDP in particular), no CRTP meeting was held, considering that there was no case of force majeure requiring it.

Stakeholder participation at the local level has been variable. The project, its implementation, monitoring and sustainability relied heavily on the deconcentrated structures, namely the prefectural directorates of environment, agriculture and forestry, and at the level of the RCs, on the Chief forestry officers (CFOs) who received a motorbike, a computer, a GPS and training in order to ensure the local implementation of the project. Not all actors played their role in a sufficiently dedicated manner, which caused difficulties in carrying out activities and investments locally.

It is noted that the installation of the PMU in Kankan is seen as a positive element of the project, which has worked more at the decentralised than at the national level.

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ENATEF in Mamou and ENAE in Bordo/Kankan; (vi) The deconcentrated technical services of the Environment and Sustainable Development; Agriculture/ANPROCA; and Livestock in the project intervention zone; (vii) The four (4) local rural radio stations (RRL) of Faranah, Kissidougou, Kouroussa and Mandiana; (viii) The Bordo Regional Agricultural Research Centre (CRRAB) of Kankan; (ix) The National Water Point Management Services (SNAPE) / Regional Bases of Faranah and Kankan;



### 3.2.3. PROJECT FUNDING AND CO-FINANCING

As stated in section 2.4, the project has obtained a GEF LDCF grant of US\$8 million and a planned co-financing of US\$114,180,000 from the Guinean government, supported by its technical and financial partners.

As of 30 September 2022, disbursements of project funds totalled US\$7,317,989, to which must be added US\$32,265 of expenditures incurred since that date, representing almost 92% of the initial GEF budget (Table 5). The disbursement rate is therefore high. Disbursements by component show that for component 2, 103% of the initial amount has been disbursed, while for component 1, only 90% of the initial funds have been disbursed, suggesting that other activities could have been financed in order to strengthen the project results. But the disbursement levels are overall in line with what was foreseen at the time of project signature.

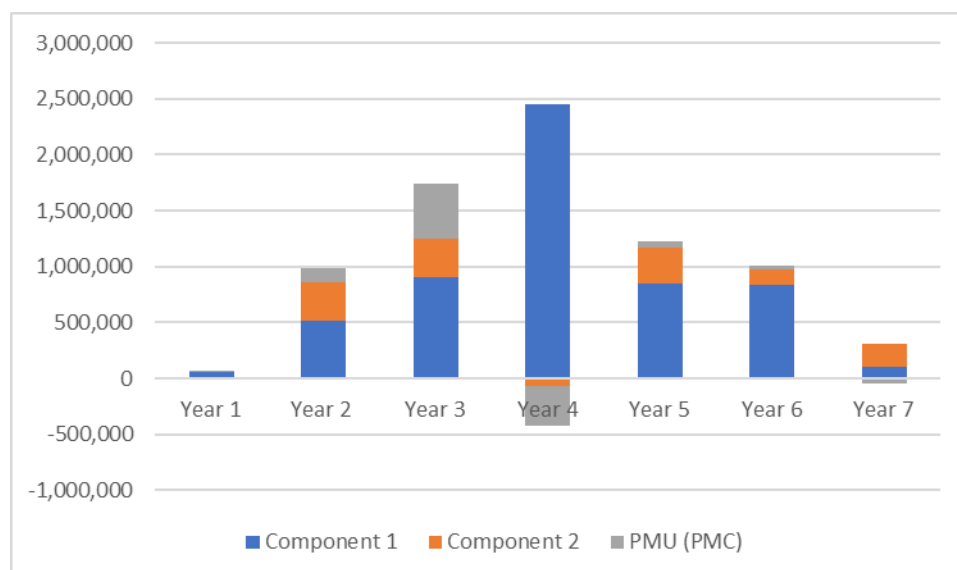
Figure 2 shows that expenditure in year 1 was very low<sup>7</sup>, corresponding to the year the project was set up, with the project ramping up to year 4, and then a decline in expenditure. The negative expenditure of the PMU in year 4 corresponds to an accounting adjustment.

Table 5. Use of LDCF resources at the time of the TE

Item of expenditure	Scheduled for the CEO End.	Actual expenditure at 30/09/2022	Additional expenditure incurred since 01/10/2022	Estimated percentage of actual/planned expenditure at project closure
Component 1	6,362,500	5,716,150	23,500	90%
Component 2	1,262,500	1,293,368	8,765	103%
Subtotal	7,625,000	7,009,519	32,265	92%
PMU (PMC)	675,000	308,471		82%
<b>Total</b>	<b>8,000,000</b>	<b>7,317,989</b>	<b>32,265</b>	<b>91.88%</b>

<sup>7</sup> The prodoc was signed in June 2016 and the first disbursement on 19 December 2016.

Figure 2. Distribution of project expenditure by year and component (in US\$)



In terms of co-financing, the project document had listed 5 projects that were expected to contribute to the EbA project results. When calculating the total amounts of co-financing, it appears that the total amounts of the projects have been accounted for, and not the amounts actually relevant to the EbA project. Thus, based on the total budgets of these projects, the co-financing amounts to a considerable US\$114,180,000. This approach turned out to be wrong, because while the projects identified for co-financing the EbA project were relevant, it was a portion of their budget that was actually concerned, not their entire budgets. For example, the co-financing letter for the National Support Programme for Agricultural Stakeholders (PNAFA), which is a programme covering all regions of Guinea, states: "The funding of activities planned for Upper Guinea (Kankan and Faranah regions) is approximately US\$11 million", and not the total budget of the project, which reaches US\$89,030,000. Similarly, the co-financing letter from the West Africa Agricultural Productivity Programme (WAAPP) mentions a co-financing of the EbA project of \$500,000 for the period 2015-June 2016, with a possible extension from 2020, and not a co-financing up to the total budget of the WAAPP project (US\$9m).

At the time of implementation, co-financing was very little mobilised, with a calculated amount of US\$4,165,158 (3.6% of the total planned), which corresponds to the actual contribution of these projects and programmes to the results of the EbA project. For example, the development of hydro-agricultural plains and lowlands in 10 villages by PNAFA, the contribution to the purchase and distribution of agricultural equipment and inputs to 66 women's market gardening groups of 2,300 members by the Support Project for the Agricultural Sector in Guinea (PASAG), or the purchase and distribution of improved short-cycle rice seeds in the project area for 3 years and the support of 11 agricultural advisors who provided technical guidance to small-scale producers by the Ministry of Agriculture's West African Agricultural Productivity Programme (WAPP). To this must be added approximately US\$600,000 in co-financing mobilised by the UNDP itself (US\$490,437 + the rental of the PMU offices in Kankan).

This relatively low level of mobilisation can be linked to the PMU's apparent lack of understanding of the concept of co-financing. Moreover, no monitoring of co-financing was carried out during the project.

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Table 6. Table of co-financing

Co-financing (type/source)	Financing UNDP (US\$)		Government (US\$)		GEF agency (US\$)		Total (US\$)	
	Planned	Real	Planned	Real	Planned	Real	Planned	Real
Grant	0	0	0	0	0	0	0	0
Loans/Grants	0	0	0	0	0	0	0	0
In-kind support	0	0	114,180,000	3,565,158	0	600,000	114,180,000	4,165,158
Other - direct investment	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>114,180,000</b>	<b>4,165,158</b>

Table 7. Confirmed sources of co-financing at the time of the TE

Source of co-financing	Name of co-financier	Type of co-financing	Investment mobilised	Planned (US\$)	Actual amount (US\$)
Government	West Africa Agricultural Productivity Programme WAPP 1C Guinea, Ministry of Agriculture	Grant*	Investment mobilised	9,000,000	785,764
Government	METAGRI, National Meteorological Directorate, Ministry of Transport	Grant*	Investment mobilised	100,000	30,000
Government	Support Project for the Agricultural Sector in Guinea (PASAG), Ministry of Agriculture	Grant*	Investment mobilised	16,000,000	1,939,394

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Government	National Support Programme for Agricultural Stakeholders (PNAFA)	Grant*	Investment mobilised	89,030,000	800,000
Government	Guinean Agricultural Research Institute, Ministry of Agriculture	Grant*	Investment mobilised	50,000	10,000
GEF Agency	PNUD	In-kind	estment mobilised	0	600,000
<b>Totals</b>				<b>114,180,000</b>	<b>4,165,158</b>

\* The CEO endorsement of the project mentions a grant, but in reality it is an in-kind contribution that was foreseen: it is the interventions, investments and equipment of the programmes and projects listed here that contribute to the results of the EbA project. There was no intention to transfer money between these projects and the EbA project.

### 3.2.4. MONITORING AND EVALUATION: DESIGN AT ENTRY (\*), IMPLEMENTATION (\*) AND OVERALL EVALUATION OF MONITORING AND EVALUATION (\*).

#### 3.2.4.1. Design at the entry

The monitoring and evaluation framework as described in the ToR is fairly standard in its presentation, clear and well-constructed. It includes an inception workshop, quarterly monitoring on internal UNDP platforms, the preparation of annual implementation reports (PIRs). It also provides for regular site visits, including by the UNDP country office, as well as a mid-term and terminal evaluation. A learning and knowledge sharing component is also planned, to ensure that the project results are disseminated within and beyond the project area through existing networks and information sharing forums.

The design of the logframe is discussed in section 3.1.1. As mentioned before, not all indicators are SMART, and some were revisited during the baseline study, which also confirmed or informed the situation at the beginning of the project for each indicator, and the targets at the end of the project.

The budget for monitoring and evaluation of US\$171,000 is appropriate for a project of this size.

#### 3.2.4.2. Implementation

At the time of the terminal evaluation, the project had produced 5 annual PIR reports (2018-2019-2020-2021-2022). The clarity of the reporting according to the different indicators is not excellent, and is often limited to describing the activities undertaken rather than informing on the results, sometimes out of step with the indicators, but this is also due to the format imposed for the PIRs, which is regularly questioned in the UNDP-GEF projects. It is regrettable, however, that the adjustments proposed to the indicators in the baseline report were not taken into account, as the logical framework of the Prodoc is not adapted to quality monitoring of project results.

Financial reporting in the PIRs is not consistent from year to year, with disbursement figures differing for the same year. For example, in PIR2020, the graph in section D shows an approximate cumulative disbursement of US\$2 million for the year 2018, while in PIR 2019 it shows an approximate cumulative disbursement of over US\$2.5 million.

Political risks related to political instability in the country were reported as early as 2018, and followed up until PIR 2020. This risk section did not appear in subsequent years. Socio-environmental risks related to the COVID19 epidemic were duly reported as well. In 2020, concrete measures for further activities are proposed:

- (i) Video conferencing is used for meetings and workshops;

- (ii) Internet kits were purchased for the project team and key national partners to work remotely;
- (iii) Pairs of consultants have been engaged (each comprising an international consultant and a national counterpart, who works directly in the field and shares results); and
- (iv) The technical services are involved in the monitoring and implementation of activities and carry out information research in the field.

Overall, the PIR annual reports provide relatively complete information on the project. However, this information is provided from the point of view of the project actors and requires a critical review of the results actually achieved. The ratings proposed in the PIRs are generally high, based on the actions carried out, and not really on the results obtained on the ground, i.e. without really taking into account the numerous problems encountered for a real impact on the beneficiary communities, as detailed in section 3.3.3 Effectiveness. It is therefore more a report of activities, not of results achieved, which is not in line with results-based management practice.

A mid-term review was conducted and finalised in December 2019, which follows the reporting table of contents indicated in the UNDP-GEF guidelines for this type of exercise. The evaluation proposes a fairly positive assessment of achievements in relation to the expected results, despite a long list of obstacles that should have mitigated the level of satisfaction displayed. The proposed review of the logical framework is not very relevant, and does not take into account the revision proposed in the study of the baseline situation. The management response of the mid-term evaluation recommendations foresees the hiring of a consultant to review the logframe again, an activity that was delayed and then abandoned due to limited interest at the end of the project. The TE notes in this respect that the mid-term evaluation is only mentioned in PIR 2019, but that its conclusions and recommendations are not mentioned as having been part of the SC discussions.

The UNDP carried out fifteen project monitoring missions in the field, either for specific monitoring of the annual work plan or for multi-project monitoring of the United Nations Development Assistance Framework (UNDAF). These missions ensured a close presence of the UNDP and verified the achievements of the project on the ground, a level of involvement of the country office that is underlined. The various reports mention numerous difficulties, for example: "Weakness in the contracting process: possibility of collusion between companies to the detriment of the project"; "The cost of infrastructure seems very high"; "The lack of monitoring of activities by the COA and the DPA leads to a lack of seriousness on the part of agricultural advisors"; "The executives, although receiving travel allowances, have never carried out a monitoring mission"; "The Chief of the Water and Forests Section and the Prefectural Director of the Environment, Water and Forests do not carry out monitoring"; "Often the recommendations of missions are not taken into account"; "The monitoring carried out by the STP is not very effective"; "Households receiving rice seed did not receive any technical support/advice from the agricultural adviser, let alone the estate's STP"; "Insufficient water in the market gardening area"; "Lack of involvement of beneficiaries in monitoring the development of the lowland"; "Lack of consistency in recommendations and monitoring of work sites"; as well as numerous delays and defects, with the quality of infrastructure and equipment

often poor (poor quality concrete, solar panels that have not yet been installed, initially unsuitable water troughs, leaky tanks, etc.)<sup>8</sup>. The numerous technical difficulties noted are corroborated by the PMU monitoring reports and the TE's field visit.

Finally, the SC met once a year during the project. The meetings mainly consisted of an annual information on the progress of the project, and the expression of specific recommendations. But the SC does not seem to have been involved in major decisions for the project, nor in the reorientation of activities whose implementation was not satisfactory. Surprisingly, for example, the mid-term review was not formally presented at the January 2020 SC, nor did it give rise to any discussion following the numerous problems encountered. Similarly, the difficulties noted during the PMU and UNDP monitoring missions are hardly addressed in the SC minutes, whereas a strong reaction could have been expected from the SC members in order to demand that the situation be rectified and that tangible results be obtained on the ground, especially at the end of the project.

### 3.2.4.3. Overall assessment

The TE therefore considers the monitoring and evaluation of the project to be moderately satisfactory:

**Table 14: EA Notes on M&E Plan**

Monitoring and Evaluation (M&E)	Rating
M&E (design)	MS
M&E (Implementation)	MS
M&E (Overall Quality)	MS

### 3.2.5. UNDP IMPLEMENTATION/MONITORING, IMPLEMENTING PARTNER EXECUTION AND OVERALL EVALUATION OF IMPLEMENTATION/MONITORING AND EXECUTION

As mentioned above, UNDP has carried out numerous monitoring missions and demonstrated constant involvement and support to the project team, which was welcomed by all actors. The problems encountered on the ground are partly due to a lack of close monitoring of local actors, and in particular of the CFOs. Some people interviewed during the TE felt that the bonuses allocated to the CFOs were far too low for their effective involvement, while the bonuses of the higher administrative levels (prefectural level) were higher, for a less important involvement and role. Without passing judgement on this reflection, this should perhaps lead to reflection, in future projects, on a better alignment of bonuses with the expected roles and responsibilities of the different actors.

<sup>8</sup> Quotes from various UNDP mission reports, including the September 2018, December 2019 and February 2020 missions.



As already mentioned, the MEFF was mainly involved in interventions concerning the forestry sector, while the MEDD was the central coordinating actor of the project at the level of the Guinean government. The deconcentrated services at the prefectural level were the implementing actors on the ground, with varying levels of involvement depending on the prefecture and the service.

