



Terminal Evaluation of the project titled “Chad National Adaptation Plan”

UNDP PIMS ID: 5431; GEF ID: 6968

Country:	Chad
The region:	Central Africa
Focal Area:	Climate Change Adaptation
GEF Implementing Agency:	UNDP
Implementing partner :	Ministry for the Environment, Fisheries and Sustainable Development
TE Timeframe:	March – August, 2023

Final report: Sept 2023

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Acknowledgements

At the end of this evaluation, the consultant would like to thank all those who participated in the exercise, the project coordinator (Markinzaye Saturnin Kouma Kossi), the monitoring and evaluation officer (Chaibou Ramadan) and technical advisors, the staff of the Agence Nationale de la Météorologie, the staff of the Direction des Ressources en Eau and their field staff. The consultant would also like to thank the Regional staff (Mulengera Bakal'Okwibale, Missale Woldegiorgis) and, through them, all UNDP staff for their assistance and collaboration during this exercise.

Disclaimer : The opinions expressed in this publication do not necessarily reflect the views of the United Nations Development Program (UNDP). They are those of the external and independent consultant who conducted this exercise and takes full responsibility for any shortcomings or discrepancies there may be.

Table of contents

Acknowledgements.....	2
Acronyms and abbreviations.....	6
1. Executive Summary	7
1.1. Project Information Table	7
1.2. Project Description (brief)	7
1.3. Evaluation Ratings Table	10
1.4. Concise Summary of Findings, Conclusions and lessons learned	11
1.5. Recommendations	13
2. Introduction.....	15
2.1. Purpose and objective of the Terminal Evaluation	15
2.2. Scope	15
2.3. Methodology	15
Scoping meeting with the UNDP team	16
Literature review	16
Drawing up the start-up report	16
2.4. Data collection and analysis	16
2.5. Ethics	17
2.6. Limitations of the assessment and solutions	17
2.7. Structure of the final evaluation report	17
3. Project description.....	18
3.1. Project start and duration, including milestones	18
3.2. Development context: environmental, socio-economic, institutional and political	19
factors relevant to the objective and scope of the project	19
3.3. Problems that the project sought to address: threats and barriers targeted	20
3.4. Immediate objectives of the project	20
3.5. Expected results	21
3.6. Main stakeholders: summary list	21
3.7. Theory of change.....	24
4. Findings	24
4.1. Project design/Formulation	24
4.1.1. Analysis of the results framework: project logic and strategy, indicators.....	25
4.1.2. Assumptions and risks	27
4.1.3. Lessons learned from other relevant projects incorporated into project design	29
4.1.4. Linkages between project and other interventions within the sector	30
4.2. Project Implementation	31
4.3.1. Adaptive management.....	31
4.3.1. Actual stakeholder participation and partnership arrangements	31
4.3.1. Project finance and co-finance	33
4.3.1. Monitoring and evaluation: design at entry implementation and overall assessment	34
4.3.1. UNDP implementation/oversight and Implementing Partner execution , overall project implementation/execution , coordination, and operational issues	34
4.3.1. Risk management, including social and environmental standards (safeguards)	35

4.3.	Project Results and impact	36
4.3.1.	Progress toward objectives and expected outcomes	36
4.3.2.	Technical execution	39
4.3.2.1.	Relevance	39
4.3.2.2.	Effectiveness.....	40
4.3.2.3.	Efficiency	41
4.3.2.4.	Overall outcome	42
4.3.3.	Sustainability: financial, socio-political, institutional framework and governance, environmental, and overall likelihood.....	43
4.3.4.	Environmental risks to sustainability	43
4.3.5.	Country ownership	44
4.3.6.	Gender equality	44
4.3.7.	Cross-cutting issues.....	45
4.3.8.	GEF additionality.....	45
4.3.9.	Catalyst/replication effect	45
4.3.10.	Progress towards impact	46
5.	Main findings, conclusions, recommendations and lessons learned	46
5.1.	Main findings.....	46
5.2.	Conclusions	48
5.3.	Recommendations	49
5.4.	Lessons learned	51
6.	Appendices	53
	Annex 1: ToR of the TE	53
	Annex 2: TE mission itinerary	65
	Annex 3: List of interviewees	65
	Annex 4: List of documents examined	66
	Annex 5: Evaluation matrix (evaluation criteria with key questions, indicators, data sources and methodology)	67
	Annex 6: Interview guides	72
	Interview guide - Project Coordination team	72
	Interview guide - Project implementation partners.....	77
	Annex 7 : TE rating scales	79
	Annex 8: Signed UNEG code of conduct form	81
	Annex 9: Signed TE report approval form	82

List of tables

Table 1: Project Information Table	7
Table 2 : Evaluation rating.....	11
Table 3 : Recommendations	14
Table 4: Project timeline	20
Table 5: Project stakeholders	25
Table 6: Analysis of project indicators	27
Table 7 : Analysis of the project coherence	28

Table 8: Risk Assessment and management options 30

Table 9: Co-Financing Table 34

Table 11: Rating for the Monitoring and evaluation 37

Table 12: Implementation/Oversight and Execution Ratings Scale 38

Table 13: Risk Management 38

Table 14: Achievements for Component 1..... 39

Table 15: Achievements for component 2 41

Table 16: Rating for the project relevance 42

Table 17: Rating for project effectiveness 43

Table 18: Rating of effects/impacts 45

Table 19: Sustainability rating 46

Acronyms and abbreviations

AMCC	Global Climate Change Alliance
ANAM	National Meteorological Agency
ARC	AGRHYMET Regional Center
BID	Islamic Development Bank
CDN	Contribution determined at national level
DRE	Water Resources Department
EMP	Mid-term evaluation
GEF	Global Environment Facility
FIDA	International Fund for Agricultural Development
FVC	Green Climate Fund
CFL	Least Developed Countries Fund
M&E	Monitoring and evaluation
MEPDD	Ministry of the Environment, Fisheries and Sustainable Development
MEPDCI	Minister for the Economy , Development Planning and International Cooperation
MFB	Ministry of Finance and Budget
MOA	Ministry of Agriculture became Ministry of Agricultural Production and Processing
NAMA	Nationally appropriate mitigation measures
ODD	Sustainable development objectives
NGO	Non-governmental organisation
OSC	Civil society organisations
PA	Memorandum of understanding
PANA	National Adaptation Program of Action
CEO	Chief Executive Officer
GDP	Gross domestic product
PIR	Project implementation report
NAP	National adaptation plan
PND	National Development Plan
UNDP	United Nations Development Program
ProDoc	Project document
PTA	Annual work plan
PTBA	Annual work plan and budget
RDP	Regional development plans
SMA	Automatic weather stations
SMART	Specific, measurable, achievable and attributable, relevant and realistic, limited in time, timely, traceable and targeted.
SMS	Synoptic weather system
TDR	Terms of Reference
EU	European Union
PMU	Project Management Unit

1. Executive Summary

1.1. Project Information Table

Project Details		Project Milestones	
Project title:	Chad's National Adaptation Plan (NAP) to Climate Change Project	PIF approval date :	5 July 2016
UNDP project ID (PIMS#) :	5431	CEO Endorsement Date :	5 March 2018
GEF project ID:	6968	ProDoc Signature Date :	11 September 2018
Operational unit, UNDP Project ID in ATLAS (Award and Output):	- TCD 10 - 00108410 - 00108259	Date project manager hired :	1st October 2019
Country:	Chad	Inception Workshop Date :	24 October 2019
Region:	Central Africa	Mid-term review Completion Date:	31 August 2021
Focal Area:	Adapting to climate change	Terminal Evaluation Completion Date :	10 June 2023
GEF Operational Programme or Strategic Priorities/Objectives:		Planned Operational Closure Date:	10 September 2023
Trust funds:	LDCF		
Implementing partner (GEF Executing Entity):	Ministry of the Environment, Fisheries and Sustainable Development (MEPDD)/UNDP		
Financial Information :			
PDF/PPG	at approval (US\$)		at the close of PDF/PPG (US\$)
GEF PDF/PPG grants for project preparation	150,000		110,051.64
Co-financing for project preparation	0		0
Project	At CEO endorsement (US\$)		at TE (US\$)*
[1] GEF funding:	5,775,000		5,775,000
[2] UNDP contribution:	1,405,900		1,348,361
[3] Government:	16,500,000		16,500,000
[4] HYDROMET project:	4,000,000		0
[5] AMCC project:	6,000,000		6,000,000
[6] Total co-financing [2 + 3+ 4 + 5]:	27,905,900		23,848,361
[7] TOTAL PROJECT FUNDING [1 + 6]	33,680,900		29,848,361

Table 1: Project Information Table

1.2. Project Description (brief)

The Republic of Chad is confronted with severe climatic fluctuations, notably droughts, floods, and sandstorms, which have substantial repercussions on local communities and ecosystems. The objective of this project is to enhance the National Adaptation Plan (NAP) process in Chad. The primary goal of the project is to facilitate the seamless integration of climate change adaptation measures into the strategic, medium- and long-term planning, as well as the budgeting processes, of sectors highly susceptible to climate impacts. More specifically, the project was designed to:

- Improve climate change information systems to support adaptation planning and,
- Build institutional capacity for planning and budgeting for adaptation to climate change in the target sectors and regions.

Chad's National Adaptation Process (NAP) constitutes a strategic response by the Chadian government to the escalating threat of climate change. Launched in 2016, the plan received support from the United Nations Development Programme (UNDP) and financial backing from the Global Environment Facility (GEF). The NAP project was established to provide assistance in implementing the NAP process effectively. Its core objective is to facilitate the seamless integration of climate change adaptation into the medium- and long-term planning and budgeting of sectors highly susceptible to climate impacts in Chad, with a particular focus on agriculture, livestock, fisheries, and water resources. The plan also aims to enhance resilience to current and future climate change and its associated consequences. To achieve these objectives, the NAP project concentrates on several key areas, including the establishment of a national adaptation planning framework, the revision of sectoral policies, and the strengthening of institutional and technical capacities to generate valuable climate information for improved climate risk management.

Under Component 2 of the NAP project, emphasis is placed on integrating adaptation into the planning and budgeting processes of targeted sectors and regions/provinces. This approach ensures that climate change considerations are fully incorporated into sectoral and regional/provincial planning procedures by appropriately prioritizing and allocating budgets for adaptation measures. In May 2023, an independent consultant concluded the final evaluation of the project. This retrospective and summative evaluation assesses the relevance and progress of the implemented actions and the project management process, aiming to extract best practices and lessons learned to inform the development of similar programs/projects in the future. The evaluation is based on the criteria of Relevance, Efficiency, Effectiveness, Sustainability, and Gender.

A mixed approach was adopted for this evaluation, predominantly relying on qualitative primary data, complemented by quantitative secondary data obtained from progress reports and documents produced by the project and other climate change stakeholders in Chad. Triangulation of data occurred through literature review results and interviews to ensure validation. The evaluation methodology is based on the following ten points:

1. Virtual scoping meeting with the NAP-GEF and UNDP teams
2. literature review
3. Identifying the parties to be interviewed
4. Development of data collection tools
5. Start-up report
6. Face-to-face, online, and telephone data collection
7. Presentation of preliminary findings
8. Writing the first evaluation report
9. Drafting and submission of the final report
10. Online stakeholder feedback workshop

The evaluation was conducted in strict adherence to the ethical standards set forth by the United Nations Evaluation Group (UNEG), which prioritize safeguarding the rights and confidentiality of information providers, respondents, and stakeholders. Measures were implemented to ensure that data collection and reporting fully complied with relevant legal and ethical codes.

Chad's National Adaptation Process (NAP) represents a strategic response developed by the Chadian government to address the increasingly urgent issue of climate change. Launched in 2016, the plan received support from the United Nations Development Programme (UNDP) and financial backing from the Global Environment Facility (GEF).

The NAP project has been specifically designed to support the implementation of the NAP process, with its primary objective focused on facilitating the integration of climate change adaptation into the medium- and long-term planning and budgeting of Chad's climate-sensitive sectors, such as agriculture, livestock, fisheries, and water resources. Concurrently, the plan aims to enhance Chad's resilience to present and future climate change and its associated impacts.

To achieve these objectives, the NAP project concentrates on several key areas. It aims to establish a comprehensive national adaptation planning framework, revise sectoral policies, and strengthen institutional and technical capacities required for generating valuable climate information, crucial for effective climate risk management.

Significant attention is given to Component 2 of the NAP project, which centers on the integration of adaptation measures into the planning and budgeting processes of targeted sectors and regions/provinces. This approach ensures that climate change considerations are fully mainstreamed into sectoral and regional/provincial planning procedures, guaranteeing the appropriate prioritization and allocation of budgets for adaptation measures.

The NAP project recognizes the crucial importance of engaging all relevant stakeholders and endeavors to ensure the active participation of a wide range of actors in the planning and implementation of adaptation measures. This includes government agencies, civil society organizations, private sector actors, and local communities.

Chad currently faces limitations in its capacity to effectively address the adverse effects of climate variability and change on key sectors of its economy. Numerous obstacles have been identified that impede the seamless integration of adaptation into development policies, plans, budgets, and decision-making processes. These include weak institutional capacity for collecting and utilizing climate data in development policies and plans, limited awareness among local communities regarding the threats posed by climate change, inadequate operational infrastructure in targeted sectors and regions, a sparse operational observation network, and limited human, technical, and equipment resources within institutions such as DRE and ANAM responsible for providing adequate climate information. Furthermore, the insufficient allocation of resources and the limited capacity of the Ministry of the Environment to influence sectoral policies, as well as the low level of awareness among sectors regarding the opportunities and risks of climate change adaptation, contribute to the inadequate integration of adaptation at the national level.

Establishing arrangements for national adaptation planning and implementation is crucial to ensuring effective coordination, communication, and implementation of adaptation measures. The NAP project in Chad entails close collaboration between the government, the Global Environment Facility (GEF), and the United Nations Development Programme (UNDP), who work in synergy to implement the NAP process. While the GEF primarily provides funding for the project, its execution is carried out by Chad's Ministry of the Environment, Fisheries, and Sustainable Development with support from the UNDP.

The outcomes of the NAP project have been significant and have greatly contributed to enhancing Chad's adaptive capacity and resilience in the face of climate change. The following section provides a comprehensive overview of the project's achievements:

The National Meteorological and Hydrological Services (ANAM and DRE) are now equipped with appropriate instruments for collecting climate data. These data are being utilized to guide climate-sensitive political decisions, plans, and budgets, with an initial uptake. Efforts are underway to install meteorological and hydrological stations, with 44 out of 64 meteorological stations already operational, 1 out of 15 hydrological stations established, 44 out of 165 rain gauges deployed, and 4 out of 4 piezometers installed. Additionally, measures have been taken to ensure the continuous operation and security of station sites.

The managers of the National Meteorological and Hydrological Services have acquired the necessary skills to operate and maintain the stations. They are also capable of producing audiovisual meteorological information and managing a common platform for disseminating climate information, reaching a large audience of 130,000 data producers and users, of which 51% are women. Likewise, the capacities of the Special Fund for the Environment (FSE) and the National Water Fund (FNE) have been strengthened to access climate funding sources and identify effective and sustainable adaptation projects aligned with identified priorities.

Through the analysis of climate trends and training of institutional actors in future projections for 2030, 2050, and 2090, the project has provided valuable insights into future temperature, humidity, and precipitation values, thereby enhancing the understanding of future climate change impacts.

Three research projects aimed at improving adaptation options are currently being piloted by the Centre National de Recherche et de Développement (CNRD), Mongo Polytechnic University (UPM), and the Faculté des Sciences Exactes et Appliquées (FSEA).

Provincial workshops have enabled approximately one hundred decentralized stakeholders to gain insights into the planning, budgeting, and financing of adaptation options, facilitating the updating of Provincial Development Plans (PDPs). Adaptation entry points have been identified in 9 out of 15 PDPs, and the corresponding documents have been revised and validated to support future resource mobilization.

The National Development Plan (NDP) is currently undergoing revision with the support of the United Nations Development Programme (UNDP), and adaptation options have been integrated by the thematic committee responsible for these aspects, based on input from the NAP project, priorities identified in the initial National Adaptation Plan (NAP), and the Nationally Determined Contribution (NDC).

Sectoral policies and plans for agriculture, livestock, fisheries, and water resources will be revised to integrate adaptation measures once targeted provinces have revised their PDPs. The respective sectoral ministries are leading this process, and the revised policies/plans will be approved by the highest authorities in the country.

Actors involved in the Ministry's Monitoring and Evaluation (M&E) mechanism responsible for the environment have undergone training based on the analysis of this mechanism, thereby facilitating overall coordination of adaptation efforts.

The achieved results of the NAP project demonstrate substantial progress in the implementation of adaptation actions in Chad, significantly strengthening the country's and its communities' resilience in the face of climate change.

1.3. Evaluation Ratings Table

The following table provides an overview of the project's overall score following the final evaluation:

Ratings :		
1 Monitoring and assessment	Rating¹	Comments
Design of monitoring and assessment at entry	S	A monitoring and evaluation system has been set up and is operational at project level.
Implementation of the monitoring and evaluation plan	S	The Key M&E steps were followed. The use of the results by the project was somewhat deficient.
Overall quality of monitoring and evaluation	S	Satisfactory in general
2 Executing/implementation agency	Rating	Comments

¹ The scale: 100% or more: Very Satisfactory (HS), no shortcomings; 95 to 99%: Satisfactory (S), minor shortcomings; 80 to 94%: Moderately Satisfactory (MS); 50 to 79%: Moderately Unsatisfactory (MI), major shortcomings; 40 to 49%: Unsatisfactory (I), major problems; Less than 40%: Very Unsatisfactory (VS), serious problems.

Quality of UNDP implementation/oversight	S	communication and relationship management problems with the two key partners. Generally satisfactory
Quality of execution: executing agency	MS	The implementation was good, but serious problems remain following the purchase of the DRE's equipment.
Overall quality of implementation and execution	MS	It went quite well.
3 Assessment of results	Rating	Comments
Relevance	HS	The project's activities and results are still highly relevant.
Effectiveness	MS	The project strengthened the capacity of the two institutions, but some activities were not completed.
Efficiency	HS	The project has been able to purchase more equipment and train more people within the allocated budget. Some activities have been changed.
Overall project outcomes	MS	Relatively well. Most of the results were achieved, but some problems prevented the project from achieving everything.
4 Sustainability	Rating	Comments
Financial	MP	Problems of financial viability for maintenance and ongoing training may arise.
Socio-political	MU	The general instability of the country and its institutions may be a cause for concern.
Institutional framework and governance	MU	The institutions responsible are well identified but lack resources.
Environmental	MP	Environmental benefits are real but may not last due to lack of training and funding.
Overall likelihood of sustainability :	MU	Benefits are real but may not last due to lack of training and funding.

Table 2: Evaluation rating

1.4. Concise Summary of Findings, Conclusions and lessons learned

Overall, the implementation of the PNA project in Chad has involved a collaborative effort to enhance the capacity of ANAM and DRE in collecting and disseminating climate information to stakeholders. While the acquisition of weather stations has been successful, the project faces the challenge of insufficient training to fully utilize the collected data. By prioritizing comprehensive training programs and fostering collaboration among stakeholders, the project can maximize its impact on addressing the adverse effects of climate change in Chad.

Furthermore, although data from meteorological stations are being successfully transmitted to a server in Ndjamen, inadequate training hampers the effective utilization of the collected data. Challenges in setting up radars and the absence of automatic functionality at hydrological stations also impede the project's ability to fully exploit the acquired infrastructure's potential. By placing a strong emphasis on comprehensive training, engaging relevant stakeholders, and reassessing budgetary considerations, the project can overcome these obstacles and ensure the efficient and effective use of meteorological and hydrological data for decision-making and adaptation efforts in Chad.

Additionally, the project has faced obstacles such as delays in acquiring automation modules, incomplete installation of hydrological stations, and challenges in achieving awareness and gender equality objectives. Nevertheless, notable milestones have been achieved. Ongoing efforts to finalize automation modules and strengthen ANAM's capacity will contribute to the long-term sustainability of meteorological services in Chad. Lessons learned from this project can guide future endeavors to

ensure better integration of gender considerations, improved data collection and dissemination, and enhanced resilience to climate change.

Finally, while there have been difficulties in communication, resource management, and government contributions during project implementation, there have also been successes in implementing co-financing projects and strengthening stakeholder collaboration. Resolving communication issues, enhancing transparency, and providing additional explanations to the Ministry will foster an environment conducive to effective decision-making and project implementation. Furthermore, securing necessary funding and addressing infrastructure issues at the project premises will contribute to the overall success of the project and the well-being of the project team.

