



Mid-term evaluation of the Integrated management of natural resources in the Bafing-Falémé landscape project

By
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**Project title :
Integrated Management of Natural Resources in the Bafing Falémé Landscape GRIN-PBF"
Project**

GEF project ID :	9783		
UNDP-GEF PIMS ID	5677		
UNDP project ID :	00107546 Award: 00107166		
Country:	Guinea		
Region:	West Africa		
UNDAF/RESULT COUNTRY PROGRAM:			
Outcome 2: By 2022, national institutions, civil society, and the private sector will have implemented policies to improve food security, environmental sustainability, climate resilience, and disaster risk management.			
Output 2.2: Tools for planning, sustainable management of the environment and natural resources, disasters, and the living environment are revised/developed and used to take into account aspects of climate change.			
UNDP STRATEGIC PLAN:			
Development framework B: Accelerate structural transformations conducive to sustainable development. Typical solution 4: Promote nature-based solutions to preserve the planet.			
CPD outputs:			
Output 2.4: Households in targeted towns and villages have improved access to alternative technologies, renewable energy, and a healthy living environment.			
Output 2.5: The most vulnerable groups have greater resilience and adaptability to climate change.			
Focal area:	Climate change	Other: Sustainable agriculture management of natural resources (land and water)	
Implementing Agency:	UNDP Guinea		
Implementing partner	Office Guinéen des Parcs Nationaux et Réserves de Faune (OGPNRF) - Ministry of the Environment and Sustainable Development	PD signature (Project start date) :	
		June 16, 2020	
		Closing date (operational) :	Proposed: July 16, 2026 Real July 16, 2026
		LPAC date	February 28, 2020
Financing plan			
GEF Trust Fund		US\$7,060,274	
UNDP TRAC resources		US\$400,000	
(1) Total budget managed by UNDP		US\$7,460,274	
Parallel co-financing (any other co-financing that is not UNDP-managed co-financing)			
		<i>at CEO endorsement (US\$)</i>	<i>at Midterm Review (US\$)*</i>
Ministry of the Environment, Water and Forests	US\$7,000,000		7,000,000 (EU AFD WB Fund)
Ministry of Agriculture	US\$10,000,000		10,000,000 (PNAAFA)
Ministry of Energy	US\$22,000,000		12,000,000 (PGIRE)
Ministry of Territorial Administration and Decentralization	US\$5,000,000		0
Wild Chimpanzee Foundation (WCF)	US\$11,500,000		11,500,000 (PNMB creation project)
ECOWAS Regional Centre for Renewable Energy and Energy Efficiency (CERECEC)	US\$2,400,000		0
Fouta Trekking Adventure	US\$335,250		0
Jane Goodall Institute	US\$65,000		0
UNDP	400,000		118,794 (cash)
Total co-financing	US\$58,700,250		40.618.794
Total project funding (1)+(2)	US\$65,760,524		

Acknowledgments

At the end of this evaluation, the consultants would like to express our sincere thanks to the beneficiaries who participated in this exercise by sharing their experiences with the GIRN - PBF project. Their invaluable contribution has enabled us to understand the project's impact better and assess its effectiveness. Their commitment and cooperation greatly enriched our work.

We would also like to express our gratitude to the project's local partners, who generously devoted their time and shared their resources to facilitate our evaluation. Their openness in granting us access to their offices and documents and their willingness to share their achievements were essential in enabling us to grasp the scope of the actions undertaken entirely. Their active collaboration enhanced the quality of our assessment.

Our thanks also go to the GIRN - PBF project coordination, who facilitated our work by providing us with the necessary information and sharing their experience, knowledge and the challenges they face. Their support throughout the process was invaluable and contributed to the success of this evaluation. We would also like to thank the state agencies and beneficiary communities who participated in this evaluation. Their participation and contributions were crucial in assessing the project's impact at different levels and obtaining an overall view of its results. Their involvement demonstrates their commitment to sustainable development and improving their living conditions.

Finally, we would like to express our sincere gratitude to the UNDP staff at the Guinea Country Office and the Regional Office for their ongoing support and open collaboration. Their expertise and availability were essential to the successful completion of this evaluation. Their commitment to the GIRN-PBF project and willingness to work closely with us were greatly appreciated.