Implementation and enforcement	Rating
Quality of UNDP implementation/oversight	S
Quality of Implementing Partner execution	MS
Overall quality of implementation/execution	MS

### 3.2.6. RISK MANAGEMENT

As mentioned above, very few risks were identified at the level of the Prodoc, and risk reporting in the PIRs is sporadic. There was therefore no real risk management and monitoring in the implementation of this project, which is a shortcoming in the formulation of the project and its monitoring.

However, the coordination team was able to cope with the COVID19 epidemic and had to adapt to the significant changes in personnel within the national and territorial administration following the change of political regime, which indicates good risk management and strong adaptability in the implementation of the project.

### 3.3.RESULTS AND IMPACTS OF THE PROJECT

#### 3.3.1. PROGRESS TOWARDS THE OBJECTIVE AND EXPECTED RESULTS

Objective: The indicators at the objective level show very good values, indicating that the project has had some success in reducing the vulnerability of local communities in the upper Niger River basin. However, the effectiveness of some interventions is mixed, as discussed in section 3.3.3.

Component 1: The reported figures on areas covered by rehabilitation actions and on the total number of project beneficiaries are very good. Estimated by the project team in the PIR2022, they are very difficult to verify at the level of the TE. The document review and field visits indicate that many actions have been carried out, and if the reported figures are large (e.g. 90,000 ha around the Upper Niger National Park (PNHN) benefit from adaptive bushfire management actions), in reality there are 844,000 ha of community forests have been created/revitalised, 969 Kenyan beehives have been installed and bushfire management committees have been set up in 38 riparian districts/villages, all of which contribute to better protecting the 90,000ha of the PNHN), the various sources confirm that the project is extensive and that the number of people affected is significant given the number of villages involved. These figures, however, say nothing about the quality of the rehabilitations that have been carried out, their effectiveness in terms of climate resilience, or the sustainability of these rehabilitations. In the field and in the documentation, examples are given of planted orchards that have been burnt down, of firebreaks that have not been carried out as planned by the communities, of "repeated bushfires in restored sites in the Rural Commune (RC) of Kantoumanina<sup>9</sup>", and of management committees that remain inactive. Despite these high figures, one can therefore question the final impact and sustainability of the interventions, especially as there are real risks in these areas, which are mentioned many times in the documentation and in the field, in particular gold panning and other mining activities, as well as fires.

Component 2: The results reported under Component 2 are generally unsatisfactory, especially regarding the strengthening of information systems. It is not clear how the vulnerability study conducted was used in the project, and whether the database being set up at UNDP will be useful after the project. The installation of meteorological stations to collect data and empower stakeholders with this data has failed, as a significant proportion of the stations are not operational (as of the time of the TE, it appears that the 11 automatic mini-stations are functional, but 5 meteorological stations are not). Moreover, following the

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<sup>9</sup> SECOND MEETING OF THE MEMBERS OF THE INSTITUTIONAL PLATFORM FOR THE IMPLEMENTATION OF THE PRIORITY ACTION PLAN FOR CLIMATE CHANGE ADAPTION Mandiana, 07 December 2019

retirement of a significant number of DNM staff, with whom the project was able to collaborate successfully at the beginning of the implementation, the real capacities to process data and propose products adapted to the local populations are no longer in place at the time of the TE. At the level of institutional capacity in general, the numerous changes in positions that have taken place following the change in political regime have a direct impact on the capacity of these actors to use the skills transferred during the project to people who are no longer in post for many of them.

At the level of the outputs planned in the Prodoc, it is very difficult to confirm or deny the achievement of each of these results individually, due to the lack of correspondence between the interventions actually implemented and the activities initially planned in the Prodoc. Table 9 provides a summary of the activities carried out according to the planned outputs of the Prodoc. It is clear that some of the outputs are only partially achieved in relation to the activities actually carried out, and that without the achievement of these outputs, the project will not be able to achieve the expected results.

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Table 8. Level of achievement of the logical framework targets

Description of the indicator	Baseline situation	Target end of project	Status at the end of the project	Rating	Comments from the RU
<b>Objective: To reduce the vulnerability of local communities in the Upper Niger River Basin to the additional risks posed by climate change and to strengthen their overall resilience through an ecosystem-based approach that focuses on watersheds, land use practices and adaptive capacity.</b>					
Number of direct beneficiaries: a) Number of people b) % women c) Vulnerability assessment (Yes/No)	a) 0 b) n/a c) no	a) 50,000 in the project area b) 51% women c) yes, and evaluations inform M&E of the overall project	a/ The cumulative beneficiary population reaches 66,863 people**.  b/ 64.25% of beneficiaries are women**.  c/ Yes. The priority action plan resulting from the vulnerability assessment conducted at the beginning of the project is implemented in 72 villages**.	HS	The figures shown are from PIR2022. The interviews and field visits conducted confirm a very high level of involvement of women, who are the main beneficiaries of the project in the field.  The precise way in which the priority action plan was broken down by commune is not very clear, but this work made it possible to launch consultations by commune on the actions to be carried out, which led to the definition of the actions to be undertaken in each RC and at the level of the various villages.
Number of adaptation actions integrating knowledge and understanding of climate risks at regional level (Kankan and Faranah) and in the project's pilot demonstration sites*.	0 shares	1) An institutional platform for the development and implementation of the adaptation plan is established and operational  2) The landscape climate adaptation plan is developed and being implemented*.	15 institutional platforms have been established (4 at the prefectural level, and 11 at the level of the CRs , bringing together a total of 141 people); prefectural decisions between February and March 2019 depending on the prefectures.**  These platforms have operated on a quarterly basis. Their functioning is based on meetings to identify, prioritise, implement and monitor adaptation actions in the project area. At one point, their functioning was affected by the COVID19 epidemic.**	S	The indicator used here is the indicator corrected by the baseline study to the reference situation, not the indicator used in the PIR (which is very close but not SMART). The target is also that of the baseline study.  Without access to the minutes of the meetings of these platforms, the TE cannot confirm the frequency of the meetings, the discussions held and the decisions taken.

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Number of pilot actions to reduce vulnerability and build resilience implemented	0	<p>(1) 2,500 ha of vulnerable watersheds are restored in the 11 RCs of Faranah, Kissidougou, Kouroussa and Mandiana Prefectures*.</p> <p>(2) 3,000 ha equivalent of degraded land along the banks of the Niger are restored by the creation of dykes and bunds, with reforestation integrating fruit and forest species by contract-plans for erosion and flood control*.</p> <p>(3) 22 community forests covering a total of 2,500 ha are under preventive bushfire management, each with a local management plan, perimeter firebreaks and local conventions for the sustainable use of biological resources in the 11 RCs of the Prefectures of Faranah, Kissidougou, Kouroussa and Mandiana*.</p> <p>(4) In total, 4 Pastoral Units (PUs) covering a total area of 800 ha are equipped with water points and each has a plan for the development, management, adaptation and sustainable use of livestock grazing lands with actions to enrich the pastures in the regions of Kankan and Faranah with the promotion of cattle and sheep fattening*.</p>	<p>6,871.78 ha of ecosystems are under improved management as a result of the vulnerability reduction demonstration activities conducted.**</p> <p>Rehabilitation of spring heads on 128.48 ha**.</p> <p>Restoration of wetlands and ponds in two Ramsar sites: "Sankarani-fié" and "Niger-Niandan-Milo".</p> <p>Restoration of critical rivers and meanders in 53 identified sites**.</p> <p>Establishment of community forests on 245.53 ha**.</p> <p>Improved management and enrichment by planting trees and fruit trees in 16 existing community forests, covering 3,344 ha**.</p> <p>4 pastoral units have been set up**.</p>	S	<p>The number of community forests is below the target</p> <p>The FR could not corroborate the figures in the field, but interviews and visits confirm the type of interventions mentioned, including fruit tree planting and enrichment of community forests, and protection of spring heads.</p>
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Outcome 1: The climate resilience of natural resource-dependent livelihoods in the project sites is ensured by securing the continuous flow of essential agroecological and hydrological services on which they depend.					
Number of hectares of degraded land rehabilitated in a participatory manner*.	305	3,000 hectares of degraded agricultural land are being rehabilitated in a participatory manner with agroforestry actions integrating forest fruit trees through contract plans; Promotion of rural entrepreneurship with the training and supervision of 22 village nurserymen for the production of 20 million seedlings, 25% of which are fruit trees, for reforestation needs by contract.	<p>21,835.77ha of cumulative degraded land area is rehabilitated. The rehabilitated areas include:</p> <ul style="list-style-type: none"> <li>- 14,174.96 ha of classified forests reinforced. The reinforcement actions undertaken include the redefinition of the existing boundaries of these classified forests and the management of bushfires through the promotion of improved beekeeping practices around the national park.</li> <li>- 128.48 ha of 50 spring heads</li> <li>- 3 903.33 ha of 28 community forests</li> <li>- 16 ha of fruit orchards</li> <li>- 1,234 ha of 53 identified sites of critical riverbanks and meanders;</li> <li>- 195.27 ha of wetlands including 28 ponds restored in two Ramsar sites: "Sankarani-fié" and "Niger-Niandan-Milo;</li> <li>- 1,540 ha of degraded fallow land restored through resilient agroforestry actions.</li> <li>- 643.73 ha of 58 identified catchment areas</li> </ul>	HS	<p>The areas indicated are those declared in the PIR2022. These figures are well above the original target, which seems very positive. They include all rehabilitated areas, including those detailed in the other indicators.</p> <p>It should be noted that it is not possible for the TE to confirm these figures without an exhaustive field verification, nor the quality of these rehabilitations. The document review and field visits carried out during the course of the TE tend to confirm the rehabilitation of many sites, but there appear to be many challenges to maintaining the sites in good condition in the long term (bushfires, gold panning and the return of "adventurers" are regularly cited as major risks to the sustainability of the actions undertaken).</p>
Area of 'abandoned' land (or former long fallow land) is reforested or reclaimed to look like more natural habitats using EBA**.	0 ha	5,000 ha at the end of the project as a result of several activities under outputs 1.3 and 1.4 **	1,540 ha of degraded agricultural land have been restored through resilient agroforestry actions in 11 RCs (33% of the end-of-project target).	MU	An area below the target for this indicator, but more than compensated by the overall figures for rehabilitated degraded land.

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Area of restored wetlands **	0ha	At least 2 of the 4 RAMSAR sites in the project area are rehabilitated and include fish farming**.	195.27 ha of wetlands including 28 ponds restored to improve the 30,550 km2 covered by the two Ramsar sites: "Sankarani-fié" and "Niger-Niandan-Milo;	S	According to the information collected, rehabilitation in RAMSAR sites has taken place. No target area.
Number of equivalent hectares of riverbank in critical meanders restored*.	20	2,500 equivalent hectares of critical meander banks are being restored with riparian vegetation and gallery forests being rehabilitated through contract plans*.	1 234 ha of riverbanks and critical meanders are restored on 53 sites in the project area, i.e. 49% of the target	MS	The target was not reached, probably too ambitious, but the project nevertheless restored a significant area.
Number of hectares of community forest formations under adaptive bushfire management	0	Approximately 90,000 ha of fire-sensitive forest area "climate hotspots" near the Mafou Classified Forest are estimated to benefit from improved bushfire management	90,000 ha around the Haut Niger National Park (PNHN) benefit from adaptive bushfire management actions that include  - The creation/revitalisation of community forests covering a total area of 844.98 ha.  - Promotion of fire-free beekeeping through the installation of 969 Kenyan hives  - Bushfire management committees have been established in 38 districts/villages in the project area.	HS	The interviews conducted show that some fire protection measures (such as the construction of firebreaks), which should have been carried out by the communities, were not systematically carried out.  The promotion of beekeeping has been successful overall, as confirmed by field visits. Artisans have been trained to make these hives. However, the number of hives has not increased since the project distributed them, despite the success of honey production, suggesting that beekeepers are not looking to increase the number of hives, and leaving the trained artisans somewhat disillusioned, as there is no market to sell their hives.
Number of people benefiting from the adoption of diversified and climate-resilient livelihoods a) Number of people b) % women (c) % of target population	a) 0 b) n/a c) 0	a) 50,000 people  b) 51% of women  c) 100% of the target population	66,863 people, from 72 villages in the 11 rural communes of the four prefectures covered by the project, benefit from the project's adaptation actions (64.25% of the direct beneficiaries of these adaptation actions are women (42,962).	HS	The number of people benefiting directly or indirectly from the project is estimated at 66,863 individuals, 64% of whom are women), which is a definite success in terms of project coverage. However, this says nothing about the quality of the benefits in question or the level of satisfaction of the beneficiaries.

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Outcome 2: Climate adaptive management of ecosystems is integrated into key local and regional planning and policy-making processes					
Number of climate change adaptation plans developed and being implemented at regional, prefectural and municipal levels*.		22 plans and processes developed and strengthened to identify, prioritise and integrate adaptation strategies and measures (development frameworks and strategies that include climate adaptive management measures and budgets) - 2 RDPs (regional plans; 4 local development plans (LDPs) at prefectural level, and 16 LDPs at RC level.	22 LDPs have been updated to incorporate priority action strategies for adaptation to climate risks	MS	22 RC LDPs have been revised to integrate climate aspects, but not the two regional RDPs nor the 4 prefectural LDPs, which may constitute a significant gap in terms of regional and prefectural planning, as a link needs to be made between the RC-Prefecture-Region levels.
Risk and vulnerability assessments carried out and other relevant scientific and technical assessments updated	0 (no) relevant systems for climate information services in the Upper Niger Basin	1 relevant geographic information system, with a focus on the Upper Niger Basin, generates various knowledge products (to be defined and quantified) and is maintained through a functional partnership	<p>A study of the vulnerability of production systems and ecosystems to the adverse effects of climate change in Upper Guinea produced in October 2017</p> <p>A scientific study on the development of an integrated system for the sustainable management of village ecosystems was carried out by a Master's student, supported by the project, in the Foreah district, Sangardo sub-prefecture, Kissidougou prefecture.</p> <p>A map of all project data with geo-referencing and all information on implemented activities is being finalised by UNDP.</p>	MS	<p>The target does not correspond to the indicator, which is why the baseline study modified the indicator. The target does not specify what type of data is being referred to. The baseline refers to climate information, which does not correspond to the indicator as formulated.</p> <p>It is not clear how the vulnerability study was used, or whether it was useful, as the priority action plan for adaptation to climate change, which served as a reference for defining interventions on the ground, was produced at the same time and does not refer to the vulnerability study.</p> <p>The scientific study carried out is a good reference for the project</p> <p>The mapping or database on the project being finalised by UNDP is not operational. One can question its post-project usefulness .</p>
Number of institutions able to identify, prioritise,	0 (no institutions)	14 institutions:	15 institutional platforms for climate change adaptation have been established with the	S	The indicator seems to be well met at the level of RCs and prefectures, but as indicated in the objective