Lessons learned

The following valuable lessons have been derived from this project and its evaluation:

1. **Collaboration among stakeholders:** The successful implementation of the National Adaptation Plan (NAP) project in Chad underlines the importance of collaboration between key stakeholders, including UNDP, ANAM and DRE. The involvement of multiple stakeholders ensures a comprehensive approach to tackling the challenges of climate change.
2. **Integration of project components:** The two project components, capacity building and the collection/dissemination of climate information, demonstrate the importance of an integrated approach. These components work synergistically to achieve the project's objectives and maximize its impact.
3. **Efficient procurement process:** The successful acquisition of 64 weather stations highlights the importance of an efficient and well-managed procurement process. This success guarantees comprehensive data collection across the country.
4. **Training for effective data utilization:** The limited capacity of staff members to extract and utilize the collected data emphasizes the need for comprehensive training programs. Enhancing technical skills in data extraction, analysis, and interpretation enables staff to effectively utilize climate data.
5. **Challenges in radar installation:** Difficulties in obtaining initial purchase prices and incomplete information hindered the installation of acquired radars. Establishing effective communication channels and gathering necessary information are essential to ensure proper installation and use of the equipment.
6. **Collaborative engagement and knowledge sharing:** Regular coordination meetings, workshops, and capacity-building sessions foster stakeholder collaboration and facilitate the effective utilization of collected data. This collaborative approach ensures that climate information reaches the intended beneficiaries, such as farmers.
7. **Considerations in installing hydrological stations:** Recognizing the challenges in installing hydrological stations within the project's timeframe is crucial for effective planning and resource allocation. Evaluating alternative approaches and setting realistic targets can help manage expectations and ensure project success.
8. **Evaluation of awareness-raising objectives and gender considerations:** Evaluating the factors influencing the achievement of awareness-raising objectives and gender mainstreaming is vital for future initiatives. Adapting information dissemination strategies to different genders and addressing specific needs will enhance equitable access to climate information.
9. **Strengthening communication and coordination:** Proactive measures are necessary to address communication gaps and improve coordination among the Ministry, ANAM, and the project. Establishing robust channels for information exchange and promoting an understanding of resource management frameworks will enhance collaboration.
10. **Ensuring financial sustainability:** Resolving financial constraints and securing timely government contributions are crucial for the long-term success of the project. Strengthening financial arrangements and aligning them with planned funding can support project implementation.

11. **Prioritizing infrastructure rehabilitation:** Investing in the rehabilitation and reinforcement of project premises is essential to provide a safe and functional workspace. Urgent repairs to structural damage create a conducive working environment and ensure staff safety.
12. **Strengthening institutional partnerships:** The NAP evaluation underscores the importance of fostering strong partnerships among institutions involved in climate change adaptation. Establishing collaborative relationships and maintaining coordination mechanisms among UNDP, ANAM, DRE, and other relevant stakeholders can improve project implementation and results.
13. **Ongoing capacity building:** The project evaluation highlights the need for continuous capacity-building efforts to effectively utilize data and equipment. Regular training programs and technical support for staff and stakeholders can enhance their skills and knowledge, enabling them to adapt to changing circumstances and make effective use of available resources.
14. **Monitoring and evaluation for adaptive management:** Incorporating robust monitoring and evaluation mechanisms throughout the project lifecycle enables adaptive management and informed decision-making. Monitoring project activities, outputs, and outcomes helps identify areas for improvement, measure progress, and facilitate evidence-based adjustments to project strategies.

By incorporating these lessons into future climate change adaptation projects, stakeholders can enhance project outcomes, increase resilience, and contribute to sustainable development in Chad.

1.5. Recommendations

The following recommendations are addressed to the project, UNDP, ANAM, and DRE:

N	Recommendation	Importance	Responsible entity	Timeframe
A	Catégories 1 : Sustainability			
A.1	1. The project should finalize a sufficiently robust training program for the DRE and ANAM: prioritizing comprehensive training programs to improve the technical skills of ANAM and DRE staff in data extraction, analysis, and use. This will ensure the effective use of meteorological and hydrological data.	High	PMU	By Sept 20 2023
B	Category 2 : Effectiveness			
B.1	2. UNDP should accelerate the procurement process for the automation modules: Work diligently to expedite the procurement process for the automation modules. Finalize their installation to streamline data collection and transmission, thereby improving the efficiency and accuracy of the weather monitoring system.	High	UNDP	By Sept 20 2023
B.2	3. ANAM and the DRE should adapt their awareness-raising strategies: Assess the factors hindering the achievement of the targeted dissemination objectives and identify strategies for reaching a wider audience. Improve the dissemination of information to ensure a more comprehensive dissemination of climate information.	High	ANAM/DRE	By Sept 20 2023
B.3	4. ANAM and DRE should improve gender mainstreaming: Undertake a gender analysis of project implementation to identify opportunities to enhance the mainstreaming in information dissemination strategies. Adopt a gender-sensitive approach to ensure equitable access to climate information and meaningful participation.	High	ANAM/DRE	By Sept 20 2023
C	Category 3 : Collaboration and partnership			

C.1	5. In future projects, UNDP should improve communication and coordination: Fill communication gaps and establish more robust channels for regular and transparent information exchange. Promote effective collaboration between the Ministry, ANAM, and the project by improving coordination and decision-making processes.	High	UNDP	By Oct 10 2023
C.2	6. In future projects, UNDP should secure government contributions: prioritize efforts to address financial constraints and ensure timely government contributions. Strengthen financial arrangements to support project implementation and long-term sustainability.	High	UNDP	By Oct 10 2023
C.3	7. ANAM and DRE should promote collaboration and knowledge sharing: Organise regular coordination meetings, workshops, and capacity-building sessions to facilitate collaboration and effectively use data collected by stakeholders. This collaborative approach will ensure that climate information reaches the relevant stakeholders, including farmers.	High	ANAM/DRE	By Oct 10 2023

Table 3: Recommendations

2. Introduction

The evaluation mission described in the Terms of Reference (ToR, see Annex 1) entails a Final Evaluation of the Chad National Adaptation Plan (PNA) project on behalf of UNDP Chad.

In Chad, significant efforts have been made to combat the devastating effects of climate change. With this in mind, capacity-building for the technical services in charge of this theme has been a priority. The country has invested in the training and skills development of its experts to understand the challenges of climate change better and implement effective strategies. In addition, Chad has developed close collaboration with development players, such as international organizations and bilateral partners, to mobilize resources and benefit from technical support in the fight against the effects of climate change. This collaborative approach strengthens the actions undertaken by Chad and promotes a holistic approach to tackling climate challenges. This Assessment falls within this framework and is a final exercise in implementing the National Adaptation Plan. It was conducted between May and July 2023.

2.1. Purpose and objective of the Terminal Evaluation

The main objective of the evaluation is to assess the project's implementation results over the period 2018-2023. Specifically, this involves:

- a. Assessing the relevance of the program to the national context and national
- b. assessing the strategy for implementing the project;
- c. evaluating the effectiveness and efficiency of the project's implementation;
- d. Assessing the effects and impact on the beneficiaries and the environment;
- e. examining the project strategy and the risks to the sustainability of the project results.

2.2. Scope

This evaluation represents the concluding phase of the National Adaptation Plan (NAP) project in Chad. It serves as an in-depth assessment of the project's performance and the attainment of the objectives outlined in its logical/results framework. The evaluation employs the criteria outlined in the Guidelines for conducting final evaluations of UNDP-supported and GEF-funded projects to evaluate and measure the achieved outcomes: https://erc.undp.org/pdf/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

2.3. Methodology

This evaluation follows a comprehensive mixed approach, encompassing both qualitative and quantitative methodologies. The primary data collection primarily focused on qualitative sources. However, secondary quantitative data were extracted from the project's monitoring and evaluation system, submitted reports, and documents generated by the project and other climate change stakeholders in Chad. The data collected were cross-referenced with the findings from literature reviews and interviews to ensure validation and reliability. The evaluation methodology is guided by ten key steps:

Step/Activity	Dates
1. Virtual scoping meeting with the NAP-GEF and UNDP teams	April 2 2023
2. Literature review	April 5-April 10 2023
3. Identifying the parties to be interviewed	April 15 th 2023

4. Development of data collection tools	
5. Start-up report	April 20 th 2023
6. Face-to-face, online, and telephone data collection	April 27 2023 – May 6 th 2023
7. Presentation of preliminary findings	May 6 th 2023
8. Writing the first evaluation report	May 7 th 2023 – June 1 st 2023
9. Drafting and submission of the final report	June 6 th 2023
10. Online stakeholder feedback workshop	August 30 th 2023

Scoping meeting with the UNDP team

On the consultant's first day of assignment, a scoping meeting was conducted in the presence of the project coordinator and the Monitoring and Evaluation Officer. The purpose of this meeting was to delve into the project's intricacies, contextual factors, achieved outcomes, and encountered challenges. It also served as a platform to identify key project stakeholders who would be engaged as part of the final evaluation process. Prior to the meeting, relevant project-related documents (as per Annex 4) had been shared by the UNDP Evaluation Officer to facilitate a comprehensive discussion. The scoping meeting aimed to ensure a shared understanding of the terms of reference, allowing the consultant to articulate their comprehension of the assignment and engage in a productive discourse regarding the proposed timelines.

Literature review

The document review encompassed an extensive examination of all received project-related documents. This encompassed planning documents, annual reports, protocols, and various other materials pertaining to climate change in Chad. Thorough scrutiny was applied to the project's performance reports, including Project Implementation Reports (PIRs) and annual reports, to meticulously analyze its performance trajectory and gain deeper insights into encountered challenges throughout its implementation.

Drawing up the start-up report

Subsequent to the document review, an inception report was meticulously prepared and shared with both the project team and the UNDP. This comprehensive report succinctly captured the preceding phases of the evaluation and outlined the subsequent steps to be undertaken in the process. Upon approval by both the project and UNDP, the inception report served as the guiding framework for the subsequent stages of the evaluation.

2.4. Data collection and analysis

Following the inception phase, data collection in the field commenced, involving interviews conducted with representatives of key stakeholders and direct beneficiaries. The consultant engaged with various individuals including the project coordinator, monitoring and evaluation officer, meteorology expert, UNDP Chad staff, as well as representatives from the National Meteorological Agency (ANAM) and the Water Resources Department (DRE), which are integral to the project. Additionally, meetings were held with field staff, local administrative authorities, and representatives of beneficiary populations to gather valuable insights. The consultant could not interview all the stakeholders identified in the inception report because of their unavailability.

Data collection was conducted both in the field and via telephone to ensure comprehensive verification of information and perceptions. This entailed confirming or refuting specific details or

viewpoints. Subsequently, the consultant applied a triangulation approach to the data, employing the following methods:

1. Triangulation of sources: By comparing information obtained from different sources such as various stakeholder groups, relevant documentation, and direct observations.
2. Triangulation of methods: By comparing information gathered through different methods, including interviews, document reviews, focus groups, and direct observations.
3. Geographical triangulation: By comparing information gathered from various intervention areas through the M&E system, ensuring differentiation between results that can be generalized and those specific to particular contexts.

The findings from the field phase were then triangulated and validated through consultations with key stakeholders and the evaluator, further ensuring the accuracy and reliability of the data.

Subsequently, the consultant prepared an initial draft of the evaluation report, which was shared with the UNDP and stakeholders for their review and comments. Feedback received during this process was thoughtfully incorporated into the final report.

2.5. Ethics

The evaluation approach strictly adhered to the rigorous ethical standards set forth by the United Nations Evaluation Group (UNEG). This entailed unwavering commitment to upholding the ethical principles governing evaluations, including safeguarding the rights and confidentiality of information providers, interviewees, and stakeholders. Compliance with legal and relevant codes governing data collection and reporting was meticulously ensured throughout the process.

The consultant diligently ensured the security of all collected information, both prior to and following the evaluation. Protocols were established and diligently followed to maintain the anonymity and confidentiality of information sources. It was firmly established that the knowledge and data gathered during the evaluation process would solely be used for evaluation purposes and would not be utilized for any other intent without the explicit consent of UNDP and its partners.

2.6. Limitations of the assessment and solutions

The evaluation is subject to inherent limitations, both of natural and operational nature. Natural limitations are associated with the adopted methodology, which means that the evaluation's context and the nature of the employed tools may lead to divergent viewpoints among the interviewees. These divergences can arise from the diverse experiences of stakeholders or potential biases from one party. To mitigate this challenge, the consultant implemented multiple triangulations of the interview results to arrive at a comprehensive and representative understanding of the situation.

During the field phase, time constraints restricted the consultant to visit only two intervention zones outside Ndjama. Consequently, achievements in these areas were directly identified, while those in other regions were assessed through interviews and activity reports.

Despite these limitations, the evaluation diligently employed appropriate strategies to compensate for these constraints and ensure a comprehensive assessment of the project's outcomes and impacts.

2.7. Structure of the final evaluation report

The content of the TE report is detailed in appendix 1 and summarized below:

Basic Report Information: The report begins with general project details like its title, associated numbers, evaluation dates, geographical area, operational focus, executing partners, and evaluation team members. A note of thanks is included.

Acronyms and Abbreviations: A glossary of abbreviated terms used in the report.

Summary: An overview that includes a project information table, project description, progress summary, performance evaluation, conclusions, and recommendations.

Introduction: Details the purpose, objectives, scope, methodology, and structure of the final evaluation.

Project Description and Background: Discusses the developmental context, problems addressed, project strategy, implementation agreements, timeline, milestones, and key stakeholders.

Results: A comprehensive section divided into four sub-parts covering the project strategy, progress towards results, project implementation, and sustainability aspects.

Conclusions and Recommendations: Balanced, evidence-based statements summarizing the project's strengths, weaknesses, and outcomes, along with corrective measures and future directions.

Appendices: Additional materials like the terms of reference, evaluation matrix, questionnaire or interview guide, evaluation scales, mission itinerary, list of interviewees and documents reviewed, co-financing table, conduct and approval forms, and references to documents containing comments on the draft report.

3. Project description

The primary objective of the project is to facilitate the integration of climate change adaptation into the medium- and long-term planning and budgeting processes of climate-sensitive sectors.

Specifically, the project was designed to achieve the following key objectives:

- Enhancing climate change information systems: The project aimed to improve the existing climate change information systems, thereby enabling effective support for adaptation planning.
- Strengthening planning and budgeting for climate change adaptation: The project sought to enhance the capacity for planning and budgeting specifically dedicated to climate change adaptation in the targeted sectors and regions.

Chad's National Adaptation Process (NAP) represents a strategic response developed by the Chadian government to address the escalating threat posed by climate change. Launched in 2016, the NAP process received critical support from the United Nations Development Program (UNDP) and financial assistance from the Global Environment Facility (GEF). The NAP project was initiated with the primary aim of supporting the NAP process's successful implementation, with particular emphasis on agriculture, livestock, fisheries, and water resources. Additionally, the plan aims to bolster Chad's resilience to both existing and future climate change and its associated impacts.

To achieve these goals, the NAP project concentrates on several critical areas, including the establishment of a national adaptation planning framework, comprehensive review of sectoral policies, and strengthening institutional and technical capacities to generate valuable climate information for effective climate risk management.

Through its dedicated efforts and strategic focus, the NAP project tried to ensure a resilient and adaptive response to climate change challenges in Chad, fostering sustainable development and safeguarding the country's valuable natural resources.

3.1. Project start and duration, including milestones

The main stages of this project are as follows:

Type of Activity	Expected timeline	Actual Timeline
Project Document Signature	July 2018	September 2018
Project duration	48 months	60 months
Inception workshop	December 2018	October 2019

Type of Activity	Expected timeline	Actual Timeline
Periodic reporting	On a quarterly and annual basis	On a quarterly and annual basis
PIR2	Annual (June-September)	June - September: 2020, 2021, 2022
Mid-term evaluation	September 2020	August 2021
Terminal Evaluation	June 2022	June 2023
Project Financial closure	March 2024	

Table 4: Project timeline

3.2. Development context: environmental, socio-economic, institutional and political factors relevant to the objective and scope of the project

Chad, located in Central Africa, confronts a myriad of environmental challenges that directly impede its ability to adapt to climate change. Desertification, drought, and land degradation pose substantial issues for the country. These environmental factors have far-reaching consequences on natural resources, agriculture, livestock farming, and ecosystems. Chad experiences irregular rainfall patterns and high temperatures, exacerbating the difficulties associated with climate change adaptation. Prolonged droughts and extreme weather events further disrupt water availability and agricultural systems, compounding the hardships faced by local communities.

The loss of biodiversity and ecosystem degradation are additional formidable challenges. These factors undermine the environment's resilience to climate change, heightening vulnerability to disturbances within ecosystems.

As one of the world's least developed countries, Chad heavily relies on agriculture and livestock farming for the livelihoods of its population. Rural communities, in particular, are exceptionally susceptible to the impacts of climate change due to their dependence on rain-fed agriculture. Poverty, limited access to essential services, and social inequalities act as additional barriers to effective climate change adaptation. These socioeconomic factors influence the capacity of individuals and communities to adapt. Limited access to financial resources, appropriate technologies, and climate information further impedes adaptation efforts.

The Ministry of the Environment and Fisheries is responsible for coordinating adaptation-related actions, while decentralized institutions and non-governmental organizations are also involved in implementing adaptation measures. However, challenges persist in terms of coordination and institutional capacity-building to ensure effective adaptation. Strengthening coordination among various stakeholders, including governmental actors, civil society organizations, and international institutions, is crucial for bolstering climate change adaptation.

Chad has developed national adaptation strategies and demonstrates commitment to integrating adaptation into its development policies. However, the effective implementation of these policies remains a significant challenge. Sound sectoral policies in agriculture, livestock farming, fisheries, and water resources are indispensable for supporting adaptation efforts, necessitating coordination among these policies for an integrated approach to climate change adaptation. Awareness-raising and political commitment are vital elements in adapting to climate change. Engaging political decision-makers at all levels is essential to foster concrete adaptation actions. Environmental, socioeconomic, institutional, and political factors intersect in climate change adaptation, necessitating a holistic, participatory, and inclusive approach to address these factors in an integrated and coherent manner.

Moreover, access to accurate and relevant climate information is a critical factor in supporting adaptation. However, such services are currently weak or non-existent in Chad. Therefore, intensifying efforts to collect, analyze, and disseminate climate data to inform adaptation decisions is imperative.

Training and capacity-building efforts have also proven instrumental in promoting effective adaptation. Developing the technical and institutional skills required for implementing adaptation measures is essential. Additionally, adaptation to climate change presents opportunities for sustainable development. Measures such as adopting sustainable agricultural practices and utilizing clean technologies can foster economic growth. Integrating climate change adaptation into development policies can enhance the resilience of socioeconomic systems.

By proactively addressing these environmental, socioeconomic, institutional, and political factors, the project aimed to strengthen Chad's capacity to tackle the challenges of climate change and build a more resilient and sustainable future.

3.3. Problems that the project sought to address: threats and barriers targeted

Chad is currently confronted with limited capacity to effectively address the adverse impacts of climate variability and change on its key economic sectors. Several barriers hinder the integration of adaptation into development policies, plans, budgets, and decision-making processes.

The primary obstacle is the inadequate institutional capacity to collect and utilize climate data for formulating development policies and plans. Moreover, there is a lack of local awareness regarding the threats posed by climate change, alongside insufficient operational infrastructure in the targeted sectors and regions. The operational observation network suffers from limited coverage, and the Directorate of Water Resources (DRE), the National Civil Aviation Agency (ANAM), and decentralized institutions face constraints in providing adequate climate information due to limited human and technical resources and equipment. Furthermore, inadequate resource allocation and the Ministry of the Environment's limited influence on sectoral policies and awareness-raising regarding the opportunities and risks of climate change adaptation contribute to insufficient integration of adaptation efforts.

To address these challenges, it is crucial to establish robust arrangements for national adaptation planning and implementation, ensuring effective coordination, communication, and implementation of adaptation measures. The National Adaptation Plan (NAP) project in Chad serves as a platform that brings together the government, the Global Environment Facility (GEF), and the United Nations Development Program (UNDP), collaborating to implement the NAP process. The GEF provides funding for the project, which is implemented in partnership with Chad's Ministry of Environment and Fisheries.

3.4. Immediate objectives of the project

The project aimed to integrate climate change adaptation into the planning and budgeting of climate-sensitive sectors in both the medium and long term. It consisted of two main components: Component 1 focused on improving climate change information systems to support adaptation planning, while Component 2 focused on planning and budgeting for adaptation in target sectors and regions. Component 1 involved developing an enhanced information system and a database for climatic and socio-economic information, setting the foundation for Component 2's capacity-building efforts. Training programs were organized to support the identification and prioritization of adaptation options for integration into sectoral and local planning processes. Additionally, a monitoring and evaluation

(M&E) system was developed to coordinate multi-level adaptation planning efforts, assess progress, and gather lessons learned. The project aimed to reinforce Chad's ability to forecast, prepare for, and respond to climate risks while improving the effectiveness of existing climate adaptation efforts.

The objective of the project was to facilitate the integration of adaptation to climate change into the medium- and long-term planning and budgeting of climate-sensitive sectors, including agriculture, livestock, fisheries, and water resources at the national, sectoral, and regional levels. This objective was pursued through different activities under the project outcomes, which were divided into two main outputs. Output 1 aimed to establish a mechanism for generating data, information, and products to support evidence-based scientific processes for medium- and long-term planning. It involved diagnosing the existing meteorological and hydrological network, upgrading stations, establishing an integrated information system, and strengthening technical and human capacities. Output 2 built upon the inputs of Component 1 and focused on assessing vulnerabilities, identifying priority adaptation options, and integrating adaptation into planning and budgeting. It involved developing capacity building modules, categorizing adaptation options, and ensuring monitoring and evaluation. The Ministry of Environment oversaw the process and implemented an awareness program to facilitate communication and public access to climate change adaptation information. Information on impacts, vulnerabilities, and adaptation was documented for future decision support system development.