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Acronyms

IGA	Income-generating activity
PA	Protected area
BGEE	Guinean office for environmental studies and assessment
BM	World Bank
DGCN	Directorate-General for Nature Conservation
DNPNC	National Department of Pollution, Nuisance and Climate Change
DNFF	Direction Nationale des Forêts et de la Faune (National Forestry and Wildlife Directorate)
DNH	Direction Nationale de l'Hydraulique
DP	Project description
EIES	Environmental and social impact assessment
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GoG	Government of Guinea
GGP	Project Management Group
MEEF	Ministry of the Environment, Water and Forests
NIM	National implementation mechanism
METT	Management effectiveness monitoring tool (GEF)
OC	Community organization
OGPR	Guinean Office of National Parks and Reserves
UNDP/GEF	United Nations Development Programme/Global Environment Facility
PPOP	Operational and program policies and procedures
PSSE	Social and environmental selection procedure
PIR	Project implementation report (GEF)
S&E	Monitoring and assessment
IFC	International Finance Corporation
SPP	Project preparation grant
ToR	Terms of reference
PMU	Project Management Unit
US	US Dollar

Summary

1.1 Project information table

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1.2 Project description

The "Integrated Management of Natural Resources in the Bafing Falémé Landscape GRIN-PBF" Project aims to reduce threats to biodiversity and natural resources while strengthening their management through the landscape approach. The project aims to preserve biodiversity and ecosystem services while significantly reducing greenhouse gas emissions from forest loss in Guinea and increasing the carbon sequestration rate. It introduces the landscape approach, establishes, and makes operational a group of protected areas, including the Moyen Bafing National Park, the Gambia Falémé Wildlife Reserve and the Siguiiri community forests), The project is also intended to create ecovillages

around the protected areas. The theory of change applied to the project addresses the main obstacles to effective, sustainable management of the Bafing-Falémé landscape and to the development of ecovillages. The project aims to achieve four results, including the strengthening of integrated management of the Bafing-Falémé landscape, the preservation of biodiversity, the promotion of gender-sensitive practices and the integration of gender issues and knowledge management.

The project is designed around 4 components, each with an expected result and several outputs. In the light of the project document (Prodoc), the components' formulated outputs will lead to the expected results. The table below shows the components, results and various outputs formulated for the GRIN-PBF project.

The project is structured around four components with four distinct outcomes:

1. Component 1: Integrated management of the Bafing-Falémé landscape
Result 1: Integrated management of the Bafing-Falémé landscape is strengthened.
2. Component 2: Operationalizing the management of the Bafing-Falémé protected areas and buffer zone
Result 2: Biodiversity in the Bafing-Falémé landscape is preserved through an operational and interconnected PA system
3. Component 3: Development of the ecovillage model in the Bafing-Falémé landscape
Result 3: Farmer and agro-pastoralist households (of which 30% are women) adopt improved gender-sensitive practices to manage natural resources through the establishment of the ecovillage model.
4. Component 4: Gender mainstreaming, knowledge management and learning
Result 4: Gender issues are systematically integrated into project implementation and effective monitoring and evaluation enables knowledge to be shared and best practices disseminated.

1.3. Summary of project progress

The project aims to promote the integrated and sustainable management of natural resources in Guinea, focusing specifically on the Bafing-Falémé landscape. Despite challenges such as the COVID-19 pandemic and a coup d'état in Guinea, progress has been made in all project components. The "Integrated Natural Resource Management in the Bafing-Falémé Landscape" project promoted sustainable natural resource management and biodiversity conservation in Guinea. The project, implemented by the Ministry of the Environment and Sustainable Development in collaboration with UNDP and other partners, aims to establish a cluster of protected areas, introduce a landscape approach and establish ecovillages around the protected areas.

One of the project's main achievements is strengthening integrated management of the Bafing-Falémé landscape. This includes starting the process of expanding the inter-ministerial commission, setting up and strengthening regional landscape committees, identifying three corridors between the PNMB and the three classified forests (Woundou North, Woundou South, Gambia and Kabela, nucleus of the future Gambia Falémé wildlife reserve), the launch of the process to establish the biological migration corridor between the Lébékéré community forests in Mali (Guiné) and the Dindéfello community forest (Sénégal) and the legal recognition of the three Siguri community forests.

The project has also made progress in conserving biodiversity in the landscape. Implementing activities has improved the management and conservation effectiveness of protected areas. The project has carried out studies on the baseline situation of target villages for the transition to ecovillages and has developed ecovillage management plans. These plans integrate the dimensions of climate change and land management and aim to improve the livelihoods of farmers and agro-pastoral households. The expected results of the actions in the management plans are linked to achieving the SDGs and the Rio conventions.