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implement, monitor and evaluate adaptation strategies and measures at sub-regional, national, regional and local levels		2 prefectures, 4 sub-prefectures, 8 villages, and at the national level: the Ministry of the Environment, Water and Forests, plus the National Meteorological Directorate**.	support of the project. 4 of these institutions are at the prefectural (province) level and 11 are at the rural commune (rural district) level.**		indicator, without access to the minutes of the meetings of these platforms, the TE cannot confirm the frequency of the meetings, the discussions held and the decisions taken. RIP2022 does not provide information at national level
Project note on indicator №10 of the TT CSF of the GEF Guidelines / Adaptation*.	Total score = 0	Total score = 6	Indicator not measured	n/a	The indicator has never been measured
Number of people trained to identify, prioritise, implement, monitor and evaluate adaptation measures and strategies a) Number of people b) % women	a) 0 b) n/a	a) 1,000 people trained b) At least 30% of those trained are women / gender inclusion in Guinea	The total of 1000 people (including 180 women) trained to identify, prioritise, implement, monitor and evaluate adaptation strategies and measures has been reached since 2019. The project then continued its capacity building activities with these people.  Adaptation actions, including restoration of wetlands, watersheds, riverbanks, degraded farmland and other ecosystem restoration and preservation techniques, have been disseminated through field demonstrations. Extension farmers and government officials have been trained in these techniques and continue to disseminate them.	MS	The number of people trained is sufficient, but the percentage of women is below the target. However, the TE is not in a position to confirm this number, as it did not have access to the various training reports.
Number of testimonies from beneficiaries on perceived changes in improved living conditions, resilience of production systems and ecosystem services	0	At least 16 beneficiary testimonies are presented as climate adaptation strategies in Guinea	4 testimonies reported in the SC 2020 report	U	Not enough evidence collected.  In terms of dissemination of project-related information, regular interventions on community radios were reported, which were able to disseminate technical information on EbA approaches, weather information,

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					and other information. 8 articles were also published on the UNDP website
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\* data/information from the baseline study establishing the reference situation

\*\* data/information from PIR 2022

Table 9. Level of achievement of the outputs planned in the Prodoc

Planned outputs of the Prodoc	Activities implemented that can contribute to the achievement of the Prodoc's planned outputs
Outcome 1: The climate resilience of natural resource-dependent livelihoods in the project sites is ensured by securing the continuous flow of essential agroecological and hydrological services on which they depend.	
Output 1.1. Climate adaptive landscape planning for resilience for the Project Zone is developed in a dynamic and participative fashion	<ol style="list-style-type: none"><li>1. CC vulnerability study of the project areas</li><li>2. Priority Action Plan</li><li>3. Setting up of Institutional Platforms (PIAG) at the level of the prefectures and the RCs (but the frequency of meetings and the holding of discussions could not be verified due to the lack of minutes made available to the TE)</li></ol>
Output 1.2. The institutional architecture for the implementation of the landscape climate adaptation plan resulting from Output 1.1 is strengthened through training and partnerships to be established to support it, particularly at the local level.	<ol style="list-style-type: none"><li>1. Training sessions at different levels (but no clearly established training plan): capacity building of technical service managers on the monitoring of activities in the field, in particular the 11 CSCs; agricultural managers on technical itineraries (responsible for supervising groups in the field); in cartography (use of GPS). At the local level: training of nurserymen, carpenters (manufacture of beehives), manufacture of honey harvesting tools, etc.</li><li>2. Partnerships developed at national level with different ministries - with universities, research institutions, and hosting numerous trainees.</li><li>3. Implementation partnerships with local NGOs, and institutions (e.g. DNDL involved in LDP review)</li></ol>
Output 1.3. Climate adaptive watershed rehabilitation is carried out in critical sites in the Upper Niger River sub-basin, from a baseline of limited investments in watershed management that are often 'climatically vulnerable'	Numerous interventions and investments in the 16 RCs covered by the project: reforestation (community forests, restoration of fallow land, development of spring heads, etc.), market gardening areas, construction of improved stoves, rehabilitation of fish ponds, construction of storage warehouses, training in beekeeping and the making of beehives, distribution of improved seeds, advisory support for the establishment and capacity building of Village Savings and Credit Groups (GVECs), etc. (see section 3.3.3)
Output 1.4. Land-use practices are adapted to face climate change challenges, from a baseline of generally resilient ecosystems being gradually degraded	
Outcome 2: Climate adaptive management of ecosystems is integrated into key local and regional planning and policy-making processes	

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<p>Output 2.1. Climate risk management and resilience are integrated into natural resource management planning &amp; budgeting carried out by relevant ministries, prefectures and sub-prefectures in the Upper Guinea Region.</p>	<p>22 LDPs revised to incorporate climate change. In addition to the 11 project RCs, the Ministry requested to add other RCs outside the project area, in the same regions. The two regional RDPs and the 4 prefectural LDPs were not reviewed as originally planned.</p> <p>Training of 28 agents, including 1 woman, from the decentralised technical services of Water and Forests in data collection and database management techniques</p> <p>Training of 14 agents of the Ministry of the Environment, Water and Forests in data collection and cartographic data production techniques.</p> <p>Conducting a scientific study on the development of an integrated system for the sustainable management of village ecosystems</p>
<p>Output 2.2. A geographically based information system for climate information services in the Upper Niger River Basin is established at and maintained through a functional partnership.</p>	<p>Agro-climatic information generated by the weather microstations was processed, and weather bulletins were produced and broadcast by rural radio stations. The activity is not continuing because of political changes in the country: most of the people initially involved have retired, and new ones are not trained.</p> <p>A Geographic Database coupled with a Geographic Information System (GIS) for the capitalisation of the project's achievements is being set up in the project area (activity report June 2022)</p>
<p>Output 2.3. Local weather stations in Faranah, Kouroussa, and Kankan are rehabilitated and are able to develop and disseminate early warning products to evaluate existing and new climate data.</p>	<p>103 farmer rain gauge stands are made and installed in 99 intervention districts and in the four (4) main synoptic weather stations of Faranah, Kissidougou, Kouroussa and Mandiana.</p> <p>Renovation and equipment of buildings used as offices for meteorological stations in addition to the reinforcement of meteorological equipment by the installation of 16 meteorological stations including: 5 synoptic meteorological stations for each of the Prefectures of Kankan, Mandiana and Kouroussa and 11 mini-stations installed in the eleven (11) rural communes and are secured with a wire fence 14 out of 16 are functional. (Activity report June 2022). According to interviews and field visits, a significant number of these meteorological stations installed are not in working order today.</p> <p>Early Warning Systems project is supposed to take over to ensure continuity</p>
<p>Output 2.4. Ecological, economic &amp; social benefits [generated by the project] are documented in the project zone through learning</p>	<p>Collection of testimonies and dissemination on the UNDP website</p>

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<p>and feedback, using modern, innovative and locally adapted means of communication.</p>	<p>162 radio programmes raising awareness on climate change issues, adaptation measures, and the ten-day and monthly agro-meteorological bulletins produced are broadcast and rebroadcast in the project area through the local Farm Radio stations (activity report June 2022)</p> <p>11 community relays from the 11 pilot RCs are supported in their preparation for the sustainability of the project's achievements (activity report June 2022)</p>
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### 3.3.2. RELEVANCE

The evaluation of the project's relevance was carried out during the mid-term review, which shows that the project is consistent with the National Action Plan for Adaptation to Climate Change (NAPA, July 2007) and meets its immediate adaptation priorities and actions identified for the country. Specifically, it contributes to the achievement of the objectives of the components of this NAPA, namely the development of appropriate technologies for adaptation with a focus on anti-erosion practices, the promotion of bushfire management techniques, integrated management, the improvement of small-scale hydraulic infrastructures and the application of agroforestry. The project is anchored in the second and third principles of Guinea's national environment policy (approved in February 2012), namely sustainable management of natural resources and environmental conservation, as well as gender mainstreaming. The project is also aligned with:

- Vision 2030 for an emerging and prosperous Guinea, as it takes into account the environmental and living environment challenges identified in this vision.
- The National Environmental Investment Plan (PNIE 2013 -2017) and its products contribute to the achievement of strategic axes 2 and 3 of the Plan, notably the protection of natural resources and the improvement of the living environment.
- the National Economic and Social Development Plan 2016-2020, including the achievement of the objectives of its first and fourth pillars, i.e. sustainable, inclusive economic transformation and sustainable management of natural capital

The project is consistent with the United Nations programmes in Guinea, in particular

- Axis 2 of the United Nations Development Assistance Framework - UNDAF Guinea 2018 - 2022 - Sustainable Management of Natural Capital: "By 2022, national institutions, civil society and the private sector implement policies that improve food security, sustainable environmental management and the resilience of populations to CC and disaster risk management."
- the SCP 2018-2022 : in particular achievements 2.4 (Households in targeted cities and villages have improved access to alternative technologies, renewable energy and a healthy living environment), 2.5 (Most vulnerable groups have increased resilience and adaptive capacity to CC) and 2.6 (National institutions in charge of environment and NR management have strengthened their capacity for resource mobilisation and improved access to CC financing).

As formulated, the project should contribute to the objectives of GEF5 LDCF climate change, in particular to the following results

- CCA-2: Enhance adaptive capacity: Increase adaptive capacity to respond to climate change impacts, including variability, at local, national, regional and global levels.
- CCA1- Reduce vulnerability: Reduce vulnerability to the adverse effects of climate change, including variability, at local, national, regional and global levels.

The project also took into account the gender dimension in a relevant way, both in its design (Prodoc) and in its implementation, as women represent more than 60% of the project's beneficiaries on the ground.

The different stakeholders identified during the design of the project were involved to varying degrees. For most national institutions, however, their involvement in the project was limited to their participation in the various steering committees. At the local level, on the other hand, regional and prefectural institutions and rural communes were directly involved in the planning of activities and their implementation. Although the quality of this involvement, and in particular the depth of the monitoring of the activities carried out by these local institutions, is regularly questioned in the project documentation and the interviews carried out, reflecting a variable level of mobilisation, the fact remains that the project is very much anchored locally and this was welcomed during the interviews of the TE.

Finally, this project was one of the first in Guinea to place ecosystem-based adaptation (EBA) at the heart of its strategy, combining ecosystem and biodiversity conservation approaches with sustainable socio-economic development as part of a comprehensive strategy to help people adapt to the shocks and risks of climate change<sup>10</sup>. This approach is now well developed and deserves to be generalised throughout Guinea.

### 3.3.3. EFFICIENCY

The achievement of the project's expected results according to the logical framework is summarised in section 3.3.1. As mentioned, the number of beneficiaries is high and the areas covered by the interventions are substantial, beyond the initial targets. However, the TE mission suggests a mixed situation on the ground.

Component 1 constitutes the bulk of the project's investment and results achieved on the ground. Within this component, many interventions have been carried out in parallel in the 11 project RCs (72 villages in total), which were defined on the basis of the priority action plan prepared in October 2017. Although some of them are experiencing delays and shortcomings, the field visits and interviews conducted confirm some success of the following interventions:

- **Village Savings and Credit Groups (GVECs):** Based on the STEWARD project model, 67 GVECs have been established, involving 2010 people, including 1675 women. These associations organise the collective savings of their members in order to finance collective projects and lend to people who request it. This approach allows members, mainly women, to access financial resources to launch entrepreneurial activities such as beekeeping, market gardening and small-scale trade in agricultural and non-timber forest products. These groups also serve as spaces to popularise improved stoves and other environmental protection activities, with a real impact on the resilience of members and their families. The establishment of the GVECs is

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<sup>10</sup> IUCN, 2018. Making ecosystem-based adaptation work. A framework for defining qualification criteria and quality standards.

unanimously welcomed by respondents to the TE, and their success is confirmed in the literature. It should be noted that this initiative builds on the experience of a USAID project (STEWART), and was successfully introduced when not initially planned in the Prodoc, but following the recommendations of the mid-term evaluation, which constitutes an alternative solution to improve the resilience of the populations concerned. The introduction of the GVEC approach is part of the strategy for the sustainability of the project's achievements.

- **Creation of ponds and seeding for fish production.** Substantial fish production has been observed, improving the daily lives of local communities. The success of these productions in some localities has encouraged other people to create their own ponds for fish production, which is an interesting duplication of the project results.
- **Beehives and honey production:** the installation of Kenyan-style beehives had the dual objective of training people in fire-free beekeeping, so as to avoid fires and bushfires, while at the same time increasing honey production and thus income. In total, the project supported 377 beekeepers in honey harvesting techniques around 708 Kenyan hives. The aim was to help the beekeepers to respect the harvesting schedules and techniques. As a result of this monitoring, all the beekeepers were able to harvest 1,407 litres of honey over the course of the project. However, the success is mixed, as it was envisaged that the beekeepers would use the money from the first harvests to buy new hives and increase their stock, and their future income. This has not been the case, and the artisans trained to make Kenyan hives are finding it difficult to sell them. However, the hives installed also have the indirect benefit of helping to protect the forests, and in particular the spring heads, in which they are installed.
- **Improved stoves:** 2,528 women have been trained in the manufacture of improved stoves. These stoves are visible in the field and the communities we met confirm that they have appropriated these systems, both in terms of their manufacture and their use.

Other interventions generate less satisfaction from beneficiaries, namely

- **Market gardening areas:** many sites have problems with the choice of land, which is not always the most suitable for market gardening activities or is poorly positioned in relation to the village, or with access to water problems in the dry season: inoperative boreholes, cracked storage tanks, deteriorated solar pumping systems. Many of the investments are inoperative, leading not only to a poor use of financial funds but also to the non-use of market gardening areas by women's groups, who show great interest in this activity. This situation is unfortunate, even though some sites where access to water is functional are showing very positive results that are appreciated by the communities: in the Dalafilani district (CR Beindou), for example, members confirmed that market gardening activities have enabled them to pay for school supplies for their children, and have also helped to feed the group's GVEC fund. However, as of the end of the reporting period, the project team and the UNDP country office are mobilised to ensure access to water in the perimeters, and thus make them operational by the end of the project.
- The **construction of storage warehouses and multifunctional platform shelters** has made it possible to erect buildings for the benefit of communities. In some villages,



however, there is satisfaction and real use of the storage warehouses, but no use of the multifunctional platform because the project would never have provided the promised equipment. This raises questions about the final usefulness of the investment and the way in which these interventions were managed. The financial audit should also check whether the equipment was purchased and where it was delivered.

- **Pastoral units:** fences are sometimes of poor quality, watering troughs not adequately sized. While the relevance of these interventions is not questioned, the quality of the work seems to be poor on some of the sites visited, and the work not completed. At the time of the terminal evaluation, an international consultant in pastoralism and a team from the national livestock directorate were completing a field mission to draw up a development plan to make the pastoral units operational.
- **Reforestation:** reforestation and enrichment activities have been carried out on several fronts: restoration of degraded agricultural fallows through resilient agroforestry actions, creation or revitalisation of community forests, restoration of river banks and meanders, and development of spring heads. Some of these interventions are poorly followed up, for example because of the non-functioning of management committees, the unbuilding of firebreaks by the communities, etc., leaving their sustainability at risk. The results of these activities should be measured a few years after the project, in order to draw conclusions on the effectiveness of the interventions and their sustainability.
- **Biochar:** This activity seems to be very relevant to valorise the important biomass available in the region while preserving the wood resources. This initiative is also a potential source of income (sale of biochar). Similar examples exist in Cameroon and Senegal, and should be promoted in the future. However, interviews suggest that the activity has suffered from a lack of follow-up to ensure continuity of the activity post-project. The time it took to accompany the communities was very limited and the value chain was not clearly identified and accompanied.
- **Small-scale livestock:** losses (deaths) of animals are very high, and the revolving agreements have not been respected everywhere. The project did not provide the necessary follow-up in terms of technical support and veterinary monitoring on the one hand, and the respect of commitments on the other hand, to allow the success of these investments.