3.5. Expected results

The primary objective of the project is to drive forward Chad's National Adaptation Plan (NAP) process. Specifically, the project endeavors to streamline the integration of climate change adaptation measures into the medium- and long-term planning and budgeting frameworks of sectors vulnerable to climate impacts.

More specifically, the project was designed to

- Improve climate change information systems to support adaptation planning and,
- Strengthen planning and budgeting for adaptation to climate change in target sectors and regions.

Chad's National Adaptation Process (NAP) is a strategy developed by the Chadian government in response to the growing threat of climate change. The plan was launched in 2016 with the support of the UNDP and funding from the Global Environment Facility (GEF).

3.6. Main stakeholders: summary list

The main stakeholders in the project are listed in the table below:

Stakeholder/partner	Role/function as envisage in ProDoc	Actual role/function ³
Ministry of Environment, Water and Fishing (MEWF)	Ensures the implementation of environmental policy and is responsible for sustainable development, provides technical oversight for the project, chairs the steering committee, and directs project activities. The responsibilities and contributions of this ministry extend through both Component 1 and 2 of the project, specifically Outputs 1.4 and 2.5 which will strengthen the M&E system on climate change adaptation and raise public awareness and knowledge on development issues related to climate change. It coordinates and manages the process of mainstreaming adaptation	Takes charge for the overall implementation of the project and manages established partnership or collaboration with other stakeholders within the framework of the project

³ As obtained from interviews with stakeholders

	into planning by working closely with the ministries of finance and planning. It contributes to Output 2.1, on training in planning and adaptation processes, to Output 2.2, on climate and socioeconomic products, and 2.3, on the integration of adaptation into national, regional and sectoral policies and plans and local.	
Ministry of Finance and Budget (MFB)	This ministry will provide financial supervision of the project, approve requests for cash advances, allocate budget in the implementation of priority action plans for adaptation policies and plans. MFB is in charge of Output 2.3, 2.4 and 2.5 involved with the budgeting of priority action plans for the different target sectors.	No information available ⁴
Ministry of the Economy, Planning and International Cooperation (MEPIC)	Highly involved in the design and monitoring of all key planning documents and the integration of climate change adaptation into development planning at the national, regional and local levels. Outputs 2.1 and 2.3 will directly be the responsibility of the MEPIC, as they handle capacity building for mainstreaming adaptation into ongoing processes at the national, regional and local levels.	No information available
Ministry of Civil Aviation and National Meteorology	This ministry supervises the activities of the National Meteorological Agency which is responsible for the establishment of the integrated information system and the climatic/socio-economic database. In collaboration with the MEWF, they will oversee the implementation of climate change conventions and protocols in Chad, within the context of the project.	<ul style="list-style-type: none"> -Official reception of meteorological and hydrological measuring equipment and instruments ; -Diagnosis of ANAM's activities ; -Delivery of materials to ANAM ; -Supervision of ANAM's activities ; -Integration of Climate Change into policy and budgeting.
Ministry of Agriculture (MoA)	Has the sole responsibility to ensure that updated adaptation options are integrated into the agriculture sectoral documents. Outputs 2.1, 2.2 and 2.3 will be directly linked the responsibility of this ministry.	No information available
Ministry of Water and Sanitation (Hygiene)	By virtue of being responsible for the management of surface and groundwater, this ministry took charge of the establishment and operationalization of a hydrological database. It will focus on Component 1(Outputs 1.1, 1.2 and 1.3) as well as capacity building under Output 1.4. With the water sector being a vulnerable sector, capacity building (Output 2.1) and vulnerability assessment (Output 2.2) are inevitable, they will be carried out by this ministry as well as mainstreaming adaptation into existing policies and plans (Output 2.3) in the sector.	No information available
Ministry of Livestock	This ministry has an essential role to play given that the livestock sector is highly vulnerable. It is therefore responsible for Outputs 2.1 and 2.3 on capacity building on the integration of climate	No information available

4 For institutions not interviewed

	adaptation within the sector, and review of the pastoral policy. Output 2.2 which deals with the elaboration and implementation of priority action plans in accordance with data from the climatic database, will also be overseen by this ministry.	
Department in charge of the fight against climate change	Coordinates activities related to the fight against climate change across all development sectors, provides technical supervision of projects and is responsible for national budgeting and planning. It will be involved in the integration of adaptation into environmental sector plans under Output 1.3, 2.1 and 2.2.	-Involved from the beginning of the project has been in the participation in training sessions and workshops organised by the NAP project team as well as in information sharing.
Department of Meteorological Operations and Applications at ANAM	As a major department within ANAM, this department will be the stakeholder responsible for Component 1, Outputs 1.1, 1.2, 1.3 and 1.4, providing technical oversight.	-Involvement has been in the participation in training sessions and workshops organised by the NAP project team but also in the sharing of information.
Decentralized departments of territorial administration	Provide support to administrative regions and the entire decentralized system, executes and manages national directives and policies, implements laws and regulations and maintains security; it carries out public expenditure; it directs, coordinates and inspects all regional and prefectural administrative councils and their staff; it advises on the transfer, promotion and support of civil servants; it supports decentralization and community groups, cooperatives and NGOs in the management of their projects, and it plans and promotes socio-economic and cultural development in the regions, prefectures and sub-prefectures. Will focus on capacity building (Output 2.1) climate and socio-economic products for planning (Output 2.2) as well as update of action plans and regional and local action plans (Output 2.3).	-Involvement has been in the participation in training sessions and workshops organised by the NAP project team to integrate climate change into municipal policies.
NGOs and Civil Society	Act as intermediaries between the government and communities and will play a crucial role in Outputs 2.1 on training, 2.2 on climate products to direct and orientate planning as well as 2.3 on updating policies and plans. Outputs 2.4 and 2.5 related to the integration of gender equality and knowledge sharing will be supported by NGOs and the civil society.	-Participation in training sessions and workshops organised by the NAP project team.
Environmental convention coordination centres	Will play an active role in networking and information sharing within the project and take part in the Project Executive Committee	-Involvement has been in the participation in training sessions and workshops organised by the NAP project team.
Community organizations and agricultural associations	Will benefit from and participate in the design, implementation and monitoring of all components of project activities. They will participate in the evaluation of project performance and the identification of corrective measures to be taken	-Involvement has been in the participation in training sessions and workshops organised by the NAP project team.
Private sector	Representatives of the private sector will be invited to feedback workshops for the activities identified as being a priority for each sector. On the other hand, capacity building activities will be carried out	No information available

	to encourage their participation in the adaptation effort.	
Research institutes and universities	They will support the two studies on the priority adaptation interventions identified. Their capacities to test and develop adaptation options in the four sectors will also be strengthened.	-Involvement has been in the participation in training sessions and workshops organised by the NAP project team but also in the sharing of information.

Table 5: Project stakeholders

3.7. Theory of change

The theory of change for the National Adaptation Plan in Chad posited that by enhancing institutional and individual capacity through practical training initiatives, stakeholders would directly benefit in the short term. This capacity-building process was expected to become institutionalized over time, leading to increased efforts and resources mobilization and reduced reliance on external funding. As a result, stakeholders would benefit from improved data and information management, enabling enhanced environmental planning, decision-making, and reporting in the long term. Ultimately, these outcomes would contribute to sustainable development and environmental improvement.

The theory acknowledged that strengthening stakeholder engagement is crucial to overcoming internal resistance and fostering collaboration. The desired transformation involved the government adopting a socioeconomic development approach that integrates global environmental objectives within a decentralized decision-making framework, while also improving knowledge and information management.

To ensure effectiveness, the project incorporated valuable lessons learned from previous Global Environment Facility (GEF) projects. It involved diverse stakeholders such as government entities, non-governmental organizations (NGOs), and the private sector, fostering a sense of ownership and supporting the proposed activities.

Importantly, the project operated within a favorable environmental legal framework, demonstrating a strong commitment to strengthening environmental data and information management. Additionally, other donors supporting similar initiatives in the country provided an opportunity for coordination and complementarity of actions, enhancing the project's prospects for achieving its objectives of improving environmental management and promoting sustainable development.

4. Findings

4.1. Project design/Formulation

The project was designed to address the existing challenges associated with climate change adaptation in Chad by moving away from the current status quo characterized by various constraints. These constraints included the limited institutional capacity to access and integrate climate data into policy-making processes, as well as the Ministry of Environment's limited influence on sectoral policies. Additionally, the lack of awareness regarding the opportunities and risks of adapting to climate change within sectors poses a significant challenge. Moreover, the sparse hydrological and meteorological observation network in Chad restricts the availability of accurate climate data. Furthermore, the limited technical capacity concerning IT tools and suitable software presents another barrier to effective adaptation efforts.

To tackle these challenges, the project adopted a proactive and strategic approach to transition from a state with inadequate climate information to a well-informed system. This involves establishing an integrated information system that collects and consolidates relevant climate data. This system aims

to provide decision-makers and planners with access to precise, current information on climate trends, projections, and associated risks.

Simultaneously, the project prioritized building institutional capacity to facilitate the integration of climate change adaptation into planning and budgeting processes. This includes strengthening the technical skills of institutional staff, enhancing access to suitable IT tools and software, and promoting better coordination among ministries and stakeholders involved in planning and decision-making.

Furthermore, the project sought to strengthen collaboration between national institutions and international partners to share best practices and knowledge on adaptation. This collaboration will improve the effectiveness of adaptation measures implemented at the national level and leverage the expertise and resources available internationally.

Ultimately, the transition to a well-informed system and enhanced institutional capacity for integrating climate change adaptation into planning and budgeting would enable Chad to effectively address current and future climate change challenges. By utilizing accurate and up-to-date information, decision-makers have been empowered to make informed choices and implement effective adaptation measures to safeguard the country's people and natural resources.

The project design was appropriate as it strategically addressed critical sectors, particularly the generation and sharing of climatic information, which are essential in combating the effects of climate change. By focusing on these key areas, the project effectively targeted the fundamental aspects needed to build resilience and adapt to a changing climate.

4.1.1. Analysis of the results framework: project logic and strategy, indicators

A SMART analysis grid was applied to the project indicators and their associated targets. This analysis grid makes it possible to assess the quality of the indicators through the use of SMART criteria (specific, measurable, achievable, relevant, and time-bound). Most of the performance indicators used by the project are SMART.

Green: Criterion aligned with SMART quality	Yellow: Criterion partially aligned with SMART quality	Red: Criterion not aligned with SMART quality
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Description	Description of the indicator	Target	Specific	Measurable	Achievable	Relevant	Time-bound
Goal of the project: Facilitate the integration of climate change adaptation into the medium and long-term planning and budgeting of climate-sensitive sectors.	Indicator 1: IRRF 3.4.1. Number of national and regional plans that take gender into account and address disaster and/or climate-related risks.						
	Indicator 2: IRRF 3.4.2. Extent to which gender issues are integrated into the national action plan, the DRR strategy and the multi-stakeholder coordination mechanism.	High Gender issues are integrated into the NDP and 15 RDPs					
	Indicator 3: Number of direct beneficiaries of climate products and information on the risks of natural disasters, with % women a : Number of beneficiaries with % of women	a: 130,000 beneficiaries, including 66,300 women and 63,700 men, i.e. 100% of the end-of-project target, including 51% women					

The logical framework of the NAP project has been meticulously designed to ensure clarity and adaptability of its objectives, components, and outcomes. It aligns perfectly with the identified issues and fulfills the requirements of the project timeline. The logical framework design has also taken into account potential risks and assumptions, which have been thoroughly analyzed and are well-presented in the ProDoc.

The use of these indicators enables accurate and objective measurement of the project's results. This will effectively evaluate the project's performance, track progress towards the objectives, and monitor the expected outcomes. The SMART indicators provide a solid foundation for collecting reliable data and generating periodic progress reports on the project.

The coherence coefficient (CC) indicator is used to measure this coherence criterion. The coefficient consists of five factors (a, b, c, d, e) and is rated on a scale of 1 to 6. The results of this analysis are as follows:

Factors in assessing the project's level of Coherence	Rating
a" factor: degree of SMART nature of the indicators.	1/1
b" factor: degree of synergy, convergence, coherence and complementarity between the various project activities.	0.5/1
c" factor: degree of convergence and coherence between activities and results; degree to which activities contribute to achieving project results.	1/1
d" factor: degree of convergence and coherence between the results and the project's specific objectives; degree to which the results contribute to achieving the project's specific objectives.	1/1
e" factor: degree of convergence and coherence between the specific objectives and the general objective of the project; degree to which the specific objectives contribute to achieving the project's general objective.	1.5/2

Table 7: Analysis of the project coherence

The Coherence Coefficient (CC) is obtained as follows: $CC = 1+0.5+1+1+1.5 = 5$

4.1.2. Assumptions and risks

Potential risks and assumptions were adequately analysed in the project design and are well articulated in the ProDoc Six of the most significant risks have been identified and regularly monitored:

1. Weak willingness to adjust governance frameworks (policies, plans, strategies, programs, etc.)
2. Unclear division of roles for maintenance of synoptic and hydrological stations
3. Communication support does not reach the most vulnerable populations.
4. Weak technical knowledge and expertise of staff (e.g., Ministry of Environment, Water Resources, and Meteorology) and target ministries to support the NAP process.
5. The unsustainability of investments in hydrometeorological observation
6. Women are not sufficiently integrated into the NAP process.

A total of seven assumptions were made at project design phase. At the end of the project, most of the assumptions that were made took place. The key assumptions that did not happen and that impacted negatively the project results are:

1. Effective implementation of the National Gender policy
2. The intended beneficiaries benefit from the dissemination of the climatic products and help to bring others to use them.
3. The budgets allocated to ANAM and DRE are mobilized.

The likelihood and impact of these risks were generally considered to be significant. Except for risk 2, the other five risks were constantly present during implementation. The following table provides an analysis of these risks at the time of the final evaluation:

Description	Type	Probability impact	Proposed mitigation measures	Situation at the end of the project.
Weak willingness to adjust governance frameworks (policies, plans, strategies, programs, etc.)	Policy	Probability: 2 Impact : 4	Raising awareness and involving high-level government decision-makers so that they understand the opportunities and benefits of integrating climate change into policies and plans	The final indicator in the logical framework pertaining to the adjustment of national plans could not be attained. During the evaluation period, it was observed that the national policy review agenda was not synchronized with that of the project. The revision and implementation of these policies were scheduled to take place after the project's completion.
Unclear division of roles for maintenance of synoptic and hydrological stations	Operational	Probability= 3 Impact= 3	Training workshops on the operation and maintenance of the equipment, stations and systems implemented as part of the project financed by the LDC Fund. Long-term maintenance plans, including identifying stakeholder roles and funding sources, will be developed for meteorological and hydrological stations, implemented as part of this project to promote their maintenance and/or management by the relevant authorities beyond the project's life.	The installed stations are allocated to the ANAM and the DRE, despite the limited resources available to these institutions. The project provides partial support to their endeavors by facilitating the engagement of volunteers for station monitoring activities in the field. The respective roles and responsibilities for these tasks are clearly defined and understood.
Communication support does not reach the most vulnerable populations.	Strategic	Probability = 2 Impact= 4	The support developed as part of Outcome 2.S will be designed to ensure that it is accessible to vulnerable communities in an accessible format (for example, considering the literacy level of beneficiaries).	As per the project's definition, the implementation of the communication plan fell short of its intended scope. There have been few cases of climate products being shared directly with the final beneficiaries, apart from the information available online and on radio and television. The multimedia room established by the project at ANAM is non-functional due to various factors, and there is no centralized processing of the information gathered from the field.
Weak technical knowledge and expertise of staff (e.g. Ministry of Environment, Water Resources and Meteorology) and target ministries to support the NAP process	Financial	Probability Impact : 3	The project aims to develop the technical capacity of hydrometeorological services in network management and maintenance. The capacities of the sectoral ministries will be strengthened to understand better the NAP process and by providing tools for integrating adaptation into planning.	The staff members of ANAM and DRE have received some training; however, the training provided thus far falls short of meeting their comprehensive needs because of the unfinished installation of the equipment. Additionally, these institutions are faced with a shortage of human resources required to effectively fulfill their respective mandates.

Description	Type	Probability impact	Proposed mitigation measures	Situation at the end of the project.
Unsustainability of investments in hydrometeorological observation	Financial Operational el	Probability: 3 Impact; 4	Long-term maintenance of investments for hydrometeorological observations is provided by the Government of Chad and by ANAM and DRE, with specialized staff and a budget allocation for the maintenance and operation of observation and early warning systems. The financial viability of the institutions will be assessed during the preparatory phase to meet the management needs of additional stations. The project plans to charge for the provision of services in order to ensure that recurrent costs are covered (by guaranteeing a budget allocation within the government institutions that require climate information).	There was a misunderstanding in the selection of hydrological equipment, resulting in the non-installation of the DRE stations, except for one used for demonstration purposes. As the project nears its completion, there appears to be a lack of clarity regarding the installation and proper operation of these stations. Additionally, there is a potential concern regarding the caretaking and maintenance of the weather stations, considering the current reduction in the government's financial capacity.
Women are not sufficiently integrated into the NAP process.	Strategic	Probability: 3 Impact: 3	Women will be at the center of activities. A gender specialist will be recruited to conduct a gender analysis. Training courses will be gender-sensitive and will include gender components. Interventions will not be limited to ensuring the integration of women into project activities but will also promote the integration of gender considerations into medium- and long-term planning and budgeting in the Chad.	No significant progress has been observed in the integration of women into the project process. The gender imbalance remains prevalent, with men continuing to dominate the environment, and the project has not yet succeeded in bringing about any noticeable change in this regard.

Table 8: Risk Assessment and management options

Project risks have been regularly monitored and reported in the UNDP ATLAS risk register. These risks are still relevant at the time of this evaluation, and for some of them, the impacts and probabilities are still at high levels.

4.1.3. Lessons learned from other relevant projects incorporated into project design

For an extended period, Chad has faced numerous challenges related to climate change, including desertification, drought, and land degradation. To tackle these challenges, the country has implemented various programs and projects aimed at promoting adaptation and enhancing the resilience of communities and ecosystems. The current project has drawn valuable insights from several of these previous initiatives, which have yielded significant lessons. Some of the noteworthy projects include:

- The National Adaptation Program of Action (NAPA): Launched in 2014, the NAPA serves as a strategic action plan to identify adaptation priorities in Chad. It encompasses activities such as

awareness-raising, capacity building, and the implementation of targeted adaptation measures in key sectors of the Chadian economy. The NAPA revealed that integrating adaptation into development policies and plans could enhance the country's preparedness to address climate change challenges.

- The Lake Chad Basin Climate Change Adaptation Project (PACC-LCB): Funded by the Global Environment Facility (GEF) and initiated in 2015, this project focused on enhancing the resilience of vulnerable communities within the Lake Chad Basin. It implemented adaptation initiatives in crucial sectors like agriculture, livestock, and water resources. The project demonstrated that promoting sustainable agricultural practices, improving water resource management, and building local capacity could significantly reduce the impact of climate change on the livelihoods of local communities.
- The Climate Change Resilience Improvement Project (PARCC): Implemented by the United Nations Development Program (UNDP) in partnership with the Ministry of Environment and Water, PARCC was launched in 2015. The project aimed to strengthen the resilience of populations and ecosystems in vulnerable regions of Chad. One key lesson learned from this project was the importance of adopting sustainable natural resource management practices and promoting suitable adaptation measures to reduce vulnerabilities and enhance community resilience.
- The Program d'Appui à la Réduction de la Vulnérabilité des Populations Rurales au Changement Climatique (PARV): Initiated in 2016, PARV focused on reducing the vulnerability of rural populations in Chad to the impacts of climate change. Similar to PARCC, PARV demonstrated that enhancing community capacity to adopt sustainable agricultural practices could better equip them to cope with climate challenges and improve their resilience.
- The Climate Resilience Investment Program (PICR): Launched in 2017, the PICR aimed to bolster climate resilience in Chad's rural areas. The program implemented initiatives to enhance resilient infrastructure, promote sustainable agricultural practices, natural resource management, and economic diversification. Additionally, the project underscored the significance of community capacity-building in effectively responding to climate shocks and adapting to environmental changes.

These projects and programs underscore Chad's commitment to taking tangible actions in addressing the impacts of climate change. They have highlighted the importance of strengthening the resilience of the country's populations and ecosystems and integrating climate change adaptation into development policies and plans. The objectives and strategies pursued by the NAP project align perfectly with the lessons learned from these prior initiatives, and as a result, the NAP has been designed with those lessons in mind.

4.1.4. Linkages between project and other interventions within the sector

Although no formal partnerships were forged in this context, the project drew on other ongoing climate change adaptation initiatives in Chad:

The European Union project entitled "Adaptation to the effects of climate change and development of renewable energies within the framework of the Global Climate Change Alliance" implemented from 2013 to 2020. It focused on the provinces of Mandoul, Salamat and Lake Chad. The PNA benefited from the adaptation techniques and technologies developed by this project, particularly in the fields of agriculture and livestock. The results of this project are integrated into the solutions proposed by the PNA in the Regional Development Plans and Local Development Plans.

The "Community-based Climate Risk Management Project in Chad" financed by the UNDP and the GEF began in 2021 and has been connected to the NAP. Climate information produced by the latter will be collected as part of this project to inform its new early warning system and guide some of its activities.