In addition, the project focused on promoting gender equality and women's empowerment. A gender strategy and action plan were drawn up and validated, and gender mainstreaming was strengthened in

the implementation of project activities. The project also organized training workshops on gender equality and women's leadership for project managers, technical departments and authorities. The project also supported the development of budgeted gender action plans for ecovillages.

The project faced difficulties due to the COVID-19 pandemic and a coup d'état in Guinea. However, adaptive management strategies were used to overcome these obstacles. The project management team and the national office demonstrated that it was possible to achieve the objectives set.

Project progress by component

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ¹	Justification
<p>Objective Promote integrated and sustainable management of natural resources by introducing a landscape approach and by creating and making operational a set of protected areas (Moyen Bafing national park, wildlife reserve and community forests) along the Bafing and Falémé rivers and by establishing ecovillages around the protected areas.</p>	<p>GEF Management Effectiveness Tracking Tool (METT): METT scores for protected areas show an improvement in biodiversity management and conservation effectiveness.</p>	<p>Base score for the 5 protected areas in the Bafing-Falémé landscape : (1) PNMB: 32 (2) Gambia-Falémé wildlife reserve: 4 (3) Manden Woula forest: 10 (4) Naboun Woula forest: 10 (5) Faranwalyatou forest: 10</p>		<p>METT scores for the 5 PAs show at least 20% increases over the 3-year baseline. All scores > 20.</p>	<p>METT scores for all 5 PAs show increases of at least 40%. All scores are above 50.</p>		MS	<p>For the Management Plan of the Parc National de la Moyenne-Bénoué (PNMB), the score is 36.8, representing a 15% increase on the initial reference. The PNMB management plan document is available, incorporating comments from the reading workshop. The Ministry will organize the validation workshop.</p> <p>For the Gambia-Falémé Wildlife Reserve, the score is 4.20. A roadmap has been drawn up and is currently being implemented.</p> <p>For the Manden Woula Forest, the score is 12. A concerted management plan is currently being developed.</p> <p>For the Naboun Woula Forest, the score is 12. A concerted management plan is currently being developed.</p> <p>For Franwalyatou, the score is 12. A concerted management plan will be drawn up.</p>

¹ Use the 6-level progress assessment scale: HS, S, MS, MU, U, HU

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ¹	Justification
	Number of ecovillage management plans (EMPs) adopted by pilot sites	No plan has yet been drawn up		At least 6 plans for project sites have been successfully developed and adopted (approved) by the communities. At least four plans are currently being implemented.	At least 10 project site plans have been drawn up, adopted (approved) and successfully implemented by communities.		MS	Four ecovillage management plans have been drawn up: three in the North-East zone and one in the North-West zone. A further four plans are under development in the villages of Niara (North-West zone), Koulifakra, Lafaboubè and Balabori (Central zone).
	# Number of direct project beneficiaries.	0		6,000 people in the EV; 10,000 people in the BF landscape.	> 10,000 people in the EV; > 50,000 people in the BF landscape.		MS	24,119 beneficiaries in 36 villages bordering the PNMB and the classified and community forests of the Bafing-Falémé landscape. Of these beneficiaries, 12,783 (53%) are women. 22,229 beneficiaries in 10 riverside villages. Community members in 10 villages targeted for transition to ecovillages have benefited from the project's actions. Of these, 12,340 (55.51%) are women. Given that some people are just designated beneficiaries because they live in a community next to a protected area.
	Aichi target: % PA in Guinea	8% of PA (20,000 km ²)		10.6% of PA in Guinea (At least 6,424 km ² are fully listed in the gazette, making a total of around 26,000).	12.5% of PA in Guinea (A total of 11,196 km ² of protected areas have been created, for a total of around 31,000 km ²)		S	12.5% protected areas, with a total surface area of 30,610.93 km ² . The PNMB was officially created with a surface area of 6,766.95 km ² . Siguiri's three community forests with a total area of 3,834.45 km ² : FC de Naboun woula (2,044.91 km ²), FC de Manden oula (1,439.43 km ²) and Fanwaliaiou (350.11 km ²). NB: The areas of community forests indicated in the project document are significantly smaller than those found after participatory mapping with the communities and the forestry and wildlife departments. NB:

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ¹	Justification
								The process of establishing Mali's community forest is underway, with a surface area of 9.53 km ² , comprising FC Kalansaré (7.42 km ²), FC Bamaki (1.32 km ²) and FC Petel Djelimba (0.79 km ²). The creation of the Gambia Falémé Wildlife Reserve is underway. A roadmap has been prepared and shared with the OGPNRF.
Result 1 Strengthen integrated management of the Bafing-Falémé landscape.	The "BF Landscape Management Board" has been established to coordinate stakeholders within the landscape and has successfully validated the "Landscape Management Plan" (LMP).	There is no governance mechanism or integrated land-use plan at landscape level. NB: the interministerial commission operates partially at the PNMB level.		The inter-ministerial commission is fully operational. 3 regional committees operate at landscape level	Effective working relationships at all levels, from local to national. The Landscape Management Plan (LMP) has been developed, adopted (approved) and successfully implemented by stakeholders.		MS	A draft decree and a memorandum on the extension of the inter-ministerial commission are drawn up and examined by the legal advisor to the Ministry of the Environment and Sustainable Development. Two landscape committees have been set up in the northeast and northwest zones. These committees unite all stakeholders (beneficiaries, local elected representatives, mining companies, civil society, technical services, etc.).
	Surface area (ha) of legally established protected areas in the Bafing-Falémé landscape	0 ha fully gazetted. NB: the PNMB (6,426 km ²) is currently being created.		At least 6,424 km ² are fully classified and 3,372 km ² are in the process of being created.	A total of 11,196 km ² of protected areas have been created and are in operation to preserve biodiversity in the BF landscape.		HS	An area of 6,766.95 km ² is officially protected by Decree D/2021/123/PRG/SGG, creating the Moyen Bafing National Park. Siguiri's three community forests (Manden oula, Fanwaliaiou and Naboun oula) with a total area of 3,834.45 km ² are officially recognized. The process of establishing the Forêt Communautaire du Mali is underway.
Result 2 The biodiversity of the Bafing-Falémé landscape is conserved thanks to an operational and interconnected system of protected areas.	Increase in the score on the UNDP capacity development scorecard for protected area management compared with the baseline.	Systemic Institutional Individual		Scores, expressed in absolute terms, increase by at least 20%.	Scores, expressed in absolute terms, increase by at least 40%.	(not defined or not applicable)		This tool has not yet been applied to protected areas. Not all the tool's assessment criteria are yet applicable to protected areas.

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ¹	Justification
	Buffer zones and corridors in the BF landscape	No buffer zone or corridor		A corridor is being created between the PNMB, the wildlife reserve and community forests in Senegal.	A corridor has been created between the PNMB, the wildlife reserve and Senegal's community forests. At least 50% of surrounding village chiefs understand the legal status of the corridors.		MS	<p>Three corridors have been identified between the PNMB and the three classified forests (Woundou North, Woundou South, Gambia and Kabela, nucleus of the future Gambia-Falémé Wildlife Reserve):</p> <p>The southern corridor linking the PNMB to the future Gambia-Falémé Wildlife Reserve, passing through the villages of Ley Fello (Borokomé District), Daaka Lémouné (Ndiré District), Bhoheré (Boriké District) and Takabara (CR Fello Koundoua).</p> <p>The corridor linking the PNMB to the Gambia-Falémé Wildlife Reserve, passing through the villages of Fissaya Centre (Fissaya District), Kandjala (Dalaba District) and Mamaya (Niara District).</p> <p>The corridor linking the Woundou Nord classified forest to Gambia, passing through Madina foulbhè, Hafia, Madina Salanbandé and Fafaya.</p>
	The status of emblematic species such as western chimpanzees, bongo, waterbuck, elephant, leopard, lion and panther in the BF landscape.	There are around 5,000 chimpanzees in the BF landscape. The study on bongo, guinea pig, elephant, leopard, lion and panther will have to be updated.		Populations of emblematic species remained stable.	Populations of emblematic species remained stable.		MU	Data on the status of emblematic animals has not been updated. Inventory work is underway with WCF to list individuals by species.
Result 3	Percentage of households in project EVs with an improved stove and number of improved stoves	0		At least 40% of all households in the Ecovillages project use improved stoves.	At least 1,000 banco stoves are used in the ecovillage, and 4,000 improved stoves in the surrounding urban areas. At least 50 kilns are scattered throughout the BF landscape. At least 10 solar kits are used in the ecovillages.		MS	<p>The project reports that 47.07% of households use banco stoves for cooking in the ecovillages.</p> <p>To date, a total of 1,446 households out of 3,208 in the 10 ecovillages are using 1,526 improved banco stoves.</p> <p>Note: 442 households in 07 villages adjacent to classified and community forests use</p>