Overall, under Component 1, despite good ownership of the project's interventions by local actors, the multiplication of investments has not led to sufficient improvement in the resilience of rural populations due to the many shortcomings in the work carried out, and investments promised to communities but not finalised. There are positive results, as mentioned above, but also many people expressing frustration, and the overall result in terms of people's resilience is difficult to assess. This situation is known to both the project and the UNDP, and it is surprising that the numerous monitoring missions, which clearly identified the problems, did not allow these problems to be addressed before the end of the project. This raises serious questions about the management of the project and its subcontractors.

At the level of component 2, the results achieved are not very significant, as can be seen in section 3.3.1. While work on the LDPs of the RCs has indeed been carried out to integrate

climate aspects, and various training sessions have been organised, the links between the national, regional, prefectural and RC levels for effective climate change adaptation planning have not been clearly strengthened. A large part of Component 2 was also devoted to improving weather forecasting systems in the two regions through substantial material investments. Technical problems were encountered with the installed weather stations: 5 stations are not functional at the time of the TE, and the others require an update of the system by the supplier. Actions are underway to correct this. After several GEF projects that have invested in weather stations in the various regions of Guinea, it appears once again that in the absence of dedicated means from the government for the DNM to redevelop its capacities in a real and solid manner, the investments in equipment will be difficult to make profitable and useful for adaptation to climate change<sup>11</sup>.

### 3.3.4. EFFICIENCY

Given the evidence provided in sections 3.3.1 and 3.3.3, the level of investment in the project (US\$ 8 million) seems very high in relation to the results actually achieved, and many expenses seem to have been made at a loss when one considers all the investments that have not been profitable to date for the beneficiaries: inoperative weather stations (the total amount invested at this level is US\$ 372,862), infrastructure degraded before it was even used (water supply in market gardening areas, unsuitable water troughs, poor quality fences, buildings for multifunctional platforms that are not used, among others), regular monitoring missions and mid-term review that have not been followed up by significant effects in terms of corrective measures.

The procedures for selecting operators seem to have been respected, the specifications were drawn up, the proposals from the various actors (NGOs, private operators) were analysed and a selection was made, with the MEDD representative signing off. The weaknesses noted were more related to the technical specifications of the terms of reference, which were sometimes unsuitable, and above all to the monitoring of the implementation of the work afterwards, in order to ensure that the terms of reference were effectively respected, and that they were adapted if the situation on the ground required it. Some NGOs did a good job, and were sometimes called upon to support other NGOs whose work did not meet expectations. Private consultants and service providers are highly criticised in the field, particularly in terms of the quality of the constructions carried out, the materials used and the practices used during the work on site. Close monitoring would have been necessary, and the involvement of the prefectural services was not sufficient.

Furthermore, it is unfortunate to note that many of the activities (or corrective measures needed to achieve certain results) are still being finalised at the time of the TE, given the long initial duration of the project (7 years) compared to other projects of this type (usually limited to 5 years).

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<sup>11</sup> It should be noted that AFD is considering a project to support the DNM, which would aim to upgrade climate services in Guinea.

### 3.3.5. OVERALL PROJECT OUTCOME

The table below provides an overview of the evaluations related to the project results. Based on these elements, the overall project outcome is rated by the TE as moderately unsatisfactory (MU).

Table 10. Overview of outcome ratings

Evaluation of results	Rating
Relevance	HS
Efficiency	MU
Efficiency	MU
Overall project outcome	MU

### 3.3.6. SUSTAINABILITY

The financial sustainability of the project is rather constrained by the historically very low level of government funding for development actions on the ground. Many of the project's interventions are aimed at improving the income of the beneficiary populations, and when they work, these interventions should allow for a sustainable improvement in their resilience to the impacts of climate change. Support for fish farming and honey production are examples that should continue in the long term, provided that the beneficiary communities continue to take ownership of these investments, ensure the maintenance of infrastructure and equipment, and seek to develop these activities. It is often at this level that the sustainability of a project is undermined: despite awareness-raising and training sessions, and the organisation of management committees, project interventions of this type are very often abandoned once the project has ended. The same is true for investments at the national level: if the Guinean government does not invest in the DNM, its technical and human upgrading, and does not cover its minimum operating costs, the investments made by the project in the meteorological stations are likely to have been in vain. This is also true for the other project interventions: the activities supported by the project have been included in the LDPs, and their continuity is dependent on funding from the Guinean government or the use of the bonds paid by the mining companies.

The socio-economic and political situation of the country, which is still complex and unstable, constitutes a strong limit to the sustainability of interventions like those implemented in this project. The numerous retirements and replacements of staff within the national and territorial administration following the change of political regime constitute a major limit to the sustainability of the project's interventions: while the project has relied on many managers and staff, has worked to improve their capacities, and has involved them in the activities that have been carried out, most of them are no longer in place for ensuring post-project continuity.

Finally, environmental sustainability on the ground is uncertain. For example, the many reforestation actions are at risk from bushfires, logging and uncontrolled mining activities in

the area, and only strong protection and monitoring by the administration will ensure sustainability, although local people clearly have a key role to play here too.

Based on the above, the overall sustainability of the project is considered by the TE to be Moderately Unlikely – MU.

Sustainability	Rating
Financial resources	U
Socio-political/economic	MU
Institutional framework and governance	MU
Environmental	MU
Overall probability of sustainability	MU

### 3.3.7. NATIONAL OWNERSHIP

The interviews conducted show that the level of local ownership of the project is high, with a large number of actors involved, favoured by the local involvement of the PMU in Kankan. Alternatively, at the national level, ownership of the project by national stakeholders remained low: the various institutions involved at the time of project formulation were much less involved at the time of implementation, and for many only followed the project through the annual SC meetings. The Office Guinéen des Parcs Nationaux et Faune (OGPRN), for example, was hardly involved in the implementation despite interventions in the Upper Niger National Park region. The TE does not have the elements to explain this situation, whether it is mainly due to the project team or the institutions themselves, their real capacities to get involved in this project, but it is a regrettable situation.

### 3.3.8. GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Gender considerations are included in the Prodoc, and the project's logical framework pays particular attention to disaggregating its indicators by gender.

In terms of implementation, the TE confirms that the project has mainly targeted women, who represent 64.25% of the beneficiaries at the end of the project. The interviews conducted by the TE confirm this strong involvement of women. The groups set up, and the installation of GVECs in particular, are unanimously welcomed by beneficiaries as a source of empowerment and resilience. On the other hand, other interventions that specifically targeted women had mixed results: many market gardening areas dedicated to women's groups are not operational due to lack of water (and very poor quality water supply interventions). Similarly, the interventions in terms of small-scale livestock farming, which mainly concerns women, have not given good results.

Overall, while women make up a majority of the beneficiaries, the benefits they derive from this opportunity are somewhat mixed.

In addition, the project worked on the development of a Gender Mainstreaming Strategy Paper and budgeted action plan. This document presents a detailed overview of the situation of women in the project areas, differentiated coping strategies against natural disasters or calamities, and the very low participation of women in local planning processes. Finalised in September 2021, one may wonder about the temporality of this action plan, which states: "the Gender Action Plan, designed for the remaining year of the project, is built around 4 intervention axes or operational objectives (...). This action plan complements the gender achievements already made over the last five years<sup>12</sup>. The TE has not been informed of the actual implementation of the interventions recommended in this gender action plan.

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<sup>12</sup> UNDP, 2021. Gender Mainstreaming Strategy Paper and Budgeted Action Plan

### 3.3.9. ADDITIONALITY OF THE GEF

Type of additionality	Question	Evaluation
Environmental	Did the project generate overall environmental benefits that would not have occurred without the GEF intervention?	Yes: Rehabilitation of more than 6000 ha of degraded land, mainly through tree plantations, allowing CO2 to be captured from the atmosphere.
Legal and regulatory	Has the project led to legal or regulatory reforms that would not have taken place in the absence of the project?	No
Institutional and governance	Have the institutions been strengthened to provide an enabling environment for the realisation and measurement of the environmental impact resulting from the project?	Very little. Training has taken place, particularly in the use of GPS and data management, but not necessarily with the aim of measuring the impacts of the project.
Financial	Has the involvement of the GEF led to greater flows of funding than would otherwise have been the case, private or public?	No.  The evaluation did not identify any follow-on funding from the GEF for this project. Furthermore, the co-financing foreseen for this project was hardly mobilised, and the Guinean government did not invest directly in the project
Socio-economic	Can the improved living standards of population groups affected by environmental conditions be attributed to the contribution of the GEF?	Yes.  While results are sometimes mixed, it is clear that income from some project interventions (e.g. fish production and sales; honey; GVEC; environmental regeneration benefits; improved stoves) can be directly attributed to the GEF contribution.
Innovation	Has GEF involvement led to the rapid adoption of new technologies, or the demonstration of market readiness for technologies that had not yet demonstrated commercial viability?	In part.  These include the wider adoption of improved stoves in the project sites, and Kenyan beehives.

### 3.3.10. CATALYST/REPLICATION EFFECT

**Scaling up:** This LDCF project was one of the first to adopt an ecosystem-based approach to adaptation in Guinea. This approach has been developed in many countries, and will be continued in future adaptation projects in Guinea. However, the TE did not identify any examples of EbA initiatives in Guinea that would scale up the approach of this project.

**Replication:** Several examples were identified during the interviews of replication of interventions carried out through the project. The main example is the spontaneous construction of fishponds by community members following the example of the ponds created

by the project. Similarly, there are examples of people not supported by the project developing beekeeping from Kenyan hives. There are also communities adjacent to the project sites that are developing GVEC groups.

Demonstration: Again, fish ponds have been used to demonstrate to rural people how fish production can be organised and run by the communities themselves. Another example is biochar: the production of green charcoal in several sites is not very large but can be used to demonstrate feasibility and usefulness to communities. The same is true of the use of Kenyan beehives, which the project has demonstrated to be relevant in terms of honey production and therefore as a source of income, which should eventually lead to replication, as artisans have been trained to make these beehives.

Production of public goods: the project has promoted and funded many good practices for the restoration of ecosystems and the services they provide to rural communities, strengthening their resilience. The EbA approach itself is innovative and will continue to develop, but the project's use of this approach did not fundamentally distinguish this project from previous climate change adaptation projects in rural Guinea, as the type of interventions were quite similar to other projects.

### 3.3.11. PROGRESSION TOWARDS IMPACTS

The impacts of the project are difficult to assess at this stage, given the many project interventions that have yet to be finalised and the concerns (detailed in section 3.3.6) about their sustainability. For example, ecosystem restoration interventions will have beneficial impacts on the resilience of populations in the long term, provided that these ecosystems are now preserved and not further degraded.

All the activities that have contributed to women's empowerment and income generation (GVEC, fish ponds, honey production, small-scale livestock farming, market gardening) will have longer-term impacts if pursued by the communities, in terms of nutrition, health, children's education, with many benefits for the future.

It is hoped that the interventions, particularly those under Component 1, will continue to live and grow over the coming years, and that the ecosystems being restored will be conserved. This will then generate very positive and sustainable impacts on climate change resilience in the region in the medium term.



## 4. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

### 4.1. MAIN FINDINGS

#### **Project design/formulation**

The logical framework has some shortcomings, with some proposed indicators that are not SMART and do not adequately measure the progress of some outcomes. This was identified during the preparation of the baseline study and then during the mid-term evaluation, but recommendations for change were not subsequently taken into account.

The identification of assumptions and risks in the Prodoc is incomplete, and does not include risk mitigation measures. On the other hand, the project has been able to build on previous project experiences, both in its design and implementation.

The formulation process was as participatory as possible, but constrained by the epidemic situation in the country (period of the Ebola virus epidemic), which necessarily limited interactions with local communities

#### **Implementation of the project**

The activities implemented under each component have been redefined on the basis of the Priority Action Plan developed in October 2017. They differ significantly from the activities initially planned in the Prodoc, and it is difficult to link these activities to the outputs of the logical framework. The Priority Action Plan has allowed for a better involvement of rural communes in the definition of interventions, but it would have been necessary to revise the overall logical framework of the project accordingly.

The project was able to adapt to the COVID19 crisis, not only by continuing its activities as much as possible, but also by contributing to the fight against the epidemic through the distribution of hygiene kits, which is a concrete example of adaptive management.

On the other hand, the PMU has not managed to ensure the implementation of the repeated recommendations of the various monitoring reports on the shortcomings of certain interventions, delays and unfulfilled promises to the beneficiary communities. As a result, many of the problems detected were not resolved at the end of the project, seriously undermining the final results of the project, their potential sustainability, and the impacts that could have been expected in the medium term.

Stakeholder participation was good at the local level, on the ground, even if the limited mobilisation of the institutional platforms set up is regrettable. The installation of the PMU in Kankan played a positive role in this respect. At the national level, it is the DNEDD, and not the DNFF, that has played a central role. Other national parties have been relatively uninvolved, mostly only at the annual Steering Committee (SC) meetings.



In financial terms, the project was able to mobilise 90% of the funds allocated by the LDCF, with an increase in disbursements between year 1 and year 4 of the project, and a decrease thereafter. However, the initially planned co-financing was mobilised at only 3% of the total agreed in the CEO Endorsement document. The initial estimate of co-financing was not realistic, and the TE notes a clear lack of understanding of the concept of co-financing by the PMU, as well as a lack of monitoring of co-financing during the project.

In terms of monitoring and evaluation, the project has produced 5 annual PIR reports detailing the achievements of the different interventions, although they do not always respond to the indicators in a relevant way, nor do they focus on the results achieved rather than the activities carried out. Financial reporting in the PIRs is not consistent from one year to the next, with disbursement figures differing for the same year; and risk monitoring is not regular. The UNDP country office has carried out numerous monitoring missions in the field and reported difficulties and corrective measures to be taken.

A mid-term review (MTR) was conducted. This review was not formally presented at the SC meeting in January 2020, and did not give rise to discussions following the many problems encountered, which raises questions about the role of the SC and the will to resolve the difficulties identified.

## Main results

**Relevance:** As already demonstrated in the MTR, the project is highly relevant to the country, the region and the beneficiaries. The project is aligned with key national policies and strategies, and the strategy adopted, particularly through ecosystem-based adaptation, appropriately responds to the needs of local populations. The project has also taken into account the gender dimension in a relevant way, both in its design (Prodoc) and in its implementation, as women represent more than 60% of the project's beneficiaries on the ground.

**Effectiveness:** The effectiveness of the project, i.e. the achievement of the expected results, is moderately unsatisfactory at the time of the terminal evaluation. At the level of component 1, which constitutes the bulk of the project's investment and results achieved in the field, a multitude of interventions were carried out in the 11 Rural Communes (RCs) and 72 villages targeted by the project. Some interventions have brought real benefits to the targeted populations, in most cases: introduction of Kenyan beehives for honey production, creation of ponds for fish production, introduction and manufacture of improved cook stoves, production of bio-charcoal, and introduction of Village Savings and Credit Groups (GVECs), which was not initially planned and has been a success. Other interventions under Component 1 have had more mixed results, depending on the village and the RC, with recurrent problems of poor quality infrastructure, undelivered equipment, problems of access to water in market gardening areas, and questions about the monitoring and real protection of reforested sites, among others. Overall, under Component 1, despite good ownership of the project's interventions by local actors, the multiplication of investments has not led to sufficient improvement in the resilience of rural populations due to the numerous defects in the work carried out and non-finalised investments. There are positive results, as mentioned above, but also many people express frustration, and the overall result in terms of people's resilience is

difficult to assess. The TE notes that the project team and the UNDP country office are mobilised to correct a number of difficulties by the end of the project. At the level of component 2, the results achieved are not very significant considering the amounts invested. Although work on the Local Development Plans (LDPs) of the RCs has been carried out to integrate climate aspects, and various training sessions have been organised, the links between the national, regional and prefectural levels and the RCs for effective planning of adaptation to climate change have not been clearly reinforced. A large part of Component 2 was also devoted to improving the weather forecasting systems in the two regions through substantial investments in equipment, but these have suffered technical difficulties and are not fully operational at the time of the TE.