The links between the NAP and a number of ongoing and already closed interventions are clear. The NLP has not signed any specific partnerships with these projects. However, the results of their interventions and the plans they had at the time of the NAP's implementation were taken into account through collaboration with the DRE, ANAM and the Ministry of Agriculture, which was most often their direct interlocutor.

4.2. Project Implementation

4.3.1. *Adaptive management*

The Covid and the various political and economic crises that hit Chad during the implementation of the project necessitated a re-planning of the activities planned in the prodoc. In addition, the enormous need expressed by ANAM for automatic weather stations to optimize the national network, led the project to double the amount of meteorological equipment acquired, as the prices were deemed advantageous about the planning and implementation of the project. Once the hydrological stations had been purchased, it became apparent that the automatic modules had yet to be included. This meant that the DRE had to go out into the field to collect the information gathered instead of receiving it automatically online. Apart from the one station installed in N'GUELI for the training needs of DRE technicians, the installation of the rest of the stations never took place, partly because of this misunderstanding. In addition to the delay in procuring the station safety cabinets, the project needed to react more quickly to find a solution: to purchase these modules in addition to the first purchase and have them installed. At the time of this evaluation, the last rainy season before the end of the project was approaching, and it was becoming almost impossible to have the hydrological stations installed during the season. The same scenario played out with the multimedia room installed for ANAM to broadcast climatic information via television. Although this was a specific need expressed by ANAM, it could never be used because it was too cramped and there was a lack of qualified personnel dedicated to its operation, despite the training courses organized by PNA for this purpose. This was brought to the attention of the project, which was unable to find a suitable solution for operating the room and enabling ANAM to disseminate its information. The room remained unused from its inception to the end of the project, partly due to ANAM's inability to take ownership of the project's achievements.

Adaptive management was moderately satisfactory, as critical decisions could not be taken in time to align the project with its plans and objectives.

4.3.1. *Actual stakeholder participation and partnership arrangements*

The various key stakeholders in the project formulation and implementation process, with their roles and contributions, are presented below:

The Ministry of Civil Aviation and National Meteorology oversees ANAM, supervising and guiding the Agency's missions and activities and chairing its Board of Directors. He also negotiates the Agency's budget with the Ministry of Finance and Budget. He is responsible for the overall system of establishing and operating the integrated information system, including the climate and socio-economic database. With the Ministry of the Environment. It oversees the implementation of the conventions and protocols on climate change. It performs the functions of IPCC national coordinator and deputy national coordinator for climate change alongside the Ministry of the Environment. It is Chad's permanent representative to the WMO. This department is a member of the project steering committee and the project's technical and scientific committee.

The Ministry of the Environment, Fisheries and Sustainable Development (MEPDD) is the main governmental executing Agency for this project under the National Implementation Modality (NIM). It

implements environmental policy, including fisheries, and is responsible for sustainable development. It provides technical supervision of the project and chairs the steering committee, which is the strategic management body and directs project activities. In addition to signing expenditures and approving requests for advances, the MEPDD's role covers budget allocations for implementing project activities following the LOA. It supervises the technical and scientific committees. Its responsibilities and contributions extend to all the results of the project's two components. Outcomes 1.4 and 2.5 aimed to strengthen its adaptation monitoring and evaluation system and its role in raising public awareness and understanding of CC-related development issues. It also coordinated and managed integrating adaptation into planning, working closely with the Ministries of Finance and Planning. It contributed to Outcome 2.1, on training in planning and adaptation processes, to Outcome 2.2, on climate products analyzed with socio-economic data, and to Outcome 2.3, on integrating adaptation into national, regional, and local sectoral policies and plans.

The Ministry of Finance and Budget (MFB) is Chad's coordinating government agency for all technical and financial partners. This Ministry ensures the financial supervision of the project within the framework of the management agreement (NIM) if applicable. Its role in the project covers budget allocations for implementing priority policy action plans and adaptation plans. The Ministry also contributed in particular to Results 2.3, 2.4 and 2.5 as part of the budgeting of the sectoral plans' priority action plans. The Ministry was a member of the project steering committee.

The Ministry of Agriculture deals with primary sector activities, which are allowed to be the most vulnerable to the negative effects of climate change. The Ministry was to participate in the project through actions to update agricultural policy for effective integration of adaptation. Notably in Outcome (training on integration); Outcome 2.2 (vulnerability maps and priority adaptation actions) and 2.3 (integration of adaptation into sectoral policies). It is also part of the validation process for products resulting from Component I, and a member of the Steering Committee (SC) and the Technical and Scientific Committee (TSC). This Ministry could not fully participate in the project's implementation, as the pastoral adaptation policy has not yet been revised with this project.

The Ministry of Livestock: After agriculture, livestock is one of the sectors most vulnerable to climate change. The Ministry was to participate in the project through the following Results: 2.1 on capacity building for the integration of rehabilitation into pastoral adaptation policy (2.3) and the translation of this policy into priority action plans with budgeting and implementation of priority adaptation actions (2.2) which were to be guided through the information contained in the database (Results 1.1, 1.2 1.3 and 1.4). It is also a member of the Steering Committee. This Ministry could not fully participate in the project's implementation, as the pastoral adaptation policy could not be revised with this project.

Direction de la lutte contre les changements climatiques: this department is under the technical supervision of the MEPDD. Its mission is to coordinate actions to combat the effects of climate change across all development sectors. It ensures the technical supervision of projects related to the fight against climate change: its role in the project was fundamental.

Within the framework of the PNA project, this department was to contribute to integrating adaptation into sectoral environmental plans. More specifically, the department contributed to the production of climate information under Outcome 1.3, to the integration of adaptation in sectors vulnerable to CC under Outcome 2.1, and to the selection of identified and categorized adaptation options (Outcome 2.2).

Decentralized territorial administration departments: The prefectures and governorates support administrative regions and the entire decentralization system through prefectures at departmental and sub-prefectoral level. Their interventions in the project focused mainly on Results 2.1 (capacity building), 2.2 (climatic and socio-economic products for the direction and orientation of planning) and 2.3 (updating of action plans and regional and local action plans).

NGOs and civil society such as CELIAF, Terre Verte, National Consultation Council of Rural Producers of Chad (CNCPR), Farmers groups, youth groups: Their role is to provide the interface between government players and communities. Their role was fundamental for Results 2.1 on training programs, 2.2 on climate products, and 2.3 on updating plans and policies. They were also to play a key role in disseminating climate products (Results 2.4 and 2.5). This aspect of the project could not be launched, as the equipment was still installed at the time of this evaluation.

The roles assigned to the various stakeholders when the NAP was drawn up were generally followed when the activities were implemented. However, several activities relating to the dissemination of climate information and updating national policies could not be carried out at the time of this evaluation.

4.3.1. Project finance and co-finance

The project document states the finance plan for the NAP project in Chad including the co-finance funds expected from the different funding stakeholders involved. The Least Developed Countries Fund (LCDF) contributed for USD \$5,775,000 while an additional USD \$1,405.900 was provided by UNDP, totalling USD\$ 7,180.900. Other co-financing in kind were expected from the Chadian government (USD\$ 16,500.000), the European Union (Global Climate Change Alliance project) for US\$ 6,000.000 and the Hydromet project (financed by the World Bank) for US\$ 4,000.000

The actual implementation of the project's co-financing was not systematically monitored during project implementation.

Co-financing (type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	1,405,900	1,348,361					1,405,900	1,348,361
Loans/Concessions								
In-kind support			16,500,000	16,500,000	6,000,000	6,000,000	22,500,000	22,500,000
Other					4,000,000		4,000,000	0
Totals	1,405,900	1,348,361	16,500,000	16,500,000	10,000,000	6,000,000	27,905,900	23,848,361

Table 9: Co-Financing Table

The other co-financing expected in kind for the project's life is also in place on the government side and is estimated at around USD 16,500,000. This contribution covers the provision of four (4) high-resolution radars acquired by Chad to support ANAM as part of the OPEN (cloud seeding) project, which has been stored at the Chadian Air Force base since 2011 and are estimated to cost a total of USD 6,000,000. The remainder of the contribution relates to the provision of premises to house the PMU, including electricity and water costs, as well as the salaries of the technical staff of the institutions involved (DEELCC, ANAM, and DRE), including the costs of the members of the project steering committee and the technical and scientific committee, which has still not been set up by ministerial decree despite several reminders. In the context of partnerships, the AMCC project, already carrying out activities in the field, has been granted a new phase in June 2020 for four years. Therefore, it will have to supplement the investments made by the NAP to capitalize on its efforts. The AMCC's contribution is estimated at USD 6,000,000. As for the HYDROMET project, financed by the World Bank and with a grant of \$4,000,000, all indications are that it has been aborted.

4.3.1. *Monitoring and evaluation: design at entry implementation and overall assessment*

The M&E plan initially recommended for the project includes the inception report, project implementation reviews, quarterly and annual implementation reports, a mid-term evaluation, and a final evaluation. The project has procedures and tools for M&E of its implementation. However, the analysis of the M&E mechanism of the MEPDD's CCA led to recommendations for developing an M&E procedures manual for the MEPDD's CCA. This manual is currently being drafted.

A project kick-off workshop was held within the first two months of the project's start-up, with parties having assigned roles in the project's organizational structure.

A Project Steering Committee (PSC) was set up as the project's coordinating and decision-making body. The PSC is chaired by the Minister of the Environment, Fisheries, and Sustainable Development, or his representative, as project "executive." The "executive" role is to ensure that the project is focused on achieving its intended outcomes and adopting a cost-conscious approach.

On an annual basis, the project team prepares the Annual Work Plan (AWP) and Annual Budget Plan (ABP) each year for the project. The PPC approved the AWP and AWB at the beginning of each year. These plans served as the basis for allocating resources to planned activities.

Progress was monitored quarterly via the UNDP's enhanced results-based management platform. Throughout the project's life, risks were monitored and updated in atlases. Each year, the project provides an Annual Project Implementation Report (PIR): This critical report is prepared to track progress made since the start of the project and for the previous reporting period.

Periodic monitoring and reporting of partners' (DRE, ANAM, Prefectures, Governorates, CSOs activities occurred irregularly but, in most cases, was documented. The project had a mid-term evaluation in August 2021. At the time of this final evaluation, the recommendations of the mid-term review were still being implemented.

The "Quality Satisfaction Coefficient" (QSC) indicator was introduced and used to assess the overall quality of the monitoring and evaluation system. This indicator is broken down into two factors (a, b). It is rated on a scale of 1 to 6, with the following interpretation grid: 6=Very Satisfactory (TS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MI), 2=Unsatisfactory (I), 1=Very Unsatisfactory (TI).

Monitoring and evaluation system	Rating
(a) Initial design of the M&E system	5/6 (S)
(b) Implementation of the M&E plan	5/6 (S)
Overall quality of M&E	5/6 (S)

Table 10: Rating for the Monitoring and evaluation

Based on the overall assessment, the **overall quality of the monitoring and evaluation system is rated as Satisfactory (S).**

4.3.1. *UNDP implementation/oversight and Implementing Partner execution , overall project implementation/execution , coordination, and operational issues*

The UNDP country office provided necessary support to the project, including conducting annual supervision missions. However, due to disruptions caused by the COVID-19 pandemic, the originally

planned annual supervision missions could not take place. Nevertheless, alternative arrangements were made for supervision missions, and the resulting mission reports were shared with the project team and the steering committee. ANAM and DRE actively engaged in monitoring the project's progress and contributed to the installation of the stations. However, their limited staffing and constrained operating budget from the government significantly restricted their level of involvement and participation. Despite these challenges, their assistance was valuable within the scope of their capacity.

The quality of implementation by the UNDP is rated Satisfactory (S).

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Oversight and Execution	MS

Table 11: Implementation/Oversight and Execution Ratings Scale

4.3.1. Risk management, including social and environmental standards (safeguards)

The social and environmental Screening Procedures (SESP) conducted during the project's design phase did not identify any significant risks. Based on this assessment and the determination that the overall risk to the project was low, the need for a separate social and environmental assessment during project implementation was deemed unnecessary. The Project Management Committee (PMC) was established to address any potential social and environmental grievances that might arise; however, no such grievances were reported throughout the project's implementation.

Regarding the COVID-19 pandemic, the risk management table provided in Chapter 4.1.2 adequately addresses the disruptions and constraints imposed by the pandemic. Adaptive management strategies have been implemented to minimize risks and ensure the continuity of project activities while maximizing opportunities for interaction and coordination.

Original Risk (in Prodoc)	Revised Risk	Original Rating (I/L & Significance)	Revised Rating (I/L & Significance)	TE Findings on the revision
Weak willingness to adjust governance frameworks (policies, plans, strategies, programs, etc.)	Weak willingness to adjust governance frameworks (policies, plans, strategies, programs, etc.)	Probability: 2 Impact : 4	Probability: 2 Impact : 4	The risk has remained the same over time and is still valid
Unclear division of roles for maintenance of synoptic and hydrological stations	Unclear division of roles for maintenance of synoptic and hydrological stations	Probability= 3 Impact= 3	Probability= 3 Impact= 3	The risk has remained the same over time and is still valid
Communication support does not reach the most vulnerable populations.	Communication support does not reach the most vulnerable populations.	Probability = 2 Impact= 4	Probability = 2 Impact= 4	The risk has remained the same over time and is still valid
Weak technical knowledge and expertise of staff (e.g. Ministry of Environment, Water Resources and Meteorology) and target ministries to support the NAP process	Weak technical knowledge and expertise of staff (e.g. Ministry of Environment, Water Resources and Meteorology) and target ministries to support the NAP process	Probability Impact : 3	Probability Impact : 3	The risk has remained the same over time and is still valid
Unsustainability of investments in hydrometeorological observation	Unsustainability of investments in hydrometeorological observation	Probability: 3 Impact; 4	Probability: 3 Impact; 4	The risk has remained the same over time and is still valid
Women are not sufficiently integrated into the NAP process.	Women are not sufficiently integrated into the NAP process.	Probability: 3 Impact: 3	Probability: 3 Impact: 3	The risk has remained the same over time and is still valid

Table 12: risk management

4.3. Project Results and impact

4.3.1. Progress toward objectives and expected outcomes

The effects and impacts are measured through interviews and documentary consultation.

The status of the implementation of activities is presented by component.

Component 1: An integrated information system, including a reliable and informative database of climate and socio-economic data, to guide the process of integrating adaptation into policies and decision-making.

This component aims to put in place a climate, hydrological and meteorological information management system to effectively anticipate the effects of climate change on ecosystems to help effective decision-making on the steering of the process of integrating adaptation into policies and decision-making. The actions carried out (or to be carried out) along these lines are as follows:

- Carry out an in-depth diagnosis of the hydrometeorological network in the Sudano-Sahelian zone.
- Acquire equipment and materials for the weather observation network, including 32 new stations to bring the total to 48 synoptic stations, based on 16 stations from the reference situation; 15 hydrological stations to measure water levels; 4 automatic stations, a server and computers with hydrological software, the acquisition of additional equipment for the installation of the four radars already purchased by the government, and the acquisition, supply and installation of complete additional modules;
- Carry out a detailed design study for an integrated information system to support the monitoring and assessment of climate impacts on key socio-economic sectors.
- Set up an information system (database) comprising climate and socio-professional databases and available GIS data.
- Carry out a medium- and long-term analysis of climate trends (2020, 2030, 2050 and 2100).
- Development of a training program for ANAM and DRE
- Organization of eight training workshops for ANAM and DRE staff

Indicator	Baseline	End of Project Target	Achievement
Number of operational stations capable of providing relevant climate information to guide policies and decision-making.			
a. Synoptic stations	a : 16/48 (33%)	a: 48/48 (100 %)	a: 75/48 (156 %)
b. Hydrological stations	b1 : 20/35 (57%)	b1: 35/35 or (100 %)	b1: 21/35 or (60 %)
b1: Water-level gauging stations	b2 : 0/4 (0%)	b2 : 4/4 or (100 %)	b2: 4/4 or 100 %
b2: Automatic stations			

Source: PIR 2022 and interviews in 2023

Table 13: Achievements for Component 1

Compared with Component 1, the project was able to purchase more synoptic stations. The project had originally planned to purchase 32 stations. To better support the strengthening of the meteorological and hydrological observation network and achieve optimum coverage, the project purchased 64 stations to meet ANAM's needs, thanks to an economy of scale on price. Of the 64 purchased, 59 had already been installed and the remainder were in the process of being installed at the time of this evaluation.

For the hydrological stations, the project was to purchase and install 15. At the time of this evaluation, 15 had been purchased, but only one station had been installed. The DRE was still waiting for the additional automatic data transmission modules to be purchased before proceeding with their installation. With the rainy season upon us, there was a risk that the purchased stations would not be installed.

The 4 piezometers purchased are being installed by the Direction des Connaissances et de la Réglementations sur l'Eau (DCRE) at the 4 identified sites.

Of the 165 rain gauges purchased, at the time of this evaluation, 50 had been installed. The remainder was made available to ANAM to continue the work.

Finally, the project was to support the installation of 4 Radars that Chad had already purchased with government funds. This installation could not take place due to a misunderstanding between the UNDP and the VAISSALA firm that had initially supplied the radars. This was because the documents used to order the equipment on the basis of which the modules were to be purchased were not available.

Given the number of operational stations at the time of the evaluation, it is estimated that this indicator has been reached at 55%.

Component 2: Institutional capacities are strengthened in key sectors and regions to facilitate the integration of climate change adaptation into planning and budgeting.

This component's specific objectives were to build stakeholders' capacity to better integrate adaptation to climate change into planning and budgeting.

The main actions carried out (or to be carried out) were as follows:

- Develop two guides for integrating CC into sectoral and regional planning.
- Develop a gender-sensitive planning and budgeting guide.
- Develop and implement a training program on mainstreaming climate change adaptation through participatory workshops.
- Carry out vulnerability assessments of target socio-economic sectors.
- Set up an ad hoc advisory and monitoring committee or Technical and Scientific Committee (CTS).
- Identify areas to be covered in the Sudanian and Sahelian regions.
- Carry out vulnerability assessments and a gender analysis in connection with adaptation to climate change, accompanied by an action plan broken down by group and gender,
- Develop climate products to inform short-, medium- and long-term decision-making and provide them to planners in target socio-economic sectors and regions.
- Identify and prioritize adaptation options,
- Improve understanding of climate-resilient planning and budgeting processes at national and regional levels.
- Support the integration of priority adaptation actions into national, regional, and local development plans.
- Strengthening the capacity of Chad's Special Fund for the Environment to access financing and select adaptation projects
- Strengthen research to improve adaptation options.
- Conduct the necessary research and analysis to assess the effectiveness, feasibility, and replicability of two priority adaptation options for each of the four sectors targeted by this project, including actions to empower women.
- Strengthen the Ministry of the Environment's monitoring and evaluation mechanisms, including a system for monitoring and evaluating adaptation to climate change.

- Strengthen the capacity of target ministries, regions, and civil society to use gender-disaggregated data, process information, conduct evaluations, and present reports and reviews.
- Exploit and share the best adaptation techniques, technologies and practices in the sectors.
- Implement environmental education strategy on adaptation in the 15 regions through the development of specific products for the target audience.
- Raise MPs' awareness of the need to take climate change into account in sectoral budgets when voting on the annual finance bill.

Indicator	Baseline	End of Project Target	Achievement
Number of policymakers targeted capable of understanding the risks of climate change and of identifying priority adaptation options in policies and planning	0/90	90/90, 50 % are women	520/90, (90 central managers and 430 provincial managers), including 20% women. Apart from the national official launch workshop in N'Djamena (2019), the training on strategic planning and RBM (2021) and the 2 training sessions for actors involved in the MEPDD M&E mechanism (2022), decision-makers benefited from thematic training through the organization of 15 workshops (4 in 2020, 5 in 2021, 4 in 2022 and 2 in 2023) including 2 provincial official launch workshops, combined with training sessions in Moundou and Mongo.
Number of plans and budgets effectively integrating priority adaptation actions (a) national (NDP) (b) regional (RDP)	(a) 0/1 (0%) (b) 0/15 (0%)	(a) 1/1 (100%) (b) 15/15 (100%)	(a) NDP: 0/1 (0%) (b) RDP: 9/15 (60%)
Number of sector policies and associated action plans with effective integration of priority adaptation actions, posting and implementation of these actions through annual ministerial departmental budgets of the most vulnerable sectors with regular updating of action plans (a) Agriculture policy revised to incorporate adaptation (b) Pastoral policy revised to incorporate adaptation	(a) : 0 (aucune adaptation ciblée) (b) 0 (aucune adaptation ciblée) (c) 0 (aucune adaptation ciblée) (d) 0 (sans adaptation ciblée)	(a) 1/1 with adaptation targets (b) 1/1 with adaptation targets (c) 1/1 with adaptation targets (d) with adaptation targets	Still ongoing

(c) Fisheries policy revised to incorporate adaptation			
(d) New water policy incorporating adaptation			

Source: Annual report 2022 ; interviews 2023.

Table 14: Achievements for component 2

The project has trained more political decision-makers than it was asked to. Work has begun on plans and budgets incorporating adaptation options but has yet to be finalized. Regarding sectoral policies, the project was unable to finalize the work due to political and institutional instability. Component 2 is estimated to be 75% complete at the time of this evaluation.