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	an ecovillage model.							517 banco stoves for cooking. The team notes the presence of improved ovens with a lower level of use in the field.
	Improving carbon stocks and reducing greenhouse gas emissions through afforestation, reduced deforestation and the use of clean cooking technologies.	There is no large-scale reforestation in the BF landscape. A loss of around 9.4 million tCO ₂ per year from the 1,119,600 ha of forest on the project sites. No clean cooking technology exists on the landscape.		(1) At least 3,000 ha reforested (2) At least 1,119,600 ha protected (3) Distribution of at least 3,000 improved stoves and 20 ovens.	In total, 15,435,991 tonnes of CO ₂ were reduced over the 20-year life of the project: 1) At least 6,000 ha reforested (1,771,222 tCO ₂ sequestered over the 20 years of the project) 2) At least 477,000 ha protected (13,592,293 tCO ₂ of emissions avoided). 3) Distribution of at least 5,000 improved stoves and 50 ovens.		MU	The project reports that 1,615.72 hectares of degraded forest around villages and classified forests have been restored by fencing, assisted natural regeneration, protection against bush fires, direct sowing of local species and supplementary planting at 14 sites in 10 villages belonging to 9 rural communes in the prefectures of Koumbia, Mali, Siguiri and Tougué, with 102,668 forest tree seedlings and 5,362 assisted regeneration seedlings. 1,888 households use a total of 2,043 banco fireplaces. Accounting for protected or reforested areas is sometimes problematic, due to the lack of investment in some places and the size of the area counted.
	Communities' perception of their livelihoods in the good management of biological resources in the Bafing-Falémé landscape, measured by the periodic and independent application of the "most significant change" (MSC) technique.	Not applicable The CSM technique is to be applied once the project has been launched and some form of change has occurred. The baseline corresponds to all assessments that corroborate the situation analysis for this project, particularly with regard to land use and livelihoods.		Changes in livelihoods are seen through the independent application of the MSC technique	Changes in livelihoods are seen through the independent application of the MSC technique		U	The study has not yet been carried out, but is planned for the third quarter of 2023. The evaluation team notes that, at the time of the MTR, livelihood activities had not taken on sufficient scope to induce a change in perception for most beneficiaries.
Result 4 Gender is systematically integrated into project implementation, and effective monitoring and evaluation support knowledge	Percentage of women among all participants in project activities, including monitoring and evaluation	5%		> 20%	> 30%		HS	53% for the BF landscape as a whole. During this reporting period, activities focused on ecovillages. This enabled 55.51% of women to participate in project activities. Implementing women-specific activities in the

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management for the dissemination of best practices.								budgeted gender action plan has encouraged greater participation by women in the ecovillages.
	Number of lessons published and disseminated on mitigating sectoral pressures within the framework of the landscape approach and the ecovillage model.	0		2	10		MS	An article was written on the good practices of a market gardening group supported by the project in the village of Fafaya, CR of Fafaya, Prefecture of Koubia. A WhatsApp group was created and made available to all project stakeholders. Existence of a "Sharepoint" for the project.

Project status in relation to budget consumption by component

Overall, the project has reached 63.3% budget consumption.

- Component 1: 74.1%
- Component 2: 57.33%
- Component 3: 69.3%
- Component 4: 48%
- Component 5: 40.5%

Expected program results	Estimated budget (USD)	Budget spent (USD)	Financial implementation rate	Analysis
Component N°1	856,050	634,018	74.1%	At mid-term, the Integrated Landscape Management BF component has already consumed 74% of the allocated budget. Several activities have not yet been completed under this component.
Component N°2	2,200,000	1,260,041	57.3%	The Operationalization component of AP BF ZT is at 57%, which is slightly above average but represents a reasonable disbursement rate in relation to planned and committed services.
Component N°3.	3,539,224	2,454,202	69.3%	Component 3 on setting up ecovillages is overrun and the majority of ecovillages have not been set up. There has been an underestimation of the true cost of setting up an ecovillage and this will require a reallocation of the budget and a reduction in the target.
Component N°4 :	275,000	131,919	48.0%	Component 4 on gender and knowledge management is at 48%, which is a reasonable disbursement from a financial point of view. What remains to be done is to consolidate the activities to give them a real impact in the field.
Component N°5 :	590,000	238,782	40.5%	The Project Management component is at 40.5%. The communications and gender staff, as well as the thematic experts who were to have been involved, were not fully deployed during the first part of the project.
Total program	7,460,274	4,718,962	63.3%	The disbursement rate is acceptable at mid term