Efficiency: the level of investment in the project (US\$8 million) seems very high in relation to the results actually achieved, and many expenses seem to have been made at a loss when one considers all the investments that have not been profitable to date for the beneficiaries. The procedures for selecting operators seem to have been respected, but weaknesses are noted in the technical specifications of the terms of reference, which are sometimes inadequate, and above all in the monitoring of the implementation of the work afterwards, in order to ensure that the terms of reference are effectively respected and that they are adapted if the situation on the ground so requires.

Sustainability: The financial sustainability of the project is rather constrained by the historically very low level of government funding for development actions on the ground. The main example is the support to the National Meteorological Directorate (DNM), an institution that will not have the capacity to maintain and operate the installed meteorological stations without long-term support. The sustainability of the interventions in the field also largely depends on local ownership of the investments made by the beneficiary communities, and on their willingness to continue the activities launched after project closure, with the support from the deconcentrated services of agriculture, forestry and environment, whose role is crucial. The socio-economic and political situation of the country, which is still complex and unstable, also constitutes a strong limit to the sustainability of interventions such as those implemented in this project, as does the sometimes uncontrolled mining development.

Gender equality and women's empowerment: In terms of implementation, the TE confirms that the project has mainly targeted women, who represent 64.25% of the beneficiaries at the end of the project. Interviews conducted by the TE team confirm this strong involvement of women. However, some interventions that were specifically targeted at women had mixed results, such as market gardening, which somewhat counterbalances the focus on women in the project.

Progress towards impacts: The impacts of the project are difficult to assess at this stage, given the many project interventions that are yet to be finalised and concerns about their sustainability. All the activities that have contributed to women's empowerment and income generation (GVEC, fish ponds, honey production, small-scale livestock farming, market gardening) will have longer-term impacts if pursued by the communities, in terms of nutrition, health, children's education, with many benefits for the future.

## 4.2. CONCLUSIONS

The ecosystem-based adaptation project in Upper Guinea is a very relevant project that has generated a lot of interest locally, in regions that had received little support in the past in terms of climate change adaptation. Unfortunately, the implementation of the project was probably not rigorous enough in terms of results-based management, and numerous difficulties were encountered in the implementation of the interventions, relating to the choice of service providers, the quality of the specifications, the monitoring of the work and its management. The timing and organisation of the activities between them can sometimes be questionable, sometimes leading to the belief that certain studies were carried out only because they were in the Prodoc, but without any real use for the project (for example, the vulnerability study, which does not seem to have been used, or the gender action plan, which was carried out at the end of the project, and therefore too late for its implementation). Some investments are also risky, given the numerous identified and known malfunctions, which negatively impacts the efficiency of the project in the use of LDCF funds at the time of the TE. However, good results can be noted, new income is generated, mutual aid between women is organised, resulting in improved autonomy, and ecosystems are being regenerated. In addition, examples of replication of certain interventions (e.g. fish ponds, GVEC) have been identified, which show that the communities are genuinely interested in these activities. All this should help communities to better cope with the impacts of climate change.

## 4.3. RECOMMENDATIONS

Recommendation	Responsibility
<p><b>R1- Improve project results and their sustainability by the end of the project.</b></p> <p>This will be done in particular through :</p> <ul style="list-style-type: none"> <li>- the finalisation of investments in market gardens and pastoral units;</li> <li>- training of technicians in the management of weather stations;</li> <li>- the empowerment of the deconcentrated technical services in the monitoring of project's achievements.</li> </ul>	<p>UNDP, PMU, Ministry of Transport</p>
<p><b>R2- Ensure that projects have an effective logical framework for monitoring project results</b></p> <p>In many cases, the logical frameworks established at the time of project design require revision. At the beginning of the project, the baseline studies for the different indicators are usually an opportunity to review some of these indicators, to ensure that they are all SMART and therefore easily usable by the project. As project monitoring, particularly</p>	<p>UNDP, PMU</p>

<p>through the PIRs, is based mainly on these indicators, it is therefore essential to ensure from the outset of the project that you work with a solid logical framework, which includes SMART indicators and which captures all dimensions of the project, informing all the actual expected results. In the case of this project, a revision of the indicators was carried out by the baseline study and again by the mid-term review, without these revisions being taken into account. Moreover, the activities decided at local level differed substantially from the activities initially foreseen in the Prodoc, and it would have been very useful to ensure that the activities were going to achieve the expected outputs and outcomes, notably through the preparation of a table linking these activities to the outputs of the logical framework.</p>	
<p><b>R3- Better support the selection and monitoring of service providers</b></p> <p>Given the difficulties encountered in this project with a number of service providers, it is recommended that the PMUs be given better technical support in drawing up specifications (for example, through external support), selecting service providers, monitoring the work, and then monitoring and controlling the infrastructures built and equipment delivered. Close monitoring of payment deadlines is also necessary, as no payment should be made before validation of the conformity of the work carried out.</p>	<p>UNDP, Government</p>
<p><b>R4- Ensure the mobilisation of co-financing</b></p> <p>The objective of co-financing is to integrate the activities of all parties in a cross-sectoral manner in order to ensure synergies of action towards the achievement of the expected results of the project, and beyond. For future projects, it will be important to explain this notion of co-financing to the project team, to detail how the co-financing entered in the Prodoc has been calculated, and to ensure, through regular monitoring, that it is effectively mobilised during the project.</p>	<p>UNDP, PMU, Government</p>
<p><b>R5- Focus on sustainable capacity building of Guinean meteorological services, beyond investments in equipment</b></p> <p>Most UNDP-GEF projects in Guinea include an investment component dedicated to the purchase of meteorological stations, so as to contribute to a better coverage of the territory with this type of equipment, which is an essential step towards improving national meteorological services. The objective of these investments is relevant, but the constant lack of support for the DNM by the Guinean government does not allow to realistically expect good results through these investments in equipment without a sustainable reinforcement of the capacities (in</p>	<p>UNDP, Government</p>

<p>terms of equipment, but also and above all human capacities) of the DNM throughout the Guinean territory. It will therefore be necessary to consider in the future how to place all new investments in a broader framework of upgrading meteorological services and their constant and sustainable support by the authorities.</p>	
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## 4.4. LESSONS LEARNED

**LL1-** As this project has shown, a PMU based in the region and whose management relies on local skills such as NGOs for reforestation, is generally appreciated by local actors and allows a stronger connection of the project with the beneficiaries. It is therefore an approach that should be reconsidered for the future: environmental management can be decentralised to the level of the territories, and decisions regarding the interventions that are implemented can be decentralised, as long as close accompaniment and monitoring are carried out by the project team (which was sometimes lacking in the case of the present project)

**LL2-** At the level of the climate and natural resource budgeting system, a major weakness of many projects relates to the government's contribution to the project. In budget planning within the administration, the government does not always respect its commitments, and projects such as this one cannot substitute for the normal functioning of the State and the normal financing of its administrations and public services. It is therefore important -when designing projects such as this one- to understand what can realistically be expected from the government and thus avoid planning interventions whose quality and sustainability are highly dependent on the government's action and funding. Greater reliance on beneficiary communities, NGOs and private actors, insofar as they have a personal interest, provides more guarantees of effectiveness and sustainability.

**LL3-** The system for allocating bonuses to administrative actors to motivate their participation in the project must be well-dimensioned, i.e. proportional to the level of involvement and time spent, while ensuring that actors who must be involved on a daily basis, such as the Chief Forestry Officers (CFOs), are effectively rewarded and carry out their role efficiently. These bonuses could, for example, be at least partly linked to the achievement of certain results.

## 5. ANNEXES

### 5.1. EVALUATION MATRIX

Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
<b>A- Design / Project formulation</b>				
Analysis of the LFA/Results Framework (project logic/strategy; indicators)	<ul style="list-style-type: none"> <li>Were the objectives and components of the project clear, achievable and feasible within the timeframe?</li> <li>Were the monitoring indicators in the project document effective in measuring progress and performance? Were they SMART?</li> </ul>	<ul style="list-style-type: none"> <li>Consistency/difference between stated objectives and progress to date</li> <li>Quality of monitoring indicators in the project document</li> <li>Understanding of the objectives, components and timetable by the staff of the implementing entities.</li> <li>Understanding of the objectives, components and timetable by local implementing partners.</li> </ul>	<ul style="list-style-type: none"> <li>Project planning documents</li> <li>UNDP staff (managers)</li> <li>Local implementing team (Guinea) and implementing partners (at national, regional and district levels)</li> </ul>	<ul style="list-style-type: none"> <li>Literature review: planning and strategy documents</li> <li>Interviews with UNDP, project staff and implementing partners.</li> </ul>
	<ul style="list-style-type: none"> <li>Is the M&amp;E plan well designed and sufficient to monitor results and progress towards objectives?</li> </ul>	<ul style="list-style-type: none"> <li>Existence and quality of baseline assessment, performance measurement framework/logframe, methodology, roles and responsibilities, budget and timetable/workplan in planning documents.</li> </ul>	<ul style="list-style-type: none"> <li>Planning documents</li> <li>Monitoring and reporting documents</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews with implementation and enforcement staff</li> </ul>
Assumptions and risks	<ul style="list-style-type: none"> <li>Have the assumptions and risks of the project been properly formulated in the PIF and project document?</li> </ul>	<ul style="list-style-type: none"> <li>Assumptions and risks set out in planning documents, with corresponding methods/measures of response.</li> </ul>	<ul style="list-style-type: none"> <li>BIP and project document</li> <li>Review procedures/ minutes of planning meetings/emails</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> </ul>
	<ul style="list-style-type: none"> <li>Have the stated assumptions and risks helped determine the planned activities and outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Quality of the risk management system(s) in place at appropriate levels of reporting, accountability</li> <li>Use of assumptions or identified risks to adapt or adjust planned activities and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Project planning documents</li> <li>Monitoring reports</li> <li>UNDP staff</li> <li>Local implementation team and implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Documentation review: planning and monitoring documents</li> <li>Interviews with project staff and implementing partners</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
	<ul style="list-style-type: none"> <li>Have externalities (i.e. the effects of climate change, the global economic crisis, etc.) that are relevant to the results been adequately taken into account?</li> </ul>	<ul style="list-style-type: none"> <li>Degree and nature of influence of external factors on planned activities</li> <li>Extent to which planning documents have anticipated or reflected risks/externalities already encountered in implementation to date.</li> </ul>	<ul style="list-style-type: none"> <li>Project planning documents</li> <li>Monitoring reports</li> <li>UNDP staff</li> <li>Local implementation team and implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Documentation review: planning and monitoring documents</li> <li>Interviews with project staff and implementing <b>partners</b></li> </ul>
Lessons learned from other relevant projects (e.g. in the same field of intervention) are integrated into the project design.	<ul style="list-style-type: none"> <li>Have the lessons learned from other relevant projects been properly integrated into the project design?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that planning documents use lessons learned/recommendations from previous projects as input to the planning/strategy process.</li> </ul>	<ul style="list-style-type: none"> <li>Planning documents</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> </ul>
Planned stakeholder participation	<ul style="list-style-type: none"> <li>Were partnership arrangements properly identified and roles and responsibilities negotiated before the project was approved?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of the local partnership's (non) understanding of roles and responsibilities before and after project approval.</li> <li>Consistency between the nature and scope of the responsibilities and roles of the project Steering Committee (SC) and the needs and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Local implementation team (project staff)</li> <li>UNDP staff</li> <li>Local implementing partners (at national, regional and district levels; government and non-government stakeholders)</li> <li>Planning documents</li> <li>Initial workshops/planning meetings</li> <li>Minutes of the SC meetings</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Office review</li> </ul>
Approach to replication	<ul style="list-style-type: none"> <li>Has a replication approach been clearly defined?</li> </ul>	<ul style="list-style-type: none"> <li>The approach to replication is clearly stated in the planning documents, and ways to strengthen replication during implementation are indicated.</li> </ul>	<ul style="list-style-type: none"> <li>Planning documents</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> </ul>
Links between the project and other interventions in the sector	<ul style="list-style-type: none"> <li>Have other interventions in the area been clearly identified?</li> </ul>	<ul style="list-style-type: none"> <li>Other interventions in the area are duly described and their possible links with the project are analysed.</li> </ul>	<ul style="list-style-type: none"> <li>Planning documents</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> </ul>
UNDP's comparative advantage	<ul style="list-style-type: none"> <li>Is the comparative advantage of UNDP clear on this project?</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which UNDP's comparative advantage is justified</li> </ul>	<ul style="list-style-type: none"> <li>Planning documents</li> <li>UNDP staff</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>



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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
Management arrangements	<ul style="list-style-type: none"> <li>Have the capacities of the implementing institution and its counterparts been adequately taken into account in the design of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of scoping activity or capacity assessment of the executing agency in relation to the implementation of this project.</li> <li>Number, extent and types of gaps between planned and available capacity by implementing agencies</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Local implementation team and implementing partners</li> <li>Minutes of meetings/emails leading to planning documents</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with UNDP, project staff and implementing partners.</li> <li>Office review</li> </ul>
	<ul style="list-style-type: none"> <li>Were the counterpart resources (funding, staff and facilities), enabling legislation and adequate project management arrangements in place at the start of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Consistency/extent of timing gap between counterpart resources and institutional preparation and project start-up.</li> </ul>	<ul style="list-style-type: none"> <li>Project staff</li> <li>UNDP staff</li> <li>Local implementing partners (at national, provincial and council levels; government and non-government stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> <li>Field visit</li> </ul>
<b>B- Implementation of the project</b>				
Adaptive management (changes in project design and outcomes during implementation)	<ul style="list-style-type: none"> <li>What follow-up actions (if any) and/or adaptive management have been taken in response to the monitoring reports (PIR)?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of management response/changes in project strategy/approach as a direct result of the information contained in the RRP(s) for the FA and the PIR(s) for the LDCF.</li> </ul>	<ul style="list-style-type: none"> <li>PRRs</li> <li>PIRs</li> <li>Workshops/minutes of technical group, steering committee, staff and stakeholder meetings.</li> <li>AF management responses</li> <li>Answers from the management of the LDCF</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews with EA/IA staff</li> </ul>
	<ul style="list-style-type: none"> <li>Have there been any significant changes to the projects as a result of the recommendations of the workshops, the steering committee or other review procedures?</li> </ul>	<ul style="list-style-type: none"> <li>Number and quality of mechanisms for feedback and readjustment of the project strategy or approach.</li> <li>Responsiveness of the respective project team/implementing agencies to recommendations made by the review processes (including changes after the baseline report).</li> </ul>	<ul style="list-style-type: none"> <li>Local Implementation Team</li> <li>UNDP staff</li> <li>Local implementing partners (especially governmental actors)</li> <li>Minutes of workshops/planning meetings and action items</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>