4.3.2. Technical execution

4.3.2.1. Relevance

The primary objective of this evaluation was to compare and analyze the project's overall objective, specific objectives, and impacts in relation to the identified needs and challenges posed by climate change in Chad. This evaluation was conducted through a comprehensive review of project documents and interviews with relevant stakeholders, including UNDP, GEF, national implementing structures, and other development partners.

The project has made significant contributions to the achievement of various sustainable development goals, including:

1. Sustainable Development Goal 5: Achieve gender equality and empower all women and girls. The project has played a crucial role in creating equal opportunities for women and girls, enabling their active participation in agricultural, fishing, and production activities.
2. Sustainable Development Goal 13: Take urgent action to combat climate change and its impacts. The project directly addresses the challenges posed by climate change by implementing adaptation strategies. It is enhancing the resilience of communities to climate change impacts through the promotion of sustainable farming and fishing practices and the adoption of more resilient livelihoods.
3. Sustainable Development Goal 12: Ensure sustainable consumption and production patterns. Although briefly mentioned in the project documentation, the project has a significant impact on this objective. The development of Regional and Provincial Development Plans includes the identification of sustainable production strategies in the target areas. Additionally, the climate analyses facilitated by the weather stations' information contribute to the adoption of sustainable production methods.

Furthermore, the project is aligned with several national outputs outlined in the UNDAF/Country Program document. This includes the objective of having farms, fishing communities, and small producers, particularly young people and women, in the target regions adopting sustainable production systems by 2021. The project also aligns with UNDP's Strategic Plan Outcome 2, which focuses on accelerating structural transformations for sustainable development, and the outcomes of the UNDP Country Program Document (CPD), particularly those related to data- and risk-based development policies, systems, and financing, as well as institutional frameworks for disaster risk reduction.

The project's alignment with these various objectives, outputs, and outcomes highlights its importance and relevance in the context of sustainable development, resilience, and disaster risk reduction in Chad. Moreover, Chad is implementing the National Strategy to Combat Climate Change (SNLCC) and other similar initiatives at the national level. The project is directly linked to the objectives of the SNLCC and carries out activities that contribute to its implementation.

The "Relevance Coefficient" (RC) indicator was used to assess the project's relevance. This indicator is broken down into four factors (a, b, c, d) and is calculated to determine the project's overall relevance.

Factors in assessing the relevance of the project	Rating
a" factor: degree of alignment of the project's objectives and activities with the country's national priorities, needs, expectations and major challenges in collecting, analyzing and disseminating climate information.	0,5/0,5
b" factor: degree of alignment of the project's objectives and activities with the national reference documents' objectives, focus, and activities for economic and social development and climate change.	0,5/0,5
Factor "c": degree of alignment of the project's objectives and activities with the SDGs and international conventions in the fight against climate change.	0,5/0,5
d" factor: degree of alignment of project objectives and activities with the objectives and priorities defined in regional policies and strategies (AU, CBLT, etc.)	0,5/0,5

Table 15: Rating for the project relevance

The Relevance Coefficient (RC) is calculated as follows: $CP = 0.5 + 0.5 + 0.5 + 0.5 = 2$

Based on the rating, **relevance is judged to be Very Satisfactory.**

4.3.2.2. Effectiveness

The ratio between forecasts and actual results was calculated to assess the project's effectiveness. Effectiveness was thus evaluated using the "Activity Completion Rate (ACR)" indicator:

$$ARR = \text{Activities carried out} / \text{Activities planned} \times 100$$

The table below shows the activity completion rates (ARR) by component at the end of the project.

By averaging the completion rates for all the components, we obtain an Average Completion Rate (ACR), which represents the overall effectiveness rate of the project.

$$TRAM = TRA(C\ N^{\circ}1) + TRA(C\ N^{\circ}2)$$

$$TRAM = 55\% + 75\% = 65\%$$

Components	Activity completion rate
Component No. 1	55%
Component No. 2	75%
Total project	65%

Source: Estimate made by the consultants based on data contained in project activity reports.

Table 16: Rating for project effectiveness

The cumulative completion rate of the activities of all the components (TRAM) represents the project's effectiveness rate, which is 65%.

The following grid is used to assess the project's score about this criterion:

- 100% or more: Highly satisfactory (HS), no gaps ;
- 95 to 99%: Satisfactory (S); minor shortcomings ;
- 61 to 94%: Moderately Satisfactory (MS) ;
- 50 to 60%: Moderately Unsatisfactory (MU): major shortcomings ;
- 40 to 49%: Unsatisfactory (U): major problems ;
- Below 40%: Highly unsatisfactory (HU): serious problems.

Given this performance (65%), we conclude that the project has a **Moderately Satisfactory (MS) level of effectiveness**. The level of performance about effectiveness is justified by the fact that the climatic products have not begun to be analyzed and disseminated to the beneficiaries of the project, who are

the producers (target of 130,000). The installation of the stations has not yet started, and the ANAM and DRE staff responsible for this still need capacity building.

4.3.2.3. Efficiency

Efficiency is analyzed by comparing the results obtained with the resources used. These resources can be of three types:

- Human resources ;
- Material resources ;
- Financial resources.

Given the information available, efficiency was assessed in terms of financial resources.

In concrete terms, we have compared the technical execution rate of activities with the financial execution rate. There are three possible cases:

- The financial implementation rate is higher than the technical implementation rate: Efficiency, in this case, is low and, depending on the variance, can range from fairly good to average or poor.
- The financial implementation rate equals the technical implementation rate: efficiency is considered good.
- The financial implementation rate is lower than the technical implementation rate: efficiency is considered very good in this case.

The budget implementation rate (TEXB), as shown in the section on financial implementation, is TEXB = 65%.

In addition, the technical execution rate of the project, represented by the Average Cumulative Implementation Rate (ACIR), as shown in Table 13, is 65%.

The efficiency ratio (TEFF) is the ratio between the level of financial execution and the level of technical execution, i.e. :

$$\text{TEFF} = \text{TEXB} / \text{TRAM} \times 100 = 65 / 65 \times 100 = 100\%.$$

The following grid is used to assess the project's score in relation to this efficiency criterion:

- 100% or more: Highly satisfactory (HS), no gaps ;
- 95 to 99%: Satisfactory (S); minor deficiencies ;
- 61 to 94%: Moderately Satisfactory (MS) ;
- 50 to 60%: Moderately Unsatisfactory (MU): major shortcomings ;
- 40 to 49%: Unsatisfactory (U): major problems ;
- Below 40%: Highly unsatisfactory (HU): serious problems.

Given this performance (100%), we conclude that the project has a **Highly Satisfactory efficiency level**. The fact that the project purchased more synoptic stations had a significant influence on this result. The level of assessment of the project's efficiency rate does not consider the problems associated with **delays in the implementation of resources**, which were reflected in delays in the execution of contracts.

4.3.2.4. Overall outcome

The aim here is to assess the effects and impacts of the project. To do this, we will first evaluate the effects by component before determining the project's overall effect.

Assessment of effects by component

The effects and impacts of component No. 1: An integrated information system, including a reliable and informative bank of climate and socioeconomic data, will guide integrating adaptation into policies and decision-making.

The actions carried out under this component have resulted in the following:

- Strengthen the existing hydro-meteorological network by providing additional equipment and materials. The equipment supplied to the DRE does not correspond precisely to what they would have liked to have because of the lack of automation in data transmission.
- Putting in place tools for assessing climate impacts in key sectors, as evidenced by completing PDPs and PDCs.
- Long-term climate trend analysis is undertaken to better understand and manage climate risk evolution.

Outcomes and impacts of component 2: Institutional capacities are strengthened in key sectors and regions to facilitate the integration of climate change adaptation into planning and budgeting. These activities have had the following impacts:

- Training modules and programs on integrating adaptation into sectors vulnerable to climate change are developed and implemented.
- Adaptation options are identified and categorized on the basis of medium- and long-term analysis of trends, climate risks and vulnerability assessments.
- The integration of climate change into development planning and budgeting processes at national, sectoral and regional levels is strengthened through studies and review processes of planning documents.

The rating according to the "Effects/Impacts" criterion

To assign a rational score to this "Effects/Impacts" criterion for the project, the "Effects/Impacts Coefficient" (EIC) indicator was used. This indicator is divided into three factors (a, b, c). It is rated on a scale of 1 to 6, with the following interpretation grid: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU).

Assessment of Outcomes	Rating
a) Relevance	2/2
b) Efficiency	1/2
c) Efficiency	1/2
Overall Project Outcome Rating (CEI)	4/6

Table 17: Rating of effects/impacts

The Effects/Impact Coefficient (EIC) is calculated as follows:

$$CEI = a + b + c = 2 + 1 + 1 = 4/6$$

The conclusion is that the project's effects and impacts have been achieved to a **Moderately Satisfactory (MS) level**.

4.3.3. Sustainability: financial, socio-political, institutional framework and governance, environmental, and overall likelihood

With regard to sustainability, Chad has set up a Meteorological Agency and a Water Resources Directorate. These two entities provide the institutional foundations for future activities in this field at government level. However, these two entities have few resources with which to carry out their work. The rehabilitation of the meteorological and hydrological network carried out by the project is certainly important but falls far short of the country's needs. Paying the field staff of these two entities is already a problem, and the project has had to contribute to ensuring that the installed stations can be properly manned. Apart from the station installed and used for the training of DRE technicians, the hydrological stations have not yet been installed, but since the recording of parameters will require constant travel in the field, the DRE may not have sufficient resources to carry out this work.

For both entities, maintenance of the installed stations will be a problem for the foreseeable future. Spare parts are not really available, and some station components have a limited lifespan. In addition, the technician who was trained by the supplier to maintain the equipment unfortunately passed away before the end of the project, leaving a wider gap in this area.

Although the traditional dissemination channels (radio, television, and the Multidisciplinary Technical Group) of the hydrometeorological services are operational and reach a certain number of beneficiaries with agrometeorological forecasts, at the time of this evaluation, the reliable climate products of the NAP had not yet begun to reach producers and the other final objectives of the project (cf. the 2023 joint M&E mission of the NAP project report). At the time of this evaluation, the climate products had not yet begun to reach the producers and other final targets of the project. For this to happen, the project would need to finalize the installations, roll out its training plan, make the multimedia room operational and ensure that both institutions have the capacity to carry out this work. As the project nears completion, the budget for such an undertaking would have to come from the state, whose priorities currently seem to lie elsewhere.

4.3.4. Environmental risks to sustainability

Environmental risks to the sustainability of the project include:

- **Climate Change Impacts:** At the time of this evaluation, there were still in Chad, significant impacts of climate change on various sectors, such as agriculture, livestock, and fisheries. These impacts include reduced crop yields, increased prevalence of diseases, and changes in water availability. These risks could affect the long-term sustainability of these sectors and the communities dependent on them.
- **Insufficient Data and Monitoring:** The network of hydrometeorological stations had still limited coverage and much equipment were still outdated. This lack of data and monitoring capabilities could hinder the accurate assessment of climate change impacts and the effectiveness of adaptation measures. Without enough reliable data, it may be challenging to make informed decisions and effectively plan for adaptation.
- **Inadequate Resource Management:** It was noted a sustained degradation of water resources, such as the shrinking of Lake Chad and the loss of fish breeding grounds. These environmental changes can be attributed to factors like deforestation, erosion, and unsustainable fishing practices. Failure to address these issues and implement sustainable resource management practices could further exacerbate environmental risks and impact the long-term sustainability of the project.

The following table gives the rating for the Sustainability criteria:

Sustainability	Rating
Financial	MP
Socio-political	MU
Institutional framework and governance	MU

Environmental	MP
Overall likelihood of sustainability :	MU

Table 18: Sustainability rating

Based on this concept, it can be seen that **the sustainability of the project's achievements is moderately unlikely (MU).**

4.3.5. Country ownership

Chad has demonstrated a strong commitment to taking ownership of the draft National Adaptation Plan (NAP) by embracing proposed solutions and implementing key initiatives. Notably, the country has prioritized the strengthening of its meteorological and hydrological station network, showcasing its dedication to enhancing climate and hydrological monitoring. Efforts are currently underway to expand the number of available stations, indicating a proactive approach to improving data collection.

Furthermore, Chad has made significant investments in climate monitoring equipment, including radars for climate surveillance and cloud seeding. Although administrative challenges have slowed down the installation of these radars, the country's commitment to acquiring such advanced equipment underscores its recognition of the problem and alignment with the NAP objectives.

Chad has also acknowledged the importance of integrating climate change considerations into Regional Development Plans (RDPs) and Local Development Plans (LDPs). The authorities have embraced this approach and are actively working towards updating similar documents in various regions and localities across the country. This demonstrates their commitment to aligning development strategies with climate change adaptation measures.

Moreover, Chad has developed and is implementing its National Strategy to Combat Climate Change (SNLCC), which has identified several activities within the NAP project as national priorities. These include enhancing the monitoring and evaluation system of the Ministry of Environment, Fisheries, and Sustainable Development (MEPDD), building the capacity of development stakeholders, and improving environmental equipment within government structures. Despite challenges in mobilizing direct funding, Chad has made significant contributions by providing resources such as civil servants, offices, and other facilities for NAP implementation.

The investment facilitated by the GEF funding complements other investments in the sector, with support from organizations such as the Lake Chad Basin Commission (LCBC), the European Union, and other stakeholders financing the installation of weather and hydrological stations. This collaborative approach reinforces and strengthens the existing monitoring network.

Chad's proactive measures and commitment to the NAP demonstrate its dedication to addressing climate change challenges and integrating adaptation strategies into its development framework. By leveraging various funding sources and partnerships, Chad is striving to enhance its climate monitoring capabilities and improve resilience to climate-related impacts.

4.3.6. Gender equality

The project had incorporated gender-disaggregated targets as part of its objectives. Recognizing the importance of addressing gender disparities, the project sought to empower and involve women in climate change adaptation efforts.

However, during the implementation of training and sensitization programs, it became evident that the gender targets were challenging to achieve due to the underrepresentation of women in the

targeted sector. Women's limited participation hindered the project's ability to fully address gender-specific needs and vulnerabilities.

To overcome this challenge, the project could have employed a more comprehensive approach by integrating public awareness campaigns that specifically focused on gender inclusion and women's active involvement in climate change adaptation. Broadcasting climatic information on TV and radio channels could have served as a powerful tool to reach a broader audience, including women in remote areas, and increase their awareness of climate-related issues and the opportunities available to them.

Unfortunately, at the time of the evaluation, these awareness-raising efforts were not initiated, and the potential benefits of incorporating gender-inclusive strategies were not fully realized.

4.3.7. Cross-cutting issues

Cross-cutting issues are integrated into public sector policies, PDPs and PDCs. These objectives will be achieved by strengthening capacities to integrate gender, employment and environmental issues, and by setting up a mechanism to monitor the effectiveness of their implementation. At the time of this evaluation, only the PDPs had been completed.

4.3.8. GEF additionality

In terms of GEF additionality, the NAP project will undoubtedly induce a transformational change in the management of data and information on the environment and climate change. As ProDoc points out, over the past decade, Chad's ministries and government agencies, as well as NGOs and civil society organizations, have invested considerable resources in data collection and management; however, this information is often not readily available to decision-makers because data collection is decentralized, making it difficult to access, prone to loss and duplication; in addition, data sets are often incomparable due to inconsistent standards, lack of knowledge of existing data, inefficient investment of resources, difficulty in achieving desired results and dependence on inadequate information when making important decisions. The investment made through this Fem funding complements other investments in the sector and helps to break down barriers to the dissemination of reliable, localized climate information for the purposes of integrating adaptation into the planning and budgeting of climate-sensitive provinces and sectors.

4.3.9. Catalyst/replication effect

In the medium term, the project aims to generate valuable climate information, process it effectively, and disseminate it to 130,000 producers. However, the successful achievement of this objective relies on the installation of the stations and the training of personnel to utilize them. Additionally, establishing operational and intervention mechanisms, ensuring their sharing and financing, is essential. It is crucial for other stakeholders in the sector to contribute by completing the remaining stations and assisting in the maintenance of the established network. Recognizing the significance of human resource training, stakeholders have identified it as a critical aspect that requires further attention and investment.

While the integration of the climate change adaptation dimension into certain Regional Development Plans (PDPs) has been accomplished, it is incumbent upon stakeholders to replicate this process using consistent methodologies and tools. Currently, replication of the project's activities or strategies, beyond the establishment of meteorological and hydrological stations, remains limited. Although full integration of the climate change dimension into PDPs and Local Development Plans (PDCs) has not been achieved, the authorities have already accepted the process and underlying principle.

4.3.10. Progress towards impact

The project is designed to achieve its impact through two key stages:

1. Establishment of an integrated information system: This involves creating a comprehensive and reliable database of climate and socioeconomic data. This information will serve as a foundation for integrating adaptation considerations into policies and decision-making processes.
2. Strengthening institutional capacities: The project aims to significantly enhance the capabilities of key sectors and regions to effectively integrate climate change adaptation into planning and budgeting activities.

Activities carried out to date are helping to build momentum towards achieving this impact. Indeed, the purchase of meteorological and hydrological stations is a first step towards the acquisition of data that will feed the database and subsequently inform programming. Similarly, the integration of the adaptation dimension in PDPs and later in national documents (NDPs, sectoral policies and action plans), on a demonstrative basis, is a first step towards the practice being disseminated and adopted by other provinces and the government. The work is incomplete, however, as the project has experienced significant delays, the stations are still being installed and the integration of CC into PDPs is in its infancy. Similarly, national documents have not yet been modified to take account of the CC dimension.

We are beginning to make progress towards impact, even if we still have a long way to go. The main reason for this is that the foundation of the project, which consists in generating and disseminating climate information, is still in the process of being built. The goal of the project cannot be achieved without finalizing these facilities and further popularizing the inclusion of climate change aspects in planning documents.

5. Main findings, conclusions, recommendations and lessons learned

5.1. Main findings

The implementation of the National Adaptation Program of Action (NAPA) in Chad involves a collaborative effort among key stakeholders, including the United Nations Development Program (UNDP), the Agence Nationale de la Météorologie (ANAM), and the Direction des Ressources en Eau (DRE). This partnership ensures a comprehensive approach to addressing the country's climate change challenges.

The project consists of two interconnected components that work together to achieve its objectives. The first component focuses on building the capacity of ANAM and DRE, providing them with training and resources to enhance their institutional capabilities in dealing with climate change issues. By strengthening the technical expertise and knowledge of these institutions, they become better equipped to understand and respond to the impacts of climate change effectively.

The second component centers on collecting and disseminating climate information to various stakeholders, particularly farmers. The successful procurement of weather stations, with a total of 64 stations purchased, is a significant achievement for the project. These stations have been strategically installed across the country to ensure comprehensive data collection.

However, a challenge faced by the project is the insufficient training of staff, which hampers their ability to extract and utilize the valuable data effectively. To address this issue, comprehensive training programs should be implemented for the staff of ANAM and DRE, focusing on improving their technical skills in data extraction, analysis, and interpretation. Equipping the staff with the necessary knowledge

and tools will enable them to produce accurate forecasts, identify trends, and make informed decisions to mitigate the adverse effects of climate change.

Furthermore, collaboration and knowledge sharing among the various stakeholders involved in the project are crucial. Regular coordination meetings, workshops, and capacity-building sessions should have been organized to foster a collaborative environment and ensure the effective use of the collected data. This collaborative approach would ensure that climate information reaches the intended stakeholders, particularly farmers, empowering them to make informed decisions and implement appropriate adaptation measures.

Although the project has successfully transmitted data from the weather stations to the server in Ndjamen, the capital of Chad, a major challenge remains due to inadequate staff training. This limitation restricts their ability to extract and effectively utilize the valuable data collected.

Another obstacle encountered by the project relates to the installation of purchased radars. Difficulties have been faced in obtaining the necessary funding from the government to determine the investment required for the full operational functionality of the radars. Acquiring the missing information and collaborating closely with relevant stakeholders, including the government and technical experts, will help overcome these challenges and facilitate the integration of radars into the existing infrastructure for accurate and timely weather monitoring and forecasting.

Additionally, it is essential to reassess budgetary considerations and adjust prices for future procurement procedures. Thorough analysis of the project's financial requirements and alignment with current market conditions will ensure adequate funding to support the installation of additional meteorological stations and address the limitations caused by the reduced number of stations.

Over the past two years, the collaboration between DRE and UNDP has been instrumental in acquiring additional modules for automating the weather stations. However, delays have been experienced in finalizing this process. The project team is diligently working to expedite the procurement process and ensure the successful installation of the automation modules. Automating the stations will streamline data collection and transmission, enhancing the efficiency and accuracy of the weather monitoring system.

Unfortunately, at the time of evaluation, only one hydrological station has been installed for training purposes. Given the limited time remaining, it is unlikely that the project will be able to install the remaining hydrological stations before its closure. This setback results in the unavailability of hydrological or meteorological data from the yet-to-be-installed stations, limiting the overall understanding of local hydrological and meteorological conditions.

While the project has faced challenges in achieving its objective of providing climate information to 130,000 people, it is important to acknowledge the progress made in expanding the dissemination of information. Access to climate information has improved for many people, although the initial target has not been fully reached. It is crucial to assess the factors hindering the desired reach and identify strategies to reach a broader audience in future initiatives.