1.4. Mid-term evaluation and performance summary table

The table below shows the project's performance:

Table: Summary of project performance

Evaluation	Evaluation mid-term review	Description of the project
Project strategy	N/A	
Progress towards results	Evaluation of objective achievement: 3 (on a 6-point scale)	The project's overall performance is encouraging, reflecting progress towards its objectives. The results achieved so far in protecting protected areas, promoting sustainable practices and engaging stakeholders are promising. However, certain aspects, such as applying certain assessment tools and the full participation of all stakeholders, may require further attention.
	Component 1 Assessment of achievement: 4	The Parc National du Moyen-Bafing (PNMB) was officially created, covering an area of 6,766.95 km ² . In addition, three community forests in Siguiri were formally recognized. Protected areas have benefited from awareness-raising and training activities on fire prevention, firebreaks and early burning, thus contributing to their preservation. Despite progress, some protected areas still need more robust measures to combat threats such as forest fires, poaching and illegal resource exploitation. In addition, the implementation of regular monitoring and evaluation measures to gauge the effectiveness of protection actions can be strengthened.
	Component 2: Evaluation of achievement: 3	Two landscape committees have been set up in the northeast and northwest zones, bringing together all stakeholders, including beneficiaries, local elected representatives, mining companies, civil society, and technical services. In addition, management plans have been drawn up for the ecovillages, encouraging sustainable management of natural resources and greater participation by local communities. Although landscape committees have been set up, the active involvement of all stakeholders is sometimes a challenge.
	Component 3: Evaluation of achievement: 2	Four ecovillage management plans have been drawn up, including three in the northeast zone and one in the northwest zone. A further four plans are being drawn up in Niara, Koulifakra, Lafaboubè and Balabori villages. These plans promote the transition to sustainable practices, including the use of improved stoves, the establishment of savings and credit groups, and the creation of sources of income for communities. Other ecovillage management plans are being developed, but effective implementation may face obstacles such as the availability of resources, ongoing training of local communities and the commitment of young people. Adherence to these plans may require ongoing awareness-raising and closer monitoring.
	Component 4: Evaluation of achievement: 3	Nearly half the households in the ecovillages use banco ovens for cooking. In addition, over 1,500 households have adopted improved stoves in the ecovillages, reducing dependence on biomass. In addition, installing solar kits in eight ecovillages promotes access to clean energy and strengthens local development initiatives. Significant progress has been made in strengthening women's participation and gender equality. More than half the beneficiaries of project activities are women, with a participation rate of 55.51% in ecovillages.
Project implementation and adaptive management	4	The level of performance in terms of project implementation and adaptive management is positive overall, with some areas for improvement. Progress in implementing planned activities is encouraging, and the results achieved in protecting protected areas and promoting sustainable practices testify to effective implementation. However, the need for adaptive management has become apparent in stakeholder engagement and the long-term sustainability of promoted practices. Ongoing adjustments to ecovillage management plans and raising awareness of agro-ecological practices can further strengthen the project's impact.
Durability	2	Although banco ovens and solar kits are being adopted, the long-term sustainability of these practices will require ongoing efforts to ensure equipment maintenance and replacement. In addition, expanding these practices to other communities may require adjustments to suit local contexts. Women's participation rates are encouraging, but cultural and structural barriers limit their full participation and leadership in the development of their communities.

1.5. Conclusions and recommendations

The " Integrated Management of Natural Resources in the Bafing Falémé Landscape GRIN-PBF" Project is part of a laudable initiative to promote sustainable, integrated management of natural resources. Its ambition is to ensure the sustainability of these resources through the creation of protected areas and ecovillages. It's an innovative approach that combines environmental protection with a sustainable social and economic vision, demonstrating a thorough understanding of the interdependence between natural and human systems.

Considerable progress has been made in achieving these objectives, particularly concerning biodiversity conservation. By ensuring that stable populations of emblematic species are maintained in the landscape, the project contributes to the survival of these species and the overall balance of the region's ecosystem. These efforts testify to recognizing the intrinsic value of biodiversity, over and above its immediate benefits for humanity.

Notable achievements include the legal recognition of the three (3) community forests (Manden woula, Naboun woula, and Franwaliatou), the expansion of the inter-ministerial commission, the establishment and strengthening of regional landscape committees, and the