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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
		<ul style="list-style-type: none"> <li>Sources of suggestions for significant changes to the project (e.g. sources of recommendations)</li> </ul>		
	<ul style="list-style-type: none"> <li>If the changes have been significant, have they significantly altered the expected outcomes of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Nature and degree of change in project outputs (activities, products) as a result of the recommendations of the review procedures.</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Local Implementation Team</li> <li>Local implementing partners (especially governmental actors)</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> <li>Field visit</li> </ul>
	<ul style="list-style-type: none"> <li>Have changes to the project been formulated in writing and reviewed and approved by the project steering committee?</li> </ul>	<ul style="list-style-type: none"> <li>Number and type of approved changes to the project that were put in writing for consideration by the Steering Committee (number and type of changes that were not put in writing and/or not approved).</li> </ul>	<ul style="list-style-type: none"> <li>Project monitoring and reporting documents (annual and quarterly reports)</li> <li>Minutes of workshops/planning meetings and action items</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> </ul>
Partnership arrangements (with relevant stakeholders in the country/region) and stakeholder engagement.	<ul style="list-style-type: none"> <li>To what extent have effective partnership arrangements been established for the implementation of the project with relevant stakeholders in the country/regions/districts?</li> </ul>	<ul style="list-style-type: none"> <li>Number and types of partnerships developed between the project and local bodies/organisations</li> <li>Extent and quality of interaction/exchange between project implementers and local partners.</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of meetings/workshops (Steering Committee)</li> <li>Local implementing partners</li> <li>Project beneficiaries</li> <li>Local Implementation Team</li> <li>UNDP staff</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews with project staff, implementing partners and communities.</li> <li>Field visit</li> </ul>
	<ul style="list-style-type: none"> <li>Has the project involved relevant stakeholders through information sharing and consultation and by seeking their participation in the design, implementation, monitoring and evaluation of the project? For example, has the project implemented appropriate information and public awareness campaigns?</li> </ul>	<ul style="list-style-type: none"> <li>Number, type and quality of stakeholder engagement at each stage of project design, implementation and monitoring and evaluation.</li> <li>Changes in public awareness as a result of awareness raising/communication through the project</li> </ul>	<ul style="list-style-type: none"> <li>Local implementing partners, including community members and groups, government stakeholders and other local (non-governmental) stakeholder groups.</li> <li>Local Implementation Team</li> <li>UNDP staff</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> <li>Field visit</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
			<ul style="list-style-type: none"> <li>Minutes of workshops/planning meetings and action items</li> </ul>	
	<ul style="list-style-type: none"> <li>Has the project consulted and used the skills, experience and knowledge of relevant government entities, non-governmental organisations, community groups, private sector entities, local governments and academic institutions in the design, implementation and evaluation of project activities?</li> </ul>	<ul style="list-style-type: none"> <li>Quality of consultations/feedback mechanisms/meetings/systems in place for project implementers to hear from 1. community groups 2. Local government 3. National government 4. Non-governmental groups 5. Others</li> <li>Number and frequency of engagements with local stakeholders for consultation</li> </ul>	<ul style="list-style-type: none"> <li>Local implementing partners, including community members and groups, government stakeholders and other local (non-governmental) stakeholder groups.</li> <li>Local Implementation Team</li> <li>UNDP staff</li> <li>Minutes of workshops/planning meetings and action items</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> <li>Field visit</li> </ul>
	<ul style="list-style-type: none"> <li>Have the perspectives of those who would be affected by project decisions, those who could influence outcomes, and those who could contribute information or other resources to the process been taken into account in decision-making (including vulnerable affected groups and strong supporters and opponents)?</li> </ul>	<ul style="list-style-type: none"> <li>Degree of integration of beneficiaries' needs in the design of the project (relevance of the strategies chosen, selection of sites, degree of vulnerability of the sites targeted by the project, etc.)</li> <li>Evidence of involvement of a wide range of stakeholder groups (both pro- and anti-project).</li> </ul>	<ul style="list-style-type: none"> <li>Local implementing partners, including community members and groups, government stakeholders and other local (non-governmental) stakeholder groups.</li> <li>Minutes of workshops/planning meetings and action items</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> <li>Field visit</li> </ul>
Project funding	<ul style="list-style-type: none"> <li>What are the annual costs of implementation and what is the share of co-financing?</li> </ul>	<ul style="list-style-type: none"> <li>Budget execution by year, activity</li> <li>Amount of co-financing per year, per activity</li> <li>Amount of resources the project has mobilised since the beginning (and source(s))</li> </ul>	<ul style="list-style-type: none"> <li>Financial audits</li> <li>Annual reports, quarterly reports</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>Is there a difference between planned and actual expenditure? If so, what is the explanation?</li> </ul>	<ul style="list-style-type: none"> <li>Planned budget per year, per activity</li> <li>Actual budget execution by year, activity</li> </ul>	<ul style="list-style-type: none"> <li>Financial audits</li> <li>Annual reports, quarterly reports</li> <li>UNDP staff</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
			<ul style="list-style-type: none"> <li>Local Implementation Team</li> </ul>	
	<ul style="list-style-type: none"> <li>Is there a variation between expected and actual co-financing? If so, what is the explanation?</li> </ul>	<ul style="list-style-type: none"> <li>Expected co-financing per year, per activity</li> <li>Actual amount of co-financing per year, per activity</li> </ul>	<ul style="list-style-type: none"> <li>Financial audits</li> <li>Annual reports, quarterly reports</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>What resources has the project mobilised since its inception? (Resources mobilised may be financial or in-kind and may come from other donors, NGOs, foundations, governments, communities or the private sector.)</li> </ul>	<ul style="list-style-type: none"> <li>Amount of resources the project has mobilised since the beginning (and source(s))</li> </ul>	<ul style="list-style-type: none"> <li>Financial audits</li> <li>Annual reports, quarterly reports</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>What is the effect of co-financing on project performance and effectiveness?</li> </ul>	<ul style="list-style-type: none"> <li>Number and extent of variances between planned and actual activities, budget</li> <li>Degree of integration of externally funded elements into the overall project strategy/design.</li> </ul>	<ul style="list-style-type: none"> <li>Financial audits</li> <li>Annual reports, quarterly reports</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews</li> </ul>
Monitoring and evaluation: design at entry and implementation	<ul style="list-style-type: none"> <li>Was the logframe used during implementation as a management and monitoring and evaluation tool?</li> </ul>	<ul style="list-style-type: none"> <li>Extent of use of the logframe by management (number and type of use)</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Local implementation team and implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Documentation review: planning and monitoring documents</li> <li>Interviews with project staff and implementing partners</li> </ul>
	<ul style="list-style-type: none"> <li>Was the M&amp;E plan adequately budgeted and funded during project preparation and implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of the M&amp;E budget implemented compared to the amount planned</li> <li>Degree of compliance with the implementation of the monitoring and evaluation plan in relation to the planned schedule.</li> <li>Evidence of external factors that have affected the M&amp;E budget or timetable (and the extent to which these have</li> </ul>	<ul style="list-style-type: none"> <li>Planning documents</li> <li>Minutes of planning meetings/review procedures</li> <li>Monitoring and reporting documents (quarterly, annual reports)</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews with implementation and enforcement staff</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
		been taken into account in the risk management plan).		
	<ul style="list-style-type: none"> <li>Was the logframe revised during the project period? Are the monitoring indicators in the revised logframe effective in measuring progress and performance?</li> </ul>	<ul style="list-style-type: none"> <li>Consistency between reported results (activities, outputs) and actual activities and outputs on the ground.</li> </ul>	<ul style="list-style-type: none"> <li>Local implementing staff and partners</li> <li>UNDP staff</li> <li>Community stakeholders</li> <li>Direct observation</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Office review</li> <li>Field visit</li> </ul>
	<ul style="list-style-type: none"> <li>Does the project meet the requirements/schedule for progress and financial reporting, including the quality and timeliness of reporting?</li> </ul>	<ul style="list-style-type: none"> <li>Proportion and types of reporting materials submitted a) correctly and b) on time</li> <li>Quality of M&amp;E/reporting material</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and reporting documents (quarterly, annual reports)</li> <li>UNDP staff</li> <li>Local Implementation Team</li> <li>GEF/UNDP reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Office review</li> </ul>
	<ul style="list-style-type: none"> <li>Have monitoring and evaluation reports been discussed with stakeholders and project staff?</li> </ul>	<ul style="list-style-type: none"> <li>Number and quality of meetings, workshops or other mechanisms used to share monitoring and evaluation material with stakeholders and project staff.</li> <li>Number of stakeholders and staff aware of the M&amp;E material produced and/or the lessons/conclusions it contains.</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Local implementation team and partners</li> <li>Minutes and attendance list of project staff and stakeholders for monitoring and evaluation meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Office review</li> </ul>
	<ul style="list-style-type: none"> <li>Has feedback from monitoring and evaluation activities been used for adaptive management?</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of M&amp;E/reporting information into management decisions</li> <li>Consistency of the RPA/PIR self-assessment scores with the results of the medical and technical examinations.</li> <li>Example of discrepancies identified by the project steering committee and addressed</li> <li>Examples of changes to project implementation as a result of MTR recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and reporting documents</li> <li>UNDP staff</li> <li>Local Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>Office review</li> <li>Interviews with UNDP and project staff</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
UNDP Coordination and Operational Issues (Implementing Agency - IA)	<ul style="list-style-type: none"> <li>Has UNDP devoted sufficient resources to the achievement of project results?</li> </ul>	<ul style="list-style-type: none"> <li>Differences between actual and planned budget and staff time spent on the project</li> <li>Quality of AI supervision</li> <li>Difference between the actual and planned timetable for project implementation</li> </ul>	<ul style="list-style-type: none"> <li>Members of the project team</li> <li>UNDP staff</li> <li>Local implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Field visit</li> </ul>
	<ul style="list-style-type: none"> <li>Did the management teams provide quality and timely input/responses to the project team?</li> </ul>	<ul style="list-style-type: none"> <li>Perceived speed of management response to enquiries, needs of project team members.</li> <li>Perceived quality of management's response to the demands and needs of project team members</li> <li>Perceived quality of risk management by AI</li> <li>Evidence of the quality (frankness and realism) of annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Members of the project team</li> <li>UNDP staff</li> <li>Local implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Field visit</li> <li>Office review</li> </ul>
<b>C- Project results</b>				
<b>Relevance:</b> How does the project relate to the main objectives of the GEF Least Developed Countries Fund (LDCF) and to climate change adaptation, environment and development priorities at local, regional and national levels?	<ul style="list-style-type: none"> <li>Were the objectives and expected results of the project relevant to the objectives of national and local climate change plans and strategies? And what about the strategic objectives of the GEF and the UNDP intervention framework?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the level of relevance to the objectives of national and local climate change plans and strategies</li> <li>Assessment of the level of relevance to the strategic objectives of the EGF</li> <li>Assessment of the level of coherence with the UNDP CPD and UNDAF</li> </ul>	<ul style="list-style-type: none"> <li>UNDP programming framework</li> <li>GEF Programming Framework</li> <li>UNDAF</li> <li>CPD</li> <li>National development plans</li> <li>Local strategies</li> <li>Technical and financial partners</li> <li>National part</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>Were the objectives and expected results of the project consistent with the needs and aspirations of the beneficiary communities?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the level of relevance to the needs expressed by the beneficiaries at the site level and their evolution expressed in the local and national development plans</li> </ul>	<ul style="list-style-type: none"> <li>Local beneficiary communities</li> <li>Local organisations and associations</li> <li>Rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
			<ul style="list-style-type: none"> <li>• NGOs and local consultancies</li> <li>• Local and national development plans</li> </ul>	
	<ul style="list-style-type: none"> <li>• How has the gender approach been taken into account in the development of the project and how is it integrated into the implementation of activities?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of consideration of the gender approach during project formulation</li> <li>• Level of gender mainstreaming in the implementation strategies of the activities, in the steering committee and in the management bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Logical framework</li> <li>• Activity reports</li> <li>• Thematic reports</li> <li>• Annual work plans</li> <li>• Members of the steering committee</li> <li>• Start-up report</li> <li>• PIR</li> <li>• National part</li> <li>• Coordination units</li> <li>• UNDP</li> <li>• Beneficiary communities</li> <li>• Local organisations and associations</li> <li>• NGOs and local consultancies</li> <li>• Women's associations</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Interviews</li> <li>• Discussion groups</li> </ul>
<b>Effectiveness:</b> To what extent have the expected results and objectives of the project been achieved?	<ul style="list-style-type: none"> <li>• Have the results related to strengthening the climate resilience of communities in the project target areas been achieved?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of achievement of results</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• Thematic reports</li> <li>• Monitoring indicators</li> <li>• PIRs</li> <li>• National part</li> <li>• Coordination units</li> <li>• UNDP</li> <li>• Beneficiary communities</li> <li>• Local organisations and associations</li> <li>• NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Interviews</li> <li>• Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>• What is the level of ownership of the project, its activities and results by the beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of ownership of project activities by beneficiaries</li> <li>• Level of satisfaction of partners and beneficiaries with the involvement in</li> </ul>	<ul style="list-style-type: none"> <li>• Members of the steering committee</li> <li>• National part</li> <li>• Coordination units</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Discussion groups</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
		the decision-making and management process	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• Beneficiary communities</li> <li>• Local organisations and associations</li> <li>• NGOs and local consultancies</li> <li>• Rural communities</li> </ul>	
	<ul style="list-style-type: none"> <li>• Did the activities developed contribute to improving the beneficiaries' capacity to adapt to the adverse effects of climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people whose mitigation capacities are enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• Thematic reports</li> <li>• National part</li> <li>• Coordination units</li> <li>• Beneficiary communities</li> <li>• Local organisations and associations</li> <li>• NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Interviews</li> <li>• Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>• Have alternative solutions improved people's incomes?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of beneficiaries,</li> <li>• Rate of income growth</li> <li>• Other indicators of improved living conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• Financial reports</li> <li>• Thematic reports</li> <li>• National part</li> <li>• Coordination units</li> <li>• Beneficiary communities</li> <li>• Local organisations and associations</li> <li>• NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Interviews</li> <li>• Discussion groups</li> </ul>
<b>Efficiency:</b> Was the project implemented efficiently, in accordance with national and international norms and standards?	<ul style="list-style-type: none"> <li>• Are the costs of the activities reasonable in relation to the results achieved when compared to other similar projects?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of expenditure / results achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Activity reports</li> <li>• Thematic reports</li> <li>• Annual work plans</li> <li>• Monitoring indicators</li> <li>• APR</li> <li>• Beneficiary communities</li> <li>• Local organisations and associations</li> <li>• NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Interviews</li> <li>• Discussion groups</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
	<ul style="list-style-type: none"> <li>Have the procedures for selecting operators been respected?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the operator selection</li> </ul>	<ul style="list-style-type: none"> <li>National parties</li> <li>Coordination Unit</li> <li>UNDP</li> <li>Local organisations and associations</li> <li>Local beneficiary communities</li> <li>NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>What is the assessment of the collaboration frameworks set up between the different organisations active in the project and the assessment of the quality of the work carried out by the consultancies and local NGOs?</li> </ul>	<ul style="list-style-type: none"> <li>Appreciation of the work done by local consultancies and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>National part</li> <li>Coordination units</li> <li>UNDP</li> <li>Beneficiary communities</li> <li>Local organisations and associations</li> <li>NGOs and local consultancies</li> <li>Rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>Are the internal monitoring, support and evaluation arrangements in place as foreseen in the project document?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of M&amp;E procedures and tools and reporting</li> <li>Relevance to UNDP and GEF ES requirements</li> </ul>	<ul style="list-style-type: none"> <li>Project document</li> <li>Start-up workshop report</li> <li>Annual work plans</li> <li>Activity reports</li> <li>PIRs</li> <li>Members of the steering committee</li> <li>Coordination units</li> <li>UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>Are the timeframes for project implementation reasonable?</li> </ul>	<ul style="list-style-type: none"> <li>Level of compliance with project implementation schedules</li> </ul>	<ul style="list-style-type: none"> <li>Multi-annual programming</li> <li>monitoring reports</li> <li>PIR</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> </ul>
<b>Sustainability:</b> To what extent are there financial, institutional, socio-economic or environmental risks to maintaining the long-term results of the project?	<ul style="list-style-type: none"> <li>Did the Local Committees take ownership of the project results</li> </ul>	<ul style="list-style-type: none"> <li>Level of ownership of the results by the local committees</li> </ul>	<ul style="list-style-type: none"> <li>National part</li> <li>Coordination units</li> <li>UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>Have local authorities, decentralised, regional and national institutions taken ownership of the results?</li> </ul>	<ul style="list-style-type: none"> <li>Level of ownership of the results by local authorities</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiary communities</li> <li>Local organisations and associations</li> <li>NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>