Regrettably, the project did not fully achieve its gender equality objectives because of the under-representativeness of women in the sector. The limited dissemination of climate information to the target population may have unintentionally contributed to this outcome. Conducting a gender analysis of the project's implementation and identifying opportunities to improve the inclusiveness of information dissemination strategies is essential. Adopting a gender-sensitive approach in future projects will ensure equitable access to climate-related information, taking into account the specific needs and priorities of different genders and encouraging meaningful participation.

Despite the encountered difficulties, the project has made significant progress in increasing ANAM's capacity through the installation of newly acquired equipment. This enhanced capacity equips ANAM with the necessary tools and resources to improve its meteorological services and effectively fulfill its mandate. The investment in developing ANAM's capacity will yield long-term benefits, strengthening the institution's ability to provide accurate and timely climate information to stakeholders and support informed decision-making processes.

Communication between the Ministry, ANAM, and the project has been challenging throughout the implementation. Despite efforts to foster effective collaboration, various factors have hindered smooth communication and coordination among these stakeholders. Divergent priorities, limited resources, and differing expectations have occasionally led to misunderstandings and delays in decision-making. Bridging these communication gaps and establishing robust channels for regular and transparent information exchange are crucial to ensure that all parties are well-informed and aligned with the project's objectives.

The Ministry has requested additional explanations and clarifications to ease concerns and enhance understanding of the project's implementation. The complexity of resource management and the limited control over project resources have sometimes frustrated the Ministry, which seeks greater involvement and influence in decision-making processes. Improving the Ministry's engagement and understanding of the project's resource allocation and management framework will foster a more collaborative and productive partnership in the future.

Throughout the project's life cycle, several co-financed projects identified during the design phase have been successfully implemented. These strategically positioned projects complement the main objectives of the project and contribute to a more comprehensive and integrated approach to climate change adaptation in Chad. The successful implementation of these additional projects highlights the collaborative efforts and commitment to maximizing the project's impact and achieving sustainable development outcomes.

However, it is essential to note that the expected cash contribution from the government did not materialize as planned. Consequently, the project has had to adapt its financial arrangements and utilize existing facilities by refurbishing old offices as project offices. Unfortunately, significant damage was observed in the project premises during the evaluation, necessitating urgent repairs to ensure the safety and well-being of the staff. Cracked walls and compromised structural integrity posed risks that required immediate attention to create a safe and conducive working environment for the project team.

Addressing financial constraints and securing a timely government contribution are crucial for the successful implementation and long-term sustainability of the project. Prioritizing the rehabilitation and strengthening of the project premises is also essential to provide a safe and functional workspace for the project team, enabling them to carry out their tasks effectively and achieve the project's objectives.

5.2. Conclusions

In conclusion, the implementation of the NAP project in Chad represents a collaborative endeavor aimed at enhancing the capacity of ANAM and DRE while effectively collecting and **disseminating** climate information to stakeholders. While the acquisition of weather stations has been successful, the project faces the challenge of insufficient training to fully utilize the collected data. By providing comprehensive training programs and fostering collaboration among stakeholders, the project can maximize its impact on mitigating the adverse effects of climate change in Chad.

Furthermore, although data from the meteorological stations are successfully transmitted to a server in Ndjamen, the lack of adequate training hampers the effective utilization of the collected data. Challenges in setting up the radars and the absence of automatic functionality in the hydrological stations further hinder the project's ability to fully exploit the acquired infrastructure. Prioritizing comprehensive training, close collaboration with relevant stakeholders, and reassessing budgetary considerations are essential in overcoming these obstacles and ensuring the efficient and effective use of meteorological and hydrological data for informed decision-making and effective adaptation efforts in Chad.

Additionally, the project has encountered challenges such as delays in acquiring automation modules, incomplete installation of hydrological stations, and difficulties in achieving awareness and gender equality objectives. Nevertheless, the project has also achieved noteworthy milestones. Ongoing efforts to finalize the automation modules and strengthen ANAM's capacity will contribute to the long-term sustainability of meteorological services in Chad. Valuable lessons learned from this project can guide future initiatives to ensure better integration of gender considerations, improved data collection and dissemination, and heightened resilience to climate change.

Lastly, while communication, resource management, and government contributions presented difficulties throughout project implementation, successes have also been realized through the implementation of co-financing projects and the strengthening of stakeholder collaboration. Addressing communication issues, enhancing transparency, and providing additional explanations to the Ministry will foster an environment conducive to effective decision-making and seamless project implementation. Furthermore, securing the necessary funding and resolving infrastructure concerns at the project premises are crucial for the overall success of the project and the well-being of the project team.

5.3. Recommendations

The following recommendations are addressed to the project, UNDP, ANAM, and DRE:

N	Recommendation	Importance	Responsible entity	Timeframe
A	Catégories 1 : Sustainability			
A.1	1. The project should finalize a sufficiently robust training program for the DRE and ANAM: prioritizing comprehensive training programs to improve the technical skills of ANAM and DRE staff in data extraction, analysis, and use. This will ensure the effective use of meteorological and hydrological data.	High	PMU	By Sept 15 2023
B	Category 2 : Effectiveness			
B.1	2. UNDP should accelerate the procurement process for the automation modules: Work diligently to expedite the procurement process for the automation modules. Finalize their installation to streamline data collection and transmission, thereby improving the efficiency and accuracy of the weather monitoring system.	High	UNDP	By Sept 15 2023
B.2	3. ANAM and the DRE should adapt their awareness-raising strategies: Assess the factors hindering the achievement of the targeted dissemination objectives and identify strategies for reaching a wider audience. Improve the dissemination of information to ensure a more comprehensive dissemination of climate information.	High	ANAM/DRE	By Sept 15 2023
B.3	4. ANAM and DRE should improve gender mainstreaming: Undertake a gender analysis of	High	ANAM/DRE	By Sept 15 2023

	project implementation to identify opportunities to enhance the mainstreaming in information dissemination strategies. Adopt a gender-sensitive approach to ensure equitable access to climate information and meaningful participation.			
C	Category 3 : Collaboration and partnership			
C.1	5. In future projects, UNDP should improve communication and coordination: Fill communication gaps and establish more robust channels for regular and transparent information exchange. Promote effective collaboration between the Ministry, ANAM, and the project by improving coordination and decision-making processes.	High	UNDP	By Sept 30 2023
C.2	6. In future projects, UNDP should secure government contributions: prioritize efforts to address financial constraints and ensure timely government contributions. Strengthen financial arrangements to support project implementation and long-term sustainability.	High	UNDP	By Sept 30 2023
C.3	7. ANAM and DRE should promote collaboration and knowledge sharing: Organize regular coordination meetings, workshops, and capacity-building sessions to facilitate collaboration and effectively use data collected by stakeholders. This collaborative approach will ensure that climate information reaches the relevant stakeholders, including farmers.	High	ANAM/DRE	By Sept 30 2023

5.4. Lessons learned

The following lessons have been derived from this project and its evaluation:

1. **Collaboration among stakeholders:** The successful implementation of the National Adaptation Program of Action (NAPA) in Chad underscores the significance of collaboration among key stakeholders, including UNDP, ANAM, and DRE. The involvement of multiple stakeholders ensures a comprehensive approach to addressing the challenges of climate change.
2. **Integration of project components:** The two project components, capacity building and the collection/dissemination of climate information, demonstrate the importance of an integrated approach. These components work synergistically to achieve the project's objectives and maximize its impact.
3. **Efficient procurement process:** The successful acquisition of 34 weather stations highlights the importance of an efficient and well-managed procurement process. This success guarantees comprehensive data collection across the country.
4. **Training for effective data utilization:** The limited capacity of staff members to extract and utilize the collected data emphasizes the need for comprehensive training programs. Enhancing technical skills in data extraction, analysis, and interpretation enables staff to effectively utilize climate data.
5. **Challenges in radar installation:** Difficulties in obtaining initial purchase prices and incomplete information hindered the installation of acquired radars. Establishing effective communication channels and gathering necessary information are essential to ensure proper installation and use of the equipment.
6. **Collaborative engagement and knowledge sharing:** Regular coordination meetings, workshops, and capacity-building sessions foster stakeholder collaboration and facilitate the effective utilization of collected data. This collaborative approach ensures that climate information reaches the intended beneficiaries, such as farmers.
7. **Considerations in installing hydrological stations:** Recognizing the challenges in installing hydrological stations within the project's timeframe is crucial for effective planning and resource allocation. Evaluating alternative approaches and setting realistic targets can help manage expectations and ensure project success.
8. **Evaluation of awareness-raising objectives and gender considerations:** Evaluating the factors influencing the achievement of awareness-raising objectives and gender mainstreaming is vital for future initiatives. Adapting information dissemination strategies to different genders and addressing specific needs will enhance equitable access to climate information.
9. **Strengthening communication and coordination:** Proactive measures are necessary to address communication gaps and improve coordination among the Ministry, ANAM, and the project. Establishing robust channels for information exchange and promoting an understanding of resource management frameworks will enhance collaboration.
10. **Ensuring financial sustainability:** Resolving financial constraints and securing timely government contributions are crucial for the long-term success of the project. Strengthening financial arrangements and aligning them with planned funding can support project implementation.
11. **Prioritizing infrastructure rehabilitation:** Investing in the rehabilitation and reinforcement of project premises is essential to provide a safe and functional workspace. Urgent repairs to structural damage create a conducive working environment and ensure staff safety.
12. **Strengthening institutional partnerships:** The NAP evaluation underscores the importance of fostering strong partnerships among institutions involved in climate change adaptation. Establishing collaborative relationships and maintaining coordination mechanisms among UNDP, ANAM, DRE, and other relevant stakeholders can improve project implementation and results.

13. **Ongoing capacity building:** The project evaluation highlights the need for continuous capacity-building efforts to effectively utilize data and equipment. Regular training programs and technical support for staff and stakeholders can enhance their skills and knowledge, enabling them to adapt to changing circumstances and make effective use of available resources.
14. **Monitoring and evaluation for adaptive management:** Incorporating robust monitoring and evaluation mechanisms throughout the project lifecycle enables adaptive management and informed decision-making. Monitoring project activities, outputs, and outcomes helps identify areas for improvement, measure progress, and facilitate evidence-based adjustments to project strategies.

By incorporating these lessons into future climate change adaptation projects, stakeholders can enhance project outcomes, increase resilience, and contribute to sustainable development in Chad.

6. Appendices

Annex 1: ToR of the TE

1. INTRODUCTION

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all medium and large-scale projects supported by UNDP and funded by GEF must undergo a final evaluation (FE) at the end of the project. The present Terms of Reference (ToR) set out the expectations associated with the FE of the large-scale project entitled Plan National d'Adaptation (PIMS #5431) and implemented by the Ministère de l'Environnement de la Pêche et du Développement Durable. The project started on September 11, 2018, when the project document was signed, and is currently in its 5^e year of implementation. The FE process is to follow the guidelines described in the document "[guidelines for conducting final evaluations of UNDP-supported and GEF-funded projects](#)".

2. PROJECT BACKGROUND AND LOCATION

Like other countries in the Sahelian belt, Chad is particularly vulnerable to climate change. This fragility to hydrometeorological parameters has repercussions on several key sectors, affecting both socio-economic development and the lives and living environment of the population. Indeed, the country is bearing the full brunt of the impacts of climate parameter variability, with a marked rise in temperature, and a disruption of the rainfall regime leading to a significant shortfall in rainfall, the spatio-temporal distribution of which is now subject to significant modification.

In recent years, the Saharan and Sahelian zone has extended southwards by several dozen kilometers, resulting in a considerable reduction in available agricultural land, water resources and grazing areas. Indeed, the upsurge in floods, droughts and other extreme weather events since the early 1970s has led to a sharp drop in yields due to climatic disturbances affecting the agro-sylvo-pastoral and fishing systems on which almost 80% of the population directly depend. This situation is further exacerbated by insufficient forecasting, response and adaptation capacities.

To complement the achievements of the enabling activities projects, and to help the country equip itself with strategies, instruments and equipment that will enable it to adapt to the adverse effects of Climate Change, the UNDP, in collaboration with the Government of Chad, has developed, with GEF funding through the LDCF, the "Chad National Adaptation Plan" Project, in support of efforts already underway to implement its Vision 2030, its NDP (2017-2021), its NDC, its NAPA and its NAP roadmap. As such, Chad's National Adaptation Plan Project aims to facilitate the integration of climate change adaptation into the medium- and long-term planning and budgeting of climate-sensitive sectors through the implementation of two main components in line with national and global policies including SDGs 5, 12, 13 and 15; UNDAF (2017-2021); Strategic Plan (2018-2021) and CPD (2018-2021). By creating climate and socio-economic information systems and building stakeholder capacity, the project will strengthen Chad's forecasting efforts, preparedness and response, while improving the effectiveness of existing adaptation efforts.

Covering the national, sectoral and regional levels of the Sahelian and Sudanian zones, the PNA project targets the agriculture, livestock, fisheries and water resources sectors. It is being implemented by the Ministry of the Environment, Fisheries and Sustainable Development (MEPDD) through the Direction de la Lutte contre les Changements Climatiques (DLCC) under the NIM modality, and will deliver two (2) interdependent components.

Under Component 1, "Improving climate change information to support the planning process", the project will support the steering of integrating adaptation into policy and decision-making based on scientific evidence. As a result, Chad will have a national framework capable of producing forecasts and assessing the vulnerability of production systems to the negative effects of climate change. In its intervention logic (**cf. Appendix A: results framework**), the project should deliver the effects (intermediate results or outcomes) of two (2) components supported by the implementation of a myriad of interdependent activities contributing to the achievement of the products (immediate results, outputs or outcomes) as presented below.

3. TE OBJECTIVES

The TE report should assess the achievement of project results against what was planned, and draw lessons that can both improve the sustainability of project benefits and contribute to the overall improvement of UNDP

programming. The TE report promotes accountability and transparency, and assesses the extent of the project's achievements.

The objective of this project TE is to provide an impartial review of the PNA project, in terms of relevance, effectiveness, efficiency, impact, sustainability, overall performance, implementation and outcomes. The information, findings, lessons learned and recommendations generated by the evaluation will be used by the Project Management Unit, UNDP, the Global Environment Facility and other relevant stakeholders to strengthen and inform the remaining project implementation and future programming. The first step will be to review the project's overall performance, whether its inputs and activities have led to the expected outputs and outcomes, and how the outputs delivered have contributed to better integration of climate change adaptation into medium- and long-term planning and budgeting for climate-sensitive sectors. In a second phase, the review will focus on the performance of beneficiaries (institutional and final), enabling change in Chad.

As part of a substantive analysis of the effectiveness of the project's approach and feedback from beneficiaries and relevant stakeholders, the evaluation must assess cause-and-effect relationships within the project, identifying the extent to which observed changes can be attributed to the project.

In addition, this evaluation aims to provide forward-looking recommendations to the GEF and UNDP on the sustainability of project results and opportunities for scaling up. On the one hand, the EF will have an accountability objective and provide evidence on how resources were used and what were the main results achieved. On the other hand, the EF will also document important lessons to guide future actions and serve as an input to improve the formulation and implementation of initiatives that want to use similar approaches. It will also present strategic recommendations to maximize the institutionalization and ownership of project results by stakeholders, and disseminate information to authorities who could benefit from it.

The EF report will assess the progress made in achieving the objectives and results as specified in the project document. It will draw lessons that can both enhance the sustainability of the benefits of this project and contribute to the overall improvement of UNDP programming. The EF report promotes accountability and transparency, and assesses the extent of the project's achievements.

The EF is an independent process that begins in the final year of the project after the submission of the 3^e implementation report to the GEF (PIR), and the EF report will be submitted to the GEF in the same year as the 4^e PIR. The terms of reference, the process and the EF report will have to comply with the [standard guidelines drawn up by the UNDP IEO](#), as well as the ["Guidelines for carrying out final evaluations of UNDP-supported projects financed by the GEF"](#). As stated in these guidance documents, the evaluation will be "independent, impartial and rigorous". The consultants to be recruited to undertake the assignment will be independent of the organizations involved in designing, implementing or advising on the project to be evaluated. The final EF report will be available in English and will be approved by the UNDP Country Office, the UNDP-NCE Regional Technical Advisor (RTA), the Project Management Unit and the Steering Committee.

The main intended users of the assessment are :

- The UNDP Regional Office, through the climate change adaptation team and other UNDP-GEF-funded projects, which will use the findings and lessons identified in the evaluation to finalize project activities; plan the sustainability of the results obtained; improve the formulation and implementation of similar projects at national, regional and global levels.
- The UNDP Country Office, through the Program Team and the Sustainable Development Unit, who will also use the findings and recommendations to finalize project activities; plan the sustainability of the results obtained; improve the formulation and implementation of similar projects at national level.
- The GEF, the main donor, which will use the evaluation results for accountability purposes, and which could draw lessons from this project to guide its funding and implementation decisions for future similar initiatives.
- The Government of Chad, the supervisory ministry, priority sector ministries and decentralized entities involved in project formulation and implementation.
- Other partners, development partners, non-governmental organizations and civil society involved in the sector.

3.1 Main expected results :

Component 1 will put in place the tools and mechanisms needed to generate climatological, meteorological and hydrological data, information, products and services that can inform medium and long-term planning based on reliable scientific evidence. To this end, this first component will support (i) an in-depth and detailed diagnosis of the existing meteorological and hydrological network, and the operationality of the technical and human resources, in order to issue recommendations in the Sahelian and Sudanian zones; (ii) the upgrading of new and old stations that have become obsolete, by equipping them with the equipment needed to produce relevant climatic information, including the installation of the 4 radars already acquired by the government; (iii) setting up an integrated information system capable of forecasting, analyzing and assessing the vulnerability of production systems to the adverse effects of climate change, and (iv) building technical and human capacity to maintain and use the information system. Hydrometeorological network stations will be equipped with the modules, logistics, hardware and software needed to produce climate information (Output 1.1).

The additional modules needed to install the radars will also be acquired. This high-performance meteorological system will be reinforced by a Geographic Information System (GIS), with the aim of creating an informative and reliable bank of climatic and socio-economic data (Output 1.2). With this integrated database, the first component will provide Chad with a national system capable of forecasting and assessing the vulnerability of production systems to the adverse effects of climate change (Output 1.3). Resources from LDC funds will also be used to develop human technical capacities and maintain and use the information system (Output 1.4).

A training program will be developed for (a) technicians from the relevant ministries on the operation, maintenance and repair of meteorological/hydrological equipment; (b) meteorologists on weather forecasting and hydrologists on flood forecasting, and (c) GIS technicians and experts in data reception, archiving, compilation, processing and analysis. Ongoing training will focus on the use of technologies that can interface with existing systems and minimize dependence on external hardware and software supplies.

The second component will build, in part, on the inputs from Component 1, to undertake vulnerability assessments, identify priority adaptation options, and facilitate the process of integrating adaptation into medium- and long-term planning and budgeting in appropriate sectors and regions. Under this component, a set of capacity-building modules will be developed (Output 2.1).

LDC Fund resources will be used to develop and institutionalize training modules and programs for the integration of climate change into sensitive sectors (water, agriculture/agroforestry, livestock and fisheries). These programs are aimed at policy developers and will be conducted in partnership with national training institutes. Adaptation options will be identified and categorized, based on projected vulnerabilities, and according to the medium- and long-term climate trends developed in Component 1 (Output 2.2).

Through this second component of the project, resources from the LDC Fund will be used to support the Government in integrating climate change into planning at national, sectoral and regional levels. To this end, Chad has chosen the option of updating existing plans and policies by integrating priority adaptation options, rather than formulating new policies and plans. Under this option, the mid-term and annual reviews of the National Development Plan (NDP) 2017-2021, as well as the formulation of Chad's NDP 2022, will be targeted to improve the level of integration of adaptation. At sector level, the Schéma Directeur l'Eau et l'Assainissement (SDEA), currently under revision, will be targeted. At sub-national level, 15 Regional Development Plans (PDR) will also be updated to include adaptation. Links will be established with Chad's Special Environment Fund to finance identified adaptation options. The integration of adaptation will also be facilitated by the provision of guides and tools, advocacy actions and research (Output 2.3).

Indicators for monitoring-evaluating and improving the performance of the Ministry in charge of the Environment will be developed to steer the NAP process, and data collection will be supported (Output 2.4). This system will facilitate overall coordination of actions at national, sectoral and regional levels. It will also support the definition of objectives, targets, means of verification, the identification of data sources, data collection methods, information management, the start-up of specific assessments, and the facilitation of reporting and reviews.

Through this component 2, the Ministry in charge of the Environment will have an awareness and outreach program (output 2.5) to facilitate communication, education and public access to information on climate change adaptation. Information on impacts, vulnerabilities and adaptation will be documented and consolidated to build a decision-making support system for future adaptation planning.

3.2 Partnerships, target groups and beneficiaries :

The project is designed to operate in the Sahelian and Sudanian zones of Chad, covering 19 provinces. The project is being implemented in partnership with Chad's Ministry of the Environment, Fisheries and Sustainable Development, anchored at the Direction de Lutte contre les Changements Climatiques, which is responsible for the overall coordination of CC adaptation activities throughout the country, and whose current and previous directors are GEF and UNFCCC focal points respectively. The Ministry in charge of National Meteorology and the Ministry in charge of Water are represented by 2 bodies in the implementation of the project, namely the Agence Nationale de la Météorologie (ANAM) and the Direction des Ressources en Eau (DRE). The latter 2 are the country's national meteorological and hydrological services. Other institutions include the Ministry of Finance and Budget (MFB), the Ministry of Economic Prospective and International Partnerships (MPEPI), the Ministry of Agriculture and Irrigation (MAI) and the Ministry of Livestock (ME).