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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
<b>Gender equality and women's empowerment:</b> how has the project contributed to gender equality and women's empowerment?	<ul style="list-style-type: none"> <li>Did the gender analysis take into account the differences in climate change adaptation needs, priorities and capacities between men and women and people of different sexes?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which gender is taken into account in project formulation</li> </ul>	<ul style="list-style-type: none"> <li>Rural communities</li> <li>Prodoc</li> <li>UNDP</li> <li>Local organisations and associations</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>Does the Logical Framework/Outcome include gender-sensitive indicators to measure the effects of the gender equality intervention</li> </ul>	<ul style="list-style-type: none"> <li>Number of gender-sensitive indicators in the logical framework</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Thematic reports</li> <li>Monitoring indicators</li> <li>PIRs</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>Have women been involved in decision-making, as well as in terms of access to and control of resources for adaptation and the benefits resulting from adaptation actions?</li> </ul>	<ul style="list-style-type: none"> <li>Number of women involved in decision making</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Thematic reports</li> <li>Monitoring indicators</li> <li>PIRs</li> <li>Members of the steering committee</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>Have the activities carried out benefited women (51% of project beneficiaries)?</li> </ul>	<ul style="list-style-type: none"> <li>Number of female beneficiaries of project results</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Thematic reports</li> <li>Monitoring indicators</li> <li>PIRs</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>How have the project interventions contributed to gender equality and women's empowerment?</li> </ul>	<ul style="list-style-type: none"> <li>Number of women whose living conditions are improved</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Thematic reports</li> <li>Monitoring indicators</li> <li>PIRs</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
<b>Consistency:</b> Does the intervention fit with other interventions?	<ul style="list-style-type: none"> <li>Are there synergies and interdependencies between national-level interventions in ecosystem-based adaptation, as well as consistency between the intervention and international norms and standards?</li> </ul>	<ul style="list-style-type: none"> <li>Existence (or lack thereof) of synergies between climate change areas</li> <li>Number of TFP and government coordination meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of planning and coordination meetings</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>
<b>Impact:</b> Is there evidence that the project	<ul style="list-style-type: none"> <li>What is the level of achievement of all expected</li> </ul>	<ul style="list-style-type: none"> <li>Level of achievement of all expected outputs</li> </ul>	<ul style="list-style-type: none"> <li>Logical framework</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> </ul>

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Evaluation criteria	Evaluation questions	Indicators	Source of information	Method of data collection
has contributed to (or enabled) progress in reducing environmental stress or improving ecological status?	outputs and outcome indicators?	<ul style="list-style-type: none"> <li>Level of contribution of the outputs achieved to the expected results, based on the results indicators</li> <li>Evolution of the value of the indicators</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Thematic reports</li> <li>Annual work plans</li> <li>Monitoring indicators</li> <li>PIR</li> <li>National part</li> <li>Coordination units</li> <li>UNDP</li> <li>Beneficiary communities</li> <li>Local organisations and associations</li> <li>NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Discussion groups</li> </ul>
	<ul style="list-style-type: none"> <li>Have the preconditions for achieving impacts been put in place?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the likelihood of impacts being achieved</li> <li>Factors that may influence the achievement of impacts</li> </ul>		
	<ul style="list-style-type: none"> <li>Did the project have expected or unexpected effects on the income and lives of the beneficiaries and did it contribute to the reduction of environmental stress and/or the improvement of the ecological status</li> </ul>	<ul style="list-style-type: none"> <li>Effects and expected and unexpected changes in beneficiaries' incomes and lives</li> <li>Level of public awareness of biodiversity conservation issues and public support for conservation activities</li> <li>Extent to which the project activities contribute to the achievement of the SDGs and climate change, with a particular focus on gender and poverty reduction</li> </ul>		
	<ul style="list-style-type: none"> <li>Have the activities developed contributed to improving the food security of the population?</li> </ul>	<ul style="list-style-type: none"> <li>Rate of yield increase following the use of improved seed</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Thematic reports</li> <li>National part</li> <li>Coordination units</li> <li>Beneficiary communities</li> <li>Local organisations and associations</li> <li>NGOs and local consultancies</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>Interviews</li> <li>Discussion groups</li> </ul>

## 5.2. LIST OF PEOPLE MET

Date	Person met	Position
18/10/2022	Mr. Sékou Gaoussou Sylla	DNEDD; National Project Director
18/10/2022	Ms Kadiatou Dalein Diallo; DGA	Strategy and Development Office - Ministry of Environment and Sustainable Development (MEDD)
19/10/2022	Mr. Yaya Bamboula	Consultant to the DNM, former Deputy Director of the DNM
21/10/2022	Ibrahima Sidibé	President of the NGO AGDM and Director of ENAE in Bordo
	Lanciné Faro	President of the NGO GE
	Mory Kaba	President of the NGO GED
	Madou Kéita	Facilitator of the NGO GED
	Tamadjan Koulibaly	Beekeeping consultant
	Ibrahima Kouyaté	Representative of the Regional Environmental Inspectorate
	Koulobo Zomo Béavogui	Regional Director of Meteorology
	Elhadji Amara Camara	Former Regional Director of Meteorology, retired
<b>Prefecture of Mandiana</b>		
21/10/2022		
22/10/2022	Abdourahamane Condé	Secretary General for Administrative Affairs
	Lanciné 2 Konaté	Prefectural Technical Secretary STP Mandiana
	Amadou Kain Kéita	Prefectural Director of Environment and Sustainable Development
		Prefectural Director of Fisheries
	Sékou Condé	Prefectural Director of Agriculture
	Zoumana Diakité	Prefectural Director of Mines
	Aly Touré	Representative of the NGO JUD
	Toumany Kouyaté	Representative of the NGO FEM
	Aminata Diawara	Representative of the NGO UDAIM
<b>RC of Kantoumanina</b>		
22/10/2022	Lanciné Sangaré	Farmer leader and Chairman of the Fire Management Committee
	Amara Konaté	Farmer leader, member of the CG of fires
	Benzamin Mansaré	Sub-Prefect of Kantoumanina
	Toumay Diallo	Mayor of the RC of Kantoumanina and President of the beekeepers group
	Lamine DIAKITE	President of the breeders' group
	Oumar DIALLO	Member of the breeders' group
	Djouba Karim DIALLO	Member of the breeders' group
	Karamo Oumar DIALLO	Member of the breeders' group
	Ousmane DIALLO	Member of the breeders' group

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	Adama DIALLO	Member of the breeders' group
	Lamine DIALLO	Member of the breeders' group
	Oumar Deny DIALLO	Member of the breeders' group
	Daouda SANGARE	Member of the breeders' group
	Sidikiba DIALLO	Member of the breeders' group
	Kantoumany DIALLO	Member of the breeders' group
	Siaka DIALLO	Member of the breeders' group
22/10/2022	Noumoutenin Diallo	President of the Benkadi group of Kantoumanina
	Damba Diakité	Vice-President of the Benkadi Group
	Malado Diallo	Member of the Benkadi Group
	Sanaba Camara	Member of the Benkadi Group
	Kanko Sangaré	Member of the Benkadi Group
	Sanaba Diallo	Member of the Benkadi Group
	Fatoumata Condé	Member of the Benkadi Group
	Saran Diallo	Member of the Benkadi Group
	Nantenen Condé	Member of the Benkadi Group
	Sogbè Diakité	Member of the Benkadi Group
	Sogbhè Diakité	Member of the Benkadi Group
	Nanfadima Diakité	Member of the Benkadi Group
	Pena Diallo	Member of the Benkadi Group
22/10/2022	Lanciné 2 Konaté	Prefectural Technical Secretary PTS
22/10/2022	Gbodo Soropoghi	Chief Forestry Officer (CFO)
<b>Prefecture of Kouroussa</b>		
24/10/2022	Col. Idrissa Camara	Prefect of Kouroussa
24/10/2022	Lt Sékouba Kéira	Representative of the Prefectural Director of Sustainable Development
24/10/2022	Moussa Touré	Agricultural Operations Officer COA/ANPROCA
	Nema Maurice Touré	Trainee at the PTS of Kouroussa
	Saran Mamoud Traoré	Head of Section/Interim Forestry and Wildlife
	Mamoud Beye Cissoko	Head of Section Rural Engineering/Interim
	Mamady Condé	Head of Forestry and Wildlife/Interim Section
	Sékouba Fodé Soumah	Head of the Sandiana forestry cantonment
	Abdoulaye Sidibé	Head of Forestry Unit Cissela
	Fassou Camara	Head of Banfèlè forestry station
<b>Rural Commune of Douako</b>		
25/10/2022		
	Chief Warrant Officer Lanciné Ouendéno	Sub-prefect of Douako
	Layba Condé	Mayor of the Douako RC
	Mariama Kanté	President of the Douako market gardening group
	Ousmane Camara	Secretary of the Douako market gardening group
	Hawa Traoré	Treasurer of the Douako market gardening group
	Sékou Condé	President of the Tindo district

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	Fadouba Condé	Tindo District Community Relay
	Bakary Condé	Village chief and farmer leader,
	Mamoudou Condé	President of the Tindo Youth
	Mamadi 2 Condé	Chair of the Cold Fire Management Committee
<b>Faranah Region</b>		
26/10/2022	Elh Sitan Sékou Touré	Prefectural Technical Secretary of Faranah
	Gééral Boundouka Condé	Governor of the administrative region of Faranah
	Forè Camara	Head of the Cabinet of the Governorate of Faranah
27/10/2022	Abdoulaye Oularé	Regional Inspector for the Environment and Sustainable Development
	Fara Millimouno	CFO Beindou
	Kemoko Kéita	CFO Passayah
	Mathos Lama	Deputy Head of Section Forestry and Wildlife
	Pema Guilavogui	Representative of the Prefectural Director of the Environment
	Laila Diallo	Representative of ISAVF
	Yayé Djiba Camara	Representative of the Prefectural Director of Fisheries
	Ibrahima DOUMBOUYA Khalil	Director of the Société des Eaux de Guinée (SEG)
	Mohamed Aliou DIALLO	ISAVF representative
28/10/2022	Hawa Sékou Oularé	Sub-prefect of Beindou
28/10/2022	Amara Oularé	Community Secretary of the Beindou RC
28/10/2022	Koutaba Oularé	President of the Beindou market gardening group
	Douti oularé	Vice Mayor
	Faaman Oularé	Chairman of the Fish Farm Management Committee
	Magna Fofana	Member of the Beindou centre market garden group
	Faoumata Oularé	Member of the Beindou centre market garden group
	Banmba Cissé	Member of the Beindou centre market garden group
	Tenin Condé	Member of the Beindou centre market garden group
	Fanta Condé	Member of the Beindou centre market garden group
	Gnalen Condé	Member of the Beindou centre market garden group
	Dafin Oularé	Member of the Beindou centre market garden group
	Sounkaro Oularé	Member of the Beindou centre market garden group
	Oulou Oularé	Member of the Beindou centre market garden group
	Fatoumta Condé	Member of the Beindou centre market garden group
	Manty Oularé	Member of the Beindou centre market garden group
	Saran Oularé	Member of the Beindou centre market garden group
	Doussouba Camara	Member of the Beindou centre market garden group
	Fadima Traoré	Member of the Beindou centre market garden group
	Mamady OULARE	President of the breeders' group
	Nantenin Sekou OULARE	Vice President of the Dalafilani District Office

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	Tiranké Mamadi TRAORE	Head of Sector
	Facely Tenin OULARE	Member of the youth bureau
	Abdoulaye KONATE	Secretary of the District Office
	Daloba Gnana OULARE	Peasant leader farmer
	Odia Sidi CONDE	Peasant leader farmer
	Tenimba Sékou OULARE	Farmer member of the breeders' group
	Fant A bou KOUROUMA	Farmer member of the breeders' group
	Porêt Falaye OULARE	Farmer member of the breeders' group
	Hamou Bakary OULARE	Deputy Head of Section
	Abdoulaye OULARE	Sotikèmo/Dean of the village
	Hawa Fodé OULARE	Nurserymen's representative
	Fatoumata OULARE	District President
	Sôko Bangaly Oulare	Youth President
	Mamady OULARE	Women's President
28/10/2022	Marian OULARE	Vice President of the Women's Bureau
	Mamadi III OULARE	Member of the Dalafilani market garden group
	Moussaba OULARE	Member of the Dalafilani market garden group
	Yessè Kèmo OULARE	Member of the Dalafilani market garden group
	Fatoumata OULARE	Member of the Dalafilani market garden group
	Manty CONDE	Member of the Dalafilani market garden group
	Fatoumata OULARE	President of the Dalafilani market garden group
<b>Prefecture of Kissidougou</b>		
31/10/2022	Col Fahindo Nikavogui	Prefect of Kissidougou
	Aminata Youla	Prefectural Technical Secretary of Kissidougou
	Moriba SOROPOGUI	Coordinator of the NGO ADICOV
	Bandiou CONDE	Executive Director AGUIPERNA
	Amadou Oury DIALLO	Executive Director of the NGO APARFE
	David CAMARA	Programme Manager NGO APARFE
	Koly KOEVOGUI	Supervisor of the IBGRN
	Lograrfe Construction	Managing Director Lc BTP
	Kankona BEAVOGUI	Managing Director of ENCOPRESS BTP
	Karifala KOUROUMA	Prefectural Director of the Environment and Sustainable Development DPEDD
	Emmanuel Sidibé	Secretary General of the authorities/member of the COPIL
	Djiba KONE	Advisor to the Prefect
	Bella GUIBAVOGUI	Head of Weather Station
	Amara KEITA	CFO /DPEDD
	Souleymane KEITA	Prefectural Director of Fisheries
01/11/2022	Mamadou TRAORE	Member of the breeders' group
	Mamadou Alpha DIALLO	Member of the breeders' group
	Demba TRAORE	Member of the breeders' group

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	Facely MANSARE	Member of the breeders' group
	Sayon KOUROUMA	Member of the breeders' group
	Fayouba MANSARE	Guardian of the pastoral unit
	Kankanba TRAORE	Head of works at HIMO
01/11/2022	Facely TRAORE	Member of the market gardening group and Advisor to the CR
	Bamba MANSARE	Member of the market gardening group
	Sidiki TRAORE	Member of the Group
	Fara Albel TOLNO	NGO facilitator / APAF
	Manty KOUROUMA	Member of the N'na toman traoré market garden group
	Yenbendo KOUROUMA	Member of the N'na toman traoré market garden group
	Koafa CAMARA	Member of the N'na toman traoré market garden group
	Makoumba CAMARA	Member of the N'na toman traoré market garden group
	Nafandima KOUROUMA	Member of the N'na toman traoré market garden group
	Fatoumat TOURE	Member of the N'na toman traoré market garden group
	Kouria TRAORE	President of the N'na toman traoré market garden group
	Manty SANGARE	Member of the N'na toman traoré market garden group
	Nakou,ba CAMARA	Member of the N'na toman traoré market garden group
	Passy CAMARA	Treasurer of the market gardening group of
	Bendia MANSARE	Member of the market gardening group of
01/11/2022	Col. Kaly Mara	Mayor of the rural commune of Sangardo
	Daouda Diabaté	Secretary General of the CR
	Bakary Camara	Vice Mayor of the Cr
	Moussa Mansaré	Advisor
01/11/2022	Ami Diabaté	President of the Sinignassi market garden group
	Aminata Sankaré	Vice President of the Sinignassi market garden group
	Doussou Sangaré	Treasurer of the Sinignassi market garden group
	Tiguidanké Camara	Member of the Sinignassi sangardo market garden group
	Nanfadima Kourouma	Member of the Sinignassi sangardo market garden group
	Alamandi Mansaré	Member of the Sinignassi sangardo market garden group



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- Terminal Evaluation Report

	Djène Kourouma	Member of the Sinignassi sangardo market garden group
	Alamadi kourouma	Member of the Sinignassi sangardo market garden group
	Dalaba Douno	Member of the Sinignassi sangardo market garden group
	Fanta Oulen Cherif	Member of the Sinignassi sangardo market garden group
	Diabè Camara	Member of the Sinignassi sangardo market garden group
	Fanta Mara	Member of the Sinignassi sangardo market garden group
	Sanassa Sangaré	Member of the Sinignassi sangardo market garden group
	Koria Douno	Member of the Sinignassi sangardo market garden group
	Mariama Diaby	Member of the Sinignassi sangardo market garden group
<b>Conakry (continued)</b>		
09/11/2022	Mohamed FOFANA	National Director of Forestry and Wildlife
	Layali CAMARA	Outgoing National Director of Forestry and Wildlife
	Aboubacar Samoura	Director Office Guinee des Parcs et Resaves Naturel F
11/11/2022	Aboubacar Sidiki SYLLA	Consultant at MATD, member COPIL



### 5.3. LIST OF DOCUMENTS CONSULTED

All consultancy documents are available on the SharePoint shared by UNDP Guinea, through the following folders

- Mapping
- Co-financing
- Institutional platform decisions
- Project documents
- Formulation documents (PIF, PPG...)
- Strategic documents (CPD, UNDAF)
- Studies carried out
- Biochar memory
- Updated LDPs
- PIR
- Gender Action Plan
- Publications (articles, stories)
- Report Launching workshop
- CLEP report
- Mid-Term Evaluation Report
- Annual reports
- Training workshop reports
- Audit reports
- Steering committee reports
- Mission reports
- Institutional platform reports
- Technical services and NGO reports
- SESP
- Tracking tool

## 5.4. INTERVIEW PROTOCOLS

The interview protocols presented below will be tailored to each interviewee, taking into account their specific position in relation to the project, their expertise and their function. Each interview will aim to be limited to a maximum of 20 questions, with the exception of the project team, who will play a greater role in providing information

### A. Formulation of the project

1. In your opinion, has the project been realistically designed (e.g. timeframe, objectives, indicators/monitoring and evaluation plan, other design elements)?
2. What do you think were the main assumptions for the project to go well? What were the main risks (external and internal) to the success of the project? Were these risks anticipated and managed appropriately?
3. Have partnership arrangements with stakeholders been properly identified and roles and responsibilities negotiated before the project starts?
4. Was the steering committee sensitive to the needs of the project? What would improve their respective contributions?
5. How were the capacities of the local implementing institution and partners (other national institutions, regional and district governments, etc.) assessed? Were there any gaps between expected and actual capacities (or instances of exceeding expectations) needed for project implementation?
6. Were the counterpart resources (funding, staff and facilities), enabling legislation and adequate project management arrangements in place at the start of the project?
7. How do you understand your role in this project? Are you aware of any reported gaps between the expected and actual capabilities (or instances of exceeding expectations) needed to deliver the project or fulfil your role?
8. How have lessons learned from other past or ongoing projects in the region (or in a similar focus area) been incorporated into the design or management of this project? Do you know of any examples of lessons learned from other past or ongoing projects in the region (or in a similar focal area) that have been incorporated into the design or management of this project?

## B. Project implementation

9. How would you describe the relationship between UNDP and the Guinean organisations involved in the project? How would you describe the nature and extent of interactions between UNDP, DNFF, key SC actors and wider stakeholder groups (e.g. civil society, NGOs, TFPs)?
10. Do you think that UNDP has sufficiently ensured that the project is implemented as planned? What is your opinion of its role and supervision (e.g. responsiveness, timeliness, quality of supervision, etc.)? Did UNDP use sufficient resources to achieve the project results?
11. Is the project well managed by the team in place? Does it respond appropriately and in a timely manner to enquiries, difficulties and identified risks?
12. Was the logframe used during implementation as a management and M&E tool? Has it been revised and, if so, has this facilitated its (subsequent) use for monitoring?
13. How would you describe the M&E system for this project, and do you think it was sufficient and appropriate to the needs of the project? Do you think that M&E was used according to plan (schedule, budget)? If not, why not?
14. How were monitoring and evaluation reports disseminated and discussed with stakeholders and project staff? Were any meetings, workshops or other mechanisms used to share monitoring and evaluation material?
15. Do you think that regular monitoring and reporting has contributed to management decisions? Can you give examples of monitoring and/or adaptive management actions taken in response to monitoring reports such as annual monitoring reports or PIRs, for example?
16. Did the project prepare and submit good quality reporting material, and to what extent was it delivered on time?
17. Have there been any significant changes to the project as a result of the recommendations of the workshops, the steering committee or other review procedures (internal or external)? Why were these changes recommended? Have the expected project outcomes (or the likelihood of achieving them) changed as a result of these changes?
18. Working session with the finance officer and the project team:
  - Complete the tables on budget execution by year and activity:
    - Where are we in relation to the original plans? Is there a gap between planned and actual expenditure? What is the explanation for this?
    - Do you have figures on co-financing? How are co-financed activities integrated into the project strategy and implementation?
    - Is there any evidence of the resources mobilised since the beginning?
  - *Planned/Actual Budget Table*
  - *Table of planned/realized results*
19. What are the differences between the set of stakeholders identified in the project design and those actually involved in the implementation of the project? Do you think the project has reached a sufficient number of relevant stakeholders?
20. Have you participated in stakeholder engagement activities? How many times? What was the purpose or level of your participation? Were your views taken into account at different stages/points in time of the project? Can you give examples of how the project has improved public awareness (of the risks posed by CCs)?

## C. Project results

*Relevance/Country ownership/Cross-cutting integration*

21. Did GEF funding support activities that were not already being supported by other donors? How have GEF funds helped to fill this gap? Or how do they complement the efforts of other donors?
22. In your opinion, was the project concept in line with the country's development priorities and plans? Does it meet the real needs of the different categories of actors (1. Community groups 2. Local government 3. National government 4. Other donor-supported activities)? Does it reflect national realities in terms of institutional and policy frameworks?
23. Have relevant government and civil society representatives been consulted, engaged or otherwise involved in the project (implementation, steering committee)?
24. To your knowledge, has the government enacted any regulations, policies or other initiatives that support the activities or objectives of the project? Could you provide more details (name(s) of legislation, dates, purpose(s), etc)?
25. Do you think that all relevant stakeholders were really involved in the (design and) implementation of the project, including the project steering committee? How were they involved? Have the needs expressed by the communities been sufficiently taken into account by the project? Have they been affected by the project? In what way (positive or negative)?
26. How have lessons learned from other past or ongoing projects in the region (or in a similar focus area) been incorporated into the design or management of this project?
27. Do you know of any examples of lessons learned from other past or ongoing projects in the region (or in a similar focal area) that have been incorporated into the design or management of this project?
28. How are women and/or girls integrated into the design and implementation of the project? (e.g. number of women in the project team/workshops/trainings; examples of activities where gender issues are specifically addressed). Are women affected differently by the problem the project is addressing?

#### *Efficiency*

29. In your opinion, did the project achieve its intended results and objectives?
30. Can you give examples of tangible results of the project?
31. Have the activities developed contributed to improving the adaptive capacities of beneficiaries to the adverse effects of climate change?
32. Have alternative solutions improved people's incomes?
33. What is the level of ownership of the project, its activities and results by the beneficiaries?
34. How were the risks and their mitigation managed?
35. What lessons can be learned about efficiency for other similar projects in the future?

#### *Efficiency*

36. In your opinion, was the project support provided in an efficient way in terms of use of financial resources, project management, timelines and reporting?
37. Was the implementation of the project as cost-effective as originally proposed? Could the financial resources have been used more effectively? Did delays substantially affect overall efficiency?
38. What partnerships/linkages were facilitated? How effective were the cooperation and collaboration agreements? Which ones can be considered sustainable?
39. Did the project effectively use local capacity in its implementation?

40. How could the project have carried out its implementation more effectively (in terms of management structures and procedures, partnership arrangements, etc.)? What lessons can be learned from the project in this respect?

### *Sustainability*

41. What do you consider to be the main risks and obstacles to the sustainability of the project's results? Has the project sufficiently planned for and/or managed these variables/conditions? (link to indicator: Evidence and extent of obstacles or enabling conditions to the achievement of each key result)
42. Can you give examples of specific actions (institutional arrangements, regulations, incorporation of project activities into community/household activities/planning, identification of monitoring champions, financial allocations) taken to ensure the sustainability of project activities or outcomes?

### *Gender equality and women's empowerment catalyst*

43. In your opinion, have the differences in needs, priorities and capacities for adaptation to climate change between men and women and between people of different sexes been taken into account in the formulation and implementation of the project?
44. Has women's participation in decision-making been effective and systematic?
45. Can you cite specific benefits of the project for women?

### *Coherence*

46. Do you feel that the project's EbA interventions are consistent with other EbA projects in Guinea?
47. What are the interdependencies and coherence between this project and other adaptation initiatives in the region (of the government or other TFPs)?

### *Impact*

48. What are the main regulatory or policy changes that can be reported as a result of the project?
49. Have the activities developed contributed to improving the food security of the population?
50. Did the project have expected or unexpected effects on the income and lives of the beneficiaries and did it contribute to the reduction of environmental stress and/or the improvement of the ecological status?
51. Can you describe other co-benefits and/or unintended consequences?
52. Positive or negative aspects (+ or -) of the project activities or results to date?

## 5.5. PROJECT INTERVENTION SITES

The project covers 11 rural communes in 4 prefectures, in two administrative regions of Upper Guinea, as detailed in the table below:

Administrative region	Prefecture	Rural commune
Faranah	Faranah	Passaya
		Beindou
	Kissidougou	Albadaria
		Sangardo
		Gbangbadou
Kankan	Mandiana	Kantoumanina
		Djalakoro
	Kouroussa	Banfèlè
		Donako
		Sanguiana
		Cisséla

### Box 1. Description of the project area (source, Prodoc)

The overall project area covers about 3 million hectares and is located in the north-western part of the upper Niger River basin. It contains clusters of forests, a dense river system, grasslands and agro-pastoral mosaic landscapes as well as four wetlands of international importance (RAMSAR sites). Where formal protection is provided (through protected areas), ecosystem services are better maintained. The Mafou Forest Reserve is a strict conservation area with relatively intact forest blocks. The ongoing creation of the Upper Niger Park, of which Mafou is the core area, is a major step in this direction.

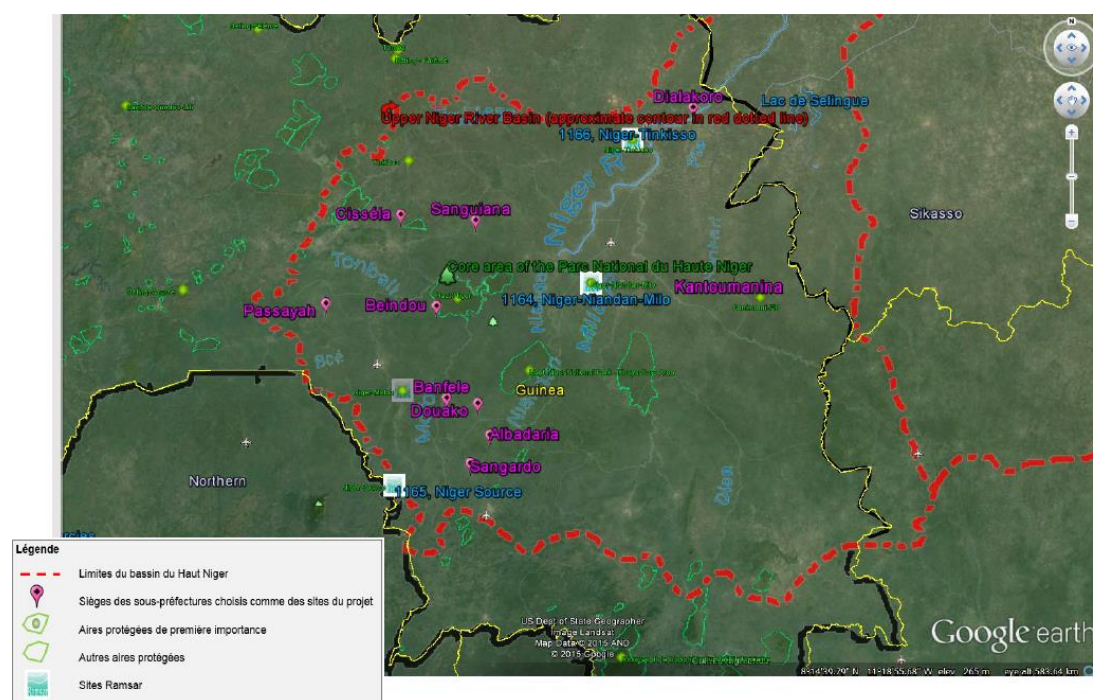
The prefectural capitals of Faranah, Kissidougou, Mandiana and Kouroussa, with a total population of about 300,000, are also located in the project area. In the rural areas, which are dotted with small villages, it is estimated that another 150,000-200,000 people live there. Both urban and rural populations share widespread rural poverty and a high dependence on natural resources.

In the project's riparian areas selected for this intervention, up to 500,000 people are directly dependent on natural resources such as water, pasture, forests and fertile soils for their livelihood. Although the use of these resources has undergone some degree of degradation over the years, the current regimes for natural and social assets in the project sites have so far managed to maintain a flow of services to the majority of resource users. With the effects of climate change, both agro-ecological and hydrological systems and community livelihoods will reach a tipping point.



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Figure 3. Map of the project area (source: Prodoc)



## 5.6. TERMS OF REFERENCE FOR THE TERMINAL EVALUATION



TDR Evaluation  
Finale Projet AbE PIN



## 5.7. TE RATING SCALES

**Outcome Ratings Scale - Relevance, Effectiveness, Efficiency**

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

**Sustainability Ratings Scale**

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

## 5.8. UNEG CODE OF CONDUCT FOR EVALUATORS

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

### Evaluators/Consultants:

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

### Evaluation consultant agreement form:

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

Name of Evaluator: Olivier Beucher

Name of Consultancy Organisation: Le Groupe-conseil Baastel Itée

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

Signed at Brussels, on 24 November 2022





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