In addition to the above-mentioned institutions forming an integral part of the project Steering Committee, the project also works in close collaboration with the Fonds Spécial pour l'Environnement (FSE), the Fonds National de l'Eau (FNE), the deconcentrated departments of the territorial administration, NGOs and civil society, community organizations and agricultural associations, the private sector as well as research institutes and universities. Coordination between these institutions and government agencies is expected to be ensured by DLCC, with the support of the Technical and Scientific Committee (still in the process of being appointed) and the Environmental Conventions Coordination Centre for networking and information sharing on the project. All these partners are beneficiaries of the PNA project. In addition, the project will also build on existing experience to reinforce achievements and make further contributions to adaptation efforts. To this end, the project will establish partnerships and synergies with the following initiatives:

- World Bank through the HYDROMET project
- IFAD through the PARSAT project
- European Union through the Global Climate Change Alliance (GCCA) project,
- UNDP through the Gestion communautaire des risques climatiques au Tchad (GCRCT) project
- UNITAR through the "RésEau" project to map water resources.
- Islamic Development Bank (IDB) through the program to strengthen resilience and combat food insecurity
- ICAT, Promesse Climat, PAG-PNA, NAP Global Network and coordination of the NDC Partnership through support for preparatory activities in the process of formulating the NAP document and the NDC.

3.3 Main achievements :

- The National Meteorological and Hydrological Services (ANAM and DRE) are equipped for this purpose, and the data generated is used to guide decisions on climate- and gender-sensitive policies, plans and budgets.
- Stations are currently being installed (44/64 SMSA, 1/15 SHA, 44/165 rain gauges and 0/4 piezometers) and sites have been secured.
- In addition to operating and maintaining the stations, the NMHSs are able to produce audiovisual meteorological information and manage the common platform for disseminating climate information to the general public and to 130,000 data producers and users (51% of whom are women), currently being targeted and capitalized on by the GCRCT project.
- The analysis of climate trends and the training of institutional players on projections for 2030, 2050 and 2090, set out future values for temperature, humidity and precipitation.
- ESF and ENF capacities have been strengthened to access sources of climate financing and identify effective, sustainable adaptation projects in line with identified priorities.
- 3 research projects to improve adaptation options are currently being tested by CNRD, UPM and FSEA.
- The organization of provincial workshops enabled around a hundred decentralized players to understand the planning, budgeting and financing of adaptation options with a view to updating PDPs.
- Entry points for adaptation in 9/15 PDPs are identified and documents are revised and validated to support future resource mobilization.
- The NDP is currently being revised with UNDP support, and adaptation options have been integrated by the thematic commission in charge of these aspects, based on the priorities identified in the 1st NAP, NDC, etc., for which the NAP project contributed.

- Sectoral policies/plans for agriculture, livestock, fisheries and water will be revised on schedule with the support of the project to ensure the integration of adaptation. This process is led by the respective sectoral ministries and can only be addressed once the target provinces have their revised PDPs. These will serve as supporting documents for the revision of policies/plans to be approved by the country's highest authorities.
- Actors involved in the M&E mechanism of the Ministry in charge of the environment were trained on the basis of the analysis of this mechanism in order to facilitate the overall coordination of adaptation work.

3.4 Impact of COVID-19 :

Delays in project implementation remain difficult to make up and are mainly due to the late recruitment of Project Management Unit staff and government measures to combat the COVID-19 pandemic declared in March 2020 in Chad. Although the situation has remained calm since the beginning of 2022, measures may be tightened or relaxed depending on the peak of the pandemic. Previous measures taken by the government of Chad include a ban on the gathering of more than 50 people in a single location, the closure of N'Djaména international airport to international flights, and the slowdown of public administration activities, limitations on inter-city travel and transport, assignment of project staff to work from home, with all other UNDP staff obliged to telework until they actually return to the office, physical and social distancing, recommended hygiene measures (hand-washing, wearing of masks, etc.), imposition of a strict work schedule, etc.), the imposition of a curfew, the establishment of a state of health emergency throughout Chad by the government, etc. We should also mention the psychosocial impact of COVID-19 on the project's staff, who are mainly national staff and do not have optimal teleworking conditions.

As major or critical risks have been identified for the project in the ATLAS risk register, appropriate mitigation measures need to be implemented to ensure business continuity, hence the importance of supporting stakeholder institutions and beneficiaries with awareness-raising tools, technology and materials essential to pandemic prevention and mitigation.

4. EF APPROACH AND METHODOLOGY

The EF report must provide information based on credible, reliable and useful evidence-based data.

The FR team should review all relevant sources of information, including documents developed during the preparation phase (such as the FIP, the UNDP Inception Plan, the UNDP/PDRES Environmental and Social Risk Detection Procedure), the project document, project reports including annual MTRs, project budget revisions, lessons learned reports, national strategic and legal documents, and any other material the team deems useful to support this assessment. The FR team should review the GEF focal area baseline and mid-term baseline indicators/monitoring tools submitted to the GEF at the time of the Director's approval and at mid-term milestones, as well as the baseline indicators/monitoring tools to be completed prior to the start of the FR field mission.

The evaluation will be carried out by an external team of independent evaluators and will follow a participatory and consultative approach ensuring close engagement with the Project Management Unit, government counterparts including the GEF operational focal point, implementing partners, the UNDP country office, the Regional Technical Advisor for Nature, Climate and Energy (NCE), direct beneficiaries and other key stakeholders.

Stakeholder engagement is vital to the success of the EF. Stakeholder engagement should include interviews with stakeholders who have responsibilities in the project, including the executing agency, implementing partners, the Project Management Unit, key experts and consultants in the relevant field, the project steering committee, stakeholders, universities, local authorities, Civil Society Organizations (*a specific stakeholder list will be made available to the TE team immediately after contract signature*), etc. In addition, as far as possible, the TE team is to carry out field missions in N'Djaména and the 18 other sites in the project intervention zone, depending on the actions already undertaken in the field and the sample selected.

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

The final methodological approach, including the timing of interviews, field visits and data to be used in the FR, must be clearly set out in the initial FR report and thoroughly discussed and agreed between UNDP, stakeholders and the FR team.

The final FE report must describe the entire approach adopted and the rationale behind it, making explicit the underlying assumptions, challenges, strengths and weaknesses of the evaluation methods and approach.

The following data collection stages are planned:

4.1. Literature review

A desk review of the key strategies and documents underpinning the scope of the project should be carried out. This includes a review of the project document, the various reports, the country program document, as well as any monitoring and other documents, to be provided by the Project Management Unit and the Mandating Unit.

4.2 Data collection in the field

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

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires, where applicable
- Participatory observations, focus groups and rapid assessment techniques.

5. DETAILED SCOPE OF THE TE

The TE must assess the project's performance against the expectations set out in the project's logical/results framework (**see Annex A of the ToR**). It must assess the results against the criteria described in the Guidelines for conducting final evaluations of UNDP-supported and GEF-funded projects.

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

The scope of the FR should detail and include the aspects of the project that will be covered by the FR, such as the schedule, as well as the main issues of interest to users that the FR team needs to address.

The findings section of the FR report should cover the topics listed below. A full outline of the contents of the FR report is provided in **Appendix C of the ToR**.

Criteria requiring a rating are marked with an asterisk (*).

Findings

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

- Adaptive management (modification of project design and products during implementation)
- Genuine stakeholder participation and partnership agreements
- Project financing and co-financing
- Monitoring and evaluation: design at entry (*), implementation (*) and overall M&E evaluation (*)
- Implementing partner (UNDP) (*) and executing agency (*), overall project control/implementation and execution (*)
- Risk management, including environmental and social standards

iii. Project results

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

iv. Key findings, conclusions, recommendations and lessons learned

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

The FE report will include a table of evaluation ratings, as shown below:

ToR Table 2: Evaluation scoring table for the PNA project

Monitoring and evaluation (M&E)	Note ⁵
M&E design at entry	
Implementation of the M&E plan	

⁵ Achievements, effectiveness, efficiency, M&E, implementation/control and execution, relevance are rated on a six-point scale: 6=Very satisfactory (TS), 5=Satisfactory (S), 4=Moderately satisfactory (MS), 3=Moderately unsatisfactory (MI), 2=Unsatisfactory (I), 1=Very unsatisfactory (TI). Sustainability is rated on a four-point scale: 4=Probable (P), 3=Moderately Probable (MP), 2=Moderately Unlikely (MI), 1=Improbable (I).

Overall M&E quality	
Implementation and execution	Note
Quality of UNDP implementation/control	
Quality of execution by implementing partner	
Overall quality of implementation/execution	
Evaluation of results	Note
Relevance	
Efficiency	
Efficiency	
Overall project completion	
Durability	Note
Financial resources	
Socioeconomic	
Institutional and governance framework	
Environmental	
Overall probability of sustainability	

6. Calendar

The total duration of the process from the closing of applications is 59 working days. The duration of the EF including the closing workshop will be approximately thirty-two (35) working days over a period of eight (8) calendar weeks, i.e. from April 17 to June 05, 2023, and will not exceed three (3) months from the time the consultants are engaged. The provisional schedule for the EF is as follows:

Calendar	Activity
<i>(March 20, 2023)</i>	Closing date for applications
<i>(March 21-April 13, 2023)</i>	EF team selection
<i>(April 13-17, 2023)</i>	EF team preparation period (communication of project documents)
<i>(April 17-20, 2023) 3 days (2-4 days recommended)</i>	Document review and preparation of initial FE report
<i>(April 21-26, 2023) 3 days</i>	Finalization and validation of the initial FE report - no later than the start of the FE assignment
<i>(April 27-May 15, 2023) 13 days (7-15 days recommended)</i>	FE mission: meetings with stakeholders, interviews, field visits, etc.
<i>(May 16, 2023)</i>	Mission closing meeting and presentation of initial findings - at the earliest at the end of the FE mission
<i>(May 17-May 24, 2023) 5 days (5-10 days recommended)</i>	Preparation of draft EF report
<i>(May 25, 2023)</i>	Draft EF report circulated for comment
<i>(May 26-May 31, 2023)</i>	Integration of comments on the draft FR report into the audit trail and finalization of the FR report.
<i>(01-05 June 2023)</i>	Preparation and publication of management response
<i>(June 05, 2023)</i>	Closing workshop with stakeholders (optional)
<i>(June 06, 2023)</i>	Expected date of completion of the entire FE process

NB: Options for field visits should be provided in the initial inception report. In the event that the assessment is delayed in any way due to COVID-19, an emergency delay may be considered. Flexibility of timeframes should be included in the FE schedule, with the extra time needed to carry it out remotely (virtually) recognizing possible delays in access to stakeholder groups due to COVID-19.

7. TE DELIVERABLES

#	Deliverable	Description	Calendar	Responsibilities
1	Initial TE report	The TE team defines the objectives, methodology and timetable of the TE.	After the kick-off meeting and no later than 2 weeks before the end of the FE assignment: April 26, 2023	The TE team submits the report to the Mandating Unit and the Project Management Unit.
2	Presentation	First findings	End of TE mission: May 15, 2023	The TE team presents to the Mandating Unit and the Project Management Unit
3	Draft TE report	Complete draft report (drawn up using the content guidelines in Appendix C of the ToR) with appendices	Within 3 weeks of TE mission: May 25, 2023	The TE team submits the draft report to the Mandating Unit. It is then reviewed by the CTR, the Project Management Unit, the UNDP Sustainable Development Unit, the UNDP M&E specialist and the GEF focal point.
4	Final TE report* + audit trail	Revised final report and TE audit trail in which the TE details how comments received in the final TE report have been addressed (or not) (see template in Appendix H of ToR).	Within one week of receiving comments on the draft report: May 31, 2023	The TE team submits both documents to the commissioning unit.

*All final EF reports will be subjected to a quality analysis by the UNDP Independent Evaluation Office (IEO). For more details on the IEO's quality analysis of decentralized evaluations, please refer to section 6 of the UNDP Evaluation Guide. The final evaluation report must be in English. If necessary, the Mandating Unit will organize a translation of the report into a language more widely shared by national stakeholders.

8. PROVISIONS RELATING TO the TE

Primary responsibility for the management of the TE lies with the Mandating Unit. The Mandating Unit for the TE of this project is the UNDP Country Office in Chad. The Mandating Unit will contract consultants and ensure that the TE team receives timely per diem and in-country travel arrangements, and will provide an updated list of stakeholders with contact details (telephone and email) if COVID-19 constraints allow. The Project Management Unit, with the support of the UNDP Sustainable Development Unit and the UNDP M&E specialist, will be responsible for liaising with the TE team to provide all relevant documents, prepare stakeholder interviews and organize field visits.

Valuation agent :

The UNDP Chad country office is the sponsor of the TE and is therefore responsible for :

1. Provide support to independent appraisers;
2. Respond to the evaluation by using the findings appropriately;
3. Allocate the necessary funds and human resources ;
4. Be responsible and accountable for the quality of the assessment process and products;
5. Recommend acceptance of the reference group's final report.

Evaluation team :

The experts will be responsible for carrying out the actual assessment, submitting the methodological approach, collecting, processing and analyzing the data, developing the draft final report as well as the Power Point presentation and final report in accordance with the terms of reference.

Evaluation co-managers :

The UNDP Chad Sustainable Development Unit, the Project Coordination Unit (PMU) and the UNDP monitoring and evaluation specialist will be responsible for :

1. Manage contractual arrangements, budget and personnel involved in the evaluation;
2. Provide support to the evaluation team ;
3. Provide the evaluation team with administrative assistance, information and data;
4. Analyze the methodological approach document and evaluation reports to ensure that the final version meets quality standards;
5. **Provide transportation⁶** for the RU team during data collection, stakeholder consultations and site visits.

9. COMPOSITION, QUALIFICATIONS AND TASKS OF THE TE TEAM

The TE team will be made up of two (2) independent consultants, specialized in project evaluation, including one (1) international consultant and one (1) consultant from Chad.

The international expert will act as team leader with proven experience and proximity to similar projects and evaluations in other regions of the world, particularly in Africa. He/she will ensure the quality of the evaluation to deliver all the expected products within the allotted time, and will be responsible for the design and drafting of the FE report.

The team's national expert will be responsible for assessing emerging trends in regulatory frameworks, budget allocations, capacity building, working with the project team to develop the TE itinerary, etc. He/she will facilitate contacts with administrative authorities and project stakeholders. He will facilitate contacts with administrative authorities and project stakeholders. His main tasks will be to facilitate the collection, processing and analysis of data in the field, taking care where necessary to facilitate translation aspects and contacts with target populations.

Consultants must not have been involved in the preparation, formulation and/or implementation of the project (including the drafting of the project document), must not have carried out the mid-term evaluation of the project and must not be in conflict of interest with project-related activities.

In the restrictive context of COVID-19, the international consultant may be called upon to work with the national consultant essentially at a distance. The selection of consultants will aim to maximize the overall qualities of the "team" in the following areas:

A. International Consultant, Team LeaderEducation (20 pts Max)

Hold at least a post-graduate degree (Bac+5) or equivalent in Development Planning, Development Economics, Climate Change and Sustainable Development, Adaptation and Resilience or in a related social and environmental science discipline.

Experience (80 pts Max)

1. Recent and relevant experience in results-based management evaluation methodologies (10 pts) ;
2. Experience in applying SMART indicators and rebuilding or validating reference scenarios (10 pts) ;
3. Adaptive management skills, as applied to the GEF Climate Change Adaptation focal area (10 pts);

⁶ Transportation of the team in the field will be provided by the PMU.

4. Experience in evaluating similar projects as an international consultant and team leader at least 3 times (10 pts) ;
5. Experience of working in sub-Saharan African countries and good knowledge of development issues in Chad (8 pts);
6. At least 10 years' professional experience in relevant technical sectors (10 pts) ;
7. Demonstrated understanding of gender issues and adaptation to climate change through at least one experience in gender-sensitive assessment and analysis (8 pts);
8. Demonstrated communication skills (5 pts) ;
9. Demonstrated analytical skills (5 pts);
10. Experience in the evaluation/review of development projects within the United Nations system will be considered an asset (4 pts) ;

Language

- Fluency in written and spoken French.
- Fluency in written and spoken English.

B. General tasks of the RU team

- Use the various reports and other documents ;
- Consult with stakeholders;
- Analyze documentation according to key evaluation criteria (relevance, effectiveness, efficiency, sustainability and impact);
- Produce expected deliverables.

C. Specific tasks of the International Consultant Team Leader

In addition to the general tasks assigned to the team, the mission leader will be responsible for :

- Submit to the contractor a coherent and consensual methodological approach, including the tools needed to collect the information;
- Manage and coordinate the work of the team;
- Coordinate and ensure the quality assurance of the TE, including the writing of reports by the team;
- Lead stakeholder consultations (if applicable) ;
- Facilitate feedback sessions;
- Ensure that deliverables (initial inception report, interim report, final report and PowerPoint presentation) are finalized and submitted within the defined deadlines.

10. EVALUATOR'S CODE OF ETHICS

The RU team is required to adhere to the highest ethical standards and to sign a code of conduct upon acceptance of the assignment. The evaluation will be conducted in accordance with the principles set out in the UNEG "Ethical Guidelines for Evaluation". The evaluator must protect the rights and confidentiality of informants, interviewees and stakeholders by taking steps to ensure compliance with legal and other relevant codes governing data collection and communication. The evaluator must also ensure the security of the information collected before and after the evaluation, and follow protocols to guarantee the anonymity and confidentiality of information sources where appropriate. Furthermore, information and data collected as part of the evaluation process must be used solely for the evaluation and not for any other purpose without the express authorization of UNDP and its partners.

11. PAYMENT TERMS

- Payment of 20% upon satisfactory delivery of the final version of the RU's initial report and approval by the Mandating Unit;
- Payment of 40% upon satisfactory submission of the draft FE report to the Mandating Unit;
- Payment of 40% upon satisfactory submission of the final RU report, after approval by the Mandating Unit and the CTR (via signatures on the RU final report approval form) and submission of the audit trail.

Criteria for issuing the 40% final payment⁷ :

- The final FR report includes all the requirements set out in the FR ToR and complies with the FR guidelines;
- The final TE report is clearly written, logically organized and specific to this project (i.e. the text has not been copied and pasted from other TE reports);
- The audit trail includes responses and justification for each comment listed.

NB: Include a forecast for the impact of COVID-19 on the production of deliverables and any reduced payments should this occur.

In accordance with UNDP financial regulations, where it is determined by the Mandating Unit and/or the consultant that a product or service cannot be satisfactorily completed due to the impact of COVID-19 and the limitations of the TE, that product or service will not be paid for. Due to the current situation of COVID-19 and its implications, partial payment may be considered if the consultant has invested time in completing a product or service but has been unable to complete it due to circumstances beyond his control.

12. APPLICATION PROCESS⁸

Recommended presentation of the proposal :

- a) Letter of confirmation of **interest** and availability using [the template⁹](#) provided by UNDP (see Annex I);
- b) **CV** and **biodata** (form [P11](#))¹⁰;
- c) **Brief description of the approach to the work/technical proposal** explaining why the person considers him/herself best suited to carry out the assignment, and proposed methodology on how he/she will approach and carry out the assignment (1 page Max);
- d) **Financial proposal** Financial proposal indicating the total lump-sum contract price and all other travel-related expenses (such as air tickets, per diems, etc.), supported by a cost breakdown, in accordance with the template attached to the letter of [confirmation of interest](#). If an applicant is employed by an organization/company/institution and expects to be charged a management fee by his employer for his provision to UNDP under a reimbursable loan agreement (RLA), the applicant must indicate, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application documents must be submitted quoting the following reference "Candidate for the position of (International Consultant, Team Leader or National Facilitation Consultant) for the final evaluation of the National Adaptation Plan project" by e-mail ONLY to the following address: procurement.td@undp.org no later than **March 20, 2023 at 12:00 N'Djamena time**. Applications from women are strongly encouraged. Incomplete applications will be excluded from further consideration.

Proposal evaluation criteria: Only applications that are responsive and compliant will be evaluated. Bids will be evaluated using the combined scoring method - where training and experience on similar assignments will be

⁷ The commissioning unit is obliged to make payments to the TE team as soon as the conditions set out in the ToR have been met. If there is an ongoing discussion between the commissioning unit and the TE team concerning the quality and completeness of the final deliverables, the regional M&E advisor and the vertical fund management must be consulted. If necessary, the commissioning unit's senior management, the procurement services unit and the legal support office will also be informed so that a decision can be made as to whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the contractor concerned from all relevant lists. For further details, see UNDP's Individual Contract Policy:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁸ Evaluators must be recruited in accordance with the POPP guidelines for the recruitment of consultants.

<https://popp.undp.org/SitePages/POPPRoot.aspx>

⁹

<https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

¹⁰ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

weighted at 70% and the price proposal at 30% of the total score. The contract will be awarded to the candidate with the highest combined score who accepts UNDP's general conditions.

Annex 2: TE mission itinerary

Dakar	April 25 th 2023	April 26 th 2023
Dakar- Ndjamen	Thu, Apr 27 th 2023	-
Ndjamen	Thursday Apr 27 th 2023	May 1 st 2023
Ndjamen - Massaget	May 2 nd 2023	-
Massaget - Massakori	May 2 nd 2023	-
Massakori - Ndjamen	May 2 nd 2023	-
Ndjamen	May 3 rd –	May 6 th 2023
Ndjamen - Dakar	Sat, May 6 th	-
Dakar	May 7 th	-

Annex 3: List of interviewees

Name	Function
Markinzaye Saturnin Kouma Kossi	PNA Coordinator
Chaibou Ramadan	PNA Monitoring and Evaluation Specialist
Biampambe Patallet	PNA Hydrometeo expert
Gaye Weldadour	UNDP Monitoring and Evaluation Specialist
Emmanuel Keryang	UNDP Env PProgramme Coordinator
Sakine Botchomi	ANAM Director
Hamid Souleimane Abacar	ANAM Assistant-Director
Djergo Gaya	Agrometeorologie, ANAM
Rodrigue Deuba Tchoke	Anam
	DRE Director
	DRE 2
Mramgue Traina	Technicien ANADER
	Directeur Cabinet Hajjer Lamis
Mahamat Adou Issa	Delegue Environment
Hissen Mersia	Secrétaire General
Mamad Abdoulaye	Point Focal , CELIAF
Narcisse Dingamio	Responsable Initiative Economiques CNCPT
Jonas Bab	Project manager CELIAF
Oualbacet Magomna	Former permanent secretary , Ministry Environment
Younouss Mahamat	Vice president CPA Hajjer Lamis

Annex 4: List of documents examined

Documents	By-laws
• Project identity sheet	Received
• Project document	Received
• Tracking Tool filled in	Received
• Inception workshop report	Received
• Annual work plans and budget	Received
• Memorandums of understanding signed.	Received
• Implementation reports	Received
• Environmental and social impact study reports	Received
• Monitoring reports	Received
• Guidelines, manuals and operational systems relating to the project	Received
• UNDP Country Program Document	Received
• UNDAF Program Document	Received
• Decision to set up a steering committee	Received
• Minutes of steering committee meetings	Received
• Mission/meeting reports	Received
• Training session reports	Received
• Study reports	Received
• Map of project area	Received
• Specific project reports	Received

Annex 5: Evaluation matrix (evaluation criteria with key questions, indicators, data sources and methodology)

Evaluation criteria questions	Indicators	Sources	Methodology
1. the relevance of the project: how does the project relate to the main objectives of the GEF focal area and to local, regional and national climate change and development priorities? Extent to which the project's objectives and activities match the needs of the target group and the national priorities and policies defined in the NAP.			
Match between project objectives and needs of beneficiaries (institutions and structures supported)	The extent to which the project meets the needs of the people/institutions in the intervention areas	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralised Departments o Similar projects/programs in the same project areas 	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation - Analysis of assessment-related documents
Consistency between the project and national/local policies to combat climate change	Level of consistency between the project and the NAP and national programs to combat the effects of climate change in Chad	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralised Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of assessment-related documents</p>
To what extent are the project objectives still valid?	Population needs versus program objectives Stakeholder opinions (see stakeholder opinions)	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralised Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of assessment-related documents</p>
Conformity of the project's activities and products with its overall purpose and	of activities completed	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) 	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview

the objectives assigned to it		<ul style="list-style-type: none"> ○ Management staff: UGP project team, ○ Direct individual/collective beneficiaries <p>- Other implementing partners :</p> <ul style="list-style-type: none"> ○ Regional Directorates/Decentralised Departments <p>Similar projects/programs in the same project areas</p>	- Information triangulation Analysis of assessment-related documents
	of results achieved	idem	idem
	Qualitative analysis of % of results	idem	idem
	Suitability of the program with the national guidelines of the NAP	<ul style="list-style-type: none"> ○ Sponsor's team (UNDP) ○ Management staff: UGP project team, ○ Direct individual/collective beneficiaries <p>- Other implementing partners :</p> <ul style="list-style-type: none"> ○ Regional Directorates/Decentralised Departments <p>Similar projects/programs in the same project areas</p>	<p>- Various Reports</p> <p>- Actors :</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of assessment-related documents</p>
Match between the project's activities and products and the desired impact and effects	See logical framework Intervention logic Analysis of results and effects/impacts produced (comparison between effects produced and expected effects/impacts)	idem	Ditto
Conditions for success/impediments to projects and programs	- Success factors (internal and external) for projects and programs	idem	Ditto
	- Factors (internal, external) that have hindered the implementation of projects and programs	idem	Ditto
2 Effectiveness: to what extent have the expected results and objectives of the project been achieved?			
Degree of achievement of project objectives	Activity implementation situation	<ul style="list-style-type: none"> ○ Sponsor's team (UNDP) 	<p>- Various Reports</p> <p>- Actors :</p> <ul style="list-style-type: none"> - Individual interviews - Group interview

	Degree of achievement of results Degree of achievement of objectives	<ul style="list-style-type: none"> Management staff: UGP project team, Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> Regional Directorates/Decentralised Departments Similar projects/programs in the same project areas	- Information triangulation Analysis of assessment-related documents
What were the main factors that determined whether or not the objectives were achieved?	Opinion and analysis of stakeholders on the factors that have influenced (negatively or positively) the achievement of objectives	idem	Ditto
Achieving project objectives	Has the implementation of the project achieved or is it moving towards achieving its main objective?	idem	Ditto
Beneficiaries reached (in relation to what was planned)	- Number of beneficiaries reached (compared with forecast)	idem	Ditto
3. Efficiency: has the project been implemented efficiently, in accordance with national and international norms and standards? Measure of the relationship between the project's outputs and the resources used to produce them			
Were the activities cost-effective?	<ul style="list-style-type: none"> Comparison of budget allocation to staff with investments (audit findings, findings on implementation of audit recommendations and supervisory visits) Existence of procedure manuals (where necessary) Level of application of procedure manuals. 	<ul style="list-style-type: none"> Various Reports Actors : <ul style="list-style-type: none"> Sponsor's team (UNDP) Management staff: UGP project team, Direct individual/collective beneficiaries Other implementing partners : <ul style="list-style-type: none"> Regional Directorates/Decentralised Departments Similar projects/programs in the same project areas	Methods/techniques <ul style="list-style-type: none"> Individual interviews Group interview Information triangulation Analysis of assessment-related documents

Were the objectives achieved on time?	- Comparison over time of objectives set and achieved	idem	idem
Has the program or project been delivered in the most efficient way compared to other possible approaches?	- Cf. Existence and use of the procedure manual and the rate of budget allocation for implementation.	idem	Ditto
4. Impact of the pilot project: is there any evidence that the project has contributed to (or enabled progress to be made towards) a reduction in environmental pressures and/or an improvement in ecological status? Positive and/or negative changes induced			
What happened following the implementation of the project?	- Are there effects whose combinations tend towards achieving the predicted impact?	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralised Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of assessment-related documents</p>
What has the project really changed for beneficiaries?	<ul style="list-style-type: none"> - What a change we're aiming for. - What trend of change is induced by the project? 		
How many people were affected?	- Number of people affected and their assessment of the change brought about by the project at their level		
5. Viability/sustainability: to what extent are there financial, institutional, socio-political and/or environmental risks to maintaining the project's results in the long term? How likely is it that the project's positive results will be sustained after the project has ended?			
To what extent will the positive results of the pilot project continue after the end of the program (sustainability)?	<ul style="list-style-type: none"> - Project exit strategy? - What steps have beneficiaries taken to continue after the project? 	idem	Ditto
What are the main factors determining the viability or non-	- See underlying elements :		

viability of the pilot project?			
Institutional sustainability	- Administrative recognition with texts governing the various local structures set up	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralised Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of assessment-related documents</p>
	- Organization chart		
	- Infrastructures housing and owned by local structures		
Technical durability	- Mastery of well-adapted, environmentally-friendly techniques (in the various areas of activity of the Pilote ² project)		
Financial Sustainability	- Existence of an account in the name of and managed by the managers of the local structures		
	- Account funding sources		
	- Current account level		
Socio-political effect/impact	- Increase in the level of local financial resources and income of direct or indirect beneficiaries	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralised Departments 	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of assessment-related documents</p>

		Similar projects/programs in the same project areas	
	- Institutionalisation of women's structures in the process of combating the effects of CC		
Effects/impact on the governance of local structures	- Reducing inequality at all levels and sustainable, innovative social change		
	- Existence of medium- or long-term strategic itineraries for the various local structures: vision; strategies; action plan.		
Effect/impact of local structures on their environment	- Degree of dependence of local structures on the project		

Annex 6: Interview guides

Interview guide - Project Coordination team

Name of person met:.....
 Position held by the person we met:
 Phone :..... Email :.....

1. Can you give us a brief overview of the NAP-GEF project?

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

2. How are the project's objectives and planned activities consistent with the Chadian government's priorities?

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

3. How do the project's objectives and planned activities match the needs and expectations of the target institutions?

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

4. How do the project's objectives and planned activities match the needs and expectations of the local beneficiary communities?

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

5. What are the main difficulties you have encountered in carrying out the project and the solutions you have implemented?

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

6. Were you able to keep to the initial schedule of activities?

(A) Yes B. No

If not, were there any activities that you were unable to carry out and why?

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

If not, were any activities carried out late and why?

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

7. Which activities were you most satisfied with?

Explain.....
.....
.....

8. What activities do you carry out or have carried out with less satisfaction?

Explain.....
.....
.....

9. More generally, are you :

- A. Very satisfied with the results achieved by the project
- B. Moderately satisfied with project results
- C. Not at all satisfied with the results of the project

If very satisfied, explain

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

If not at all satisfied

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

10. Do you think that the NAP-GEF project has taken sufficient account of cross-cutting issues, particularly gender, in both its design and implementation?

(A) Yes B. No

Explain.....
.....
.....

11. Do the activities you have carried out have an impact on women and the most vulnerable populations?

(A) Yes B. No

Explain.....
.....
.....

12. Have the activities you have carried out helped to build the capacity of the beneficiary communities?

(A) Yes B. No

Explain.....
.....
.....

13. Have the activities you have carried out helped to build the capacity of other stakeholders (project partners, decentralised government departments, local authorities, etc.)?

(A) Yes B. No

Explain.....
.....
.....

14. Do you think the project's results and achievements will last?
(A) Yes B. No

Explain.....
.....
.....

15. Do you think that the question of the sustainability of the results of the NAP-GEF project has been taken into account from the outset?
(A) Yes B. No

Explain.....
.....
.....

16. Is there an exit strategy?
(A) Yes B. No

Explain.....
.....
.....

17. Were the project partners involved in the design and implementation of the NAP-GEF project?
(A) Yes B. No

Explain.....
.....
.....

18. Were the local authorities involved in the design and implementation of the NAP-GEF project?
(A) Yes B. No

Explain.....
.....
.....

19. Have local communities been involved in the design and implementation of the PNA-GEF project?
(A) Yes B. No

Explain.....
.....
.....

20. Does the project have an information and communication strategy? Have the various reports been drawn up on time?

(A) Yes B. No

Explain.....
.....
.....

21. Do you know whether your partners have an information and communication strategy? Have the various reports been drawn up on time?
(A) Yes B. No

Explain.....
.....
.....

22. Is there a partnership strategy at national, regional and local level? What impact do these partnerships have on the results achieved?
(A) Yes B. No

Explain.....
.....
.....

23. How are the activities and achievements of the NAP-GEF project monitored and evaluated?
.....
.....
.....

24. How are partners chosen to implement the NAP-GEF project?
.....
.....
.....

25. What improvements and adjustments/adaptations do you think need to be made to ensure that the project better meets the needs of local communities, particularly women?
.....
.....
.....

26. What are your proposals and recommendations for the project over the next 2 years?
.....
.....

Thank you for your cooperation

Interview guide - Project implementation partners

Name of partner:

Legal status of partner (NGO, association, CSO....):

Registered office (physical address):

Areas of operation:.....

Telephone:.....E-mail.....

I-PARTNERSHIP WITH UNDP

1. In which year did your institution establish a partnership with the PNA-GEF project?.....

2. Who took the first step?

- B. My institution
- C. The PNA-GEF project

3. What does the partnership with the PNA-GEF project involve?

Explain.....

4. What results have you achieved through your partnership with the PNA-GEF project?

5. Has the partnership with the project had an impact on your institution's ability to intervene?

(A) Yes B. No

Explain.....

6. Has the partnership with the project had any impact on the beneficiaries?

(A) Yes B. No

Explain.....

7. Do you see any advantages and/or disadvantages in partnering with the project?

(A) Yes (B) No

Explain.....
.....
.....

8. Do you think that improvements should be made to the partnership with the project?
(A) Yes (B) No

Explain.....
.....
.....

9. Do you think any adaptations/changes are needed in the partnership with the PNA-GEF project?
(A) Yes (B) No

Explain.....
.....
.....

10. More generally, what are your proposals/recommendations regarding the partnership with the NAP-GEF?
.....
.....
.....

II-PROJECT ACTIVITIES

11. Do you think that the project's activities are in line with the country's priorities in the area of climate data collection and dissemination?
(A) Yes B. No

Explain
?.....
.....
.....

12. Do you feel that the project's interventions are in line with the priorities of the target areas/institutions?
(A) Yes B. No

Explain.....
.....
.....

13. Are the project's interventions in line with the priority needs and expectations of the beneficiary populations, particularly producers?
(A) Yes B. No

Explain.....

14. Has the project had an impact on local communities?

(A) Yes B. No

Explain.....

15. Does the project have an impact on women and the most vulnerable groups?

(A) Yes B. No

Explain.....

16. Do you think that improvements should be made to the NAP-GEF project?

(A) Yes (B) No

Explain.....

17. Are any adaptations/changes necessary to the NAP-GEF project?

(A) Yes (B) No

Explain.....

18. What proposals/recommendations do you have for future project work?

.....

Thank you for your cooperation

Annex 7 : TE rating scales

The evaluation will provide individual scores for all evaluation criteria described in the TOR. Most criteria will be evaluated on a six-point scale as follows: Very Satisfactory (VS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MI); Unsatisfactory (I); Very Unsatisfactory (VSI). Sustainability is rated from "Very Likely" (VL) to "Very Unlikely" (VU).

In the conclusions section of the report, the ratings will be presented together in a table, with a brief rationale referencing the conclusions in the body of the report.

•
Evaluation of progress toward achievement of outcomes: (one assessment for each achievement and for each objective)

6	Highly satisfactory (HS)	The objective/achievement should meet or exceed all end-of-project targets, with no major deficiencies. Progress toward the objective/achievement can be an example of "good practice."
5	Satisfactory (S)	The objective/achievement is expected to meet most of the end-of-project targets, with only minor shortcomings.
4	Moderately satisfactory (MS)	The objective/achievement is expected to meet most of the end-of-project targets but has significant shortfalls.
3	Moderately unsatisfactory (MU)	The objective/achievement is expected to meet most of the end-of-project targets but has major shortcomings.
2	Unsatisfactory (U)	The objective/achievement is not expected to meet most of the end-of-project targets.
1	Highly unsatisfactory (HU)	The objective/achievement did not meet the mid-term targets, and is not expected to meet any of the end-of-project targets.

•

Evaluation of Project Implementation and Responsive Management: (one overall evaluation)		
6	Highly satisfactory (HS)	The implementation of the seven components-management arrangements, activity planning, financing and co-financing, project-level monitoring and evaluation systems, stakeholder participation, reporting, and communication-enables effective and efficient project implementation and responsive management. The project can be an example of "good practice."
5	Satisfactory (S)	The implementation of most of the seven components allows for effective and efficient implementation of the project and responsive management, with the exception of a few components that are subject to corrective action.
4	Moderately satisfactory (MS)	Implementation of some of the seven components allows for effective and efficient project implementation and responsive management, but some components require corrective action.
3	Moderately unsatisfactory (MU)	Implementation of some of the seven components allows for effective and efficient project implementation and responsive management, but most components require corrective action.
2	Unsatisfactory (U)	The implementation of most of the seven components does not allow for effective and efficient project implementation and responsive management.
1	Highly unsatisfactory (HU)	The implementation of none of the seven components allows for the effective and efficient implementation of the project and responsive management.

•

Sustainability Assessment: (one overall assessment)		
4	Likely (L)	Negligible risks to sustainability; major accomplishments are on track for project closure and are expected to be maintained for the foreseeable future
3	Somewhat likely (ML)	Moderate risk; at least some accomplishments should be maintained, given the progress toward the achievement results observed in the mid-term review
2	Quite unlikely (MU)	Significant risks that key accomplishments will not be sustained after project closure, with the exception of certain products and activities
1	Unlikely (U)	High risk that project achievements and key outputs will not be sustained

Annex 8: Signed UNEG code of conduct form

L'indépendance concerne la capacité à évaluer sans subir d'influence induite ni de pression d'une quelconque partie (y compris le groupe chargé du recrutement) et à garantir aux évaluateurs le libre accès aux renseignements sur l'objet de l'évaluation. L'indépendance assure une légitimité et une perspective objective aux évaluations. Une évaluation indépendante réduit le risque de conflits d'intérêts qui pourraient survenir avec les notes attribuées par les personnes impliquées dans la gestion du projet évalué. L'indépendance est l'un des dix principes généraux de l'évaluation (avec les principes, objectifs et cibles).

Les évaluateurs/consultants :

1. Doivent présenter des informations complètes et équitables dans leur évaluation des forces et des faiblesses afin que les décisions ou les mesures prises soient bien fondées.
2. Doivent divulguer l'ensemble des conclusions d'évaluation, ainsi que les informations sur leurs limites et les mettre à disposition de tous ceux concernés par l'évaluation et qui sont légalement habilités à recevoir les résultats.
3. Doivent protéger l'anonymat et la confidentialité à laquelle ont droit les personnes qui leur communiquent des informations. Les évaluateurs doivent accorder un délai suffisant, réduire au maximum les pertes de temps et respecter le droit des personnes à ne pas s'engager. Les évaluateurs doivent respecter le droit des personnes à fournir des renseignements en toute confidentialité et s'assurer que les informations dites sensibles ne permettent pas de remonter jusqu'à leur source. Les évaluateurs n'ont pas à évaluer les individus et doivent maintenir un équilibre entre l'évaluation des fonctions de gestion et ce principe général.
4. Découvrent parfois des éléments de preuve faisant état d'actes répréhensibles pendant qu'ils mènent des évaluations. Ces cas doivent être signalés de manière confidentielle aux autorités compétentes chargées d'enquêter sur la question. Ils doivent consulter d'autres entités compétentes en matière de supervision lorsqu'il y a le moindre doute à savoir s'il y a lieu de signaler des questions, et comment le faire.
5. Doivent être attentifs aux croyances, aux us et coutumes et faire preuve d'intégrité et d'honnêteté dans leurs relations avec toutes les parties prenantes. Conformément à la Déclaration universelle des droits de l'homme, les évaluateurs doivent être attentifs aux problèmes de discrimination ainsi que de disparité entre les sexes, et s'en préoccuper. Les évaluateurs doivent éviter tout ce qui pourrait offenser la dignité ou le respect de soi-même des personnes avec lesquelles ils entrent en contact durant une évaluation. Sachant qu'une évaluation peut avoir des répercussions négatives sur les intérêts de certaines parties prenantes, les évaluateurs doivent réaliser l'évaluation et en faire connaître l'objet et les résultats d'une façon qui respecte absolument la dignité et le sentiment de respect de soi-même des parties prenantes.
6. Sont responsables de leur performance et de ce qui en découle. Les évaluateurs doivent savoir présenter par écrit ou oralement, de manière claire, précise et honnête, l'évaluation, les limites de celle-ci, les constatations et les recommandations.
7. Doivent respecter des procédures comptables reconnues et faire preuve de prudence dans l'utilisation des ressources de l'évaluation.
8. Doivent veiller à ce que l'indépendance de jugement soit maintenue et que les conclusions et recommandations de l'évaluation soient présentées de manière indépendante.
9. Doivent confirmer qu'ils n'ont pas participé à la conception et à l'exécution du projet évalué, ni à aucune activité de conseil le concernant, et qu'ils n'ont pas effectué l'évaluation à mi-parcours du projet.

Formulaire d'accord avec le Consultant chargé de l'évaluation

Accord pour le respect du Code de conduite du système des Nations Unies en matière d'évaluation :

Nom de l'évaluateur : _____ Alexandre Diouf _____

Nom de l'Organisation de conseils (le cas échéant) : _____



Je confirme avoir reçu et compris le Code de conduite des Nations Unies en matière d'évaluation et je m'engage à le respecter.

Signé à _____ Dakar _____ (Lieu) le _____ 23 Juin 2023 _____ (Date)

Signature : _____  _____

Annex 9: Signed TE report approval form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: <u>Jos La</u>	
Signature: 	Date: <u>17-Sep-2023</u>
<small>DocuSigned by: 213AE2E4C7F84DB...</small>	
UNDP GEF RTA	
Name: <u>Mulengera Bahal'okwibale</u>	
Signature: 	Date: <u>17-Sep-2023</u>
<small>DocuSigned by: 37F98388C190400...</small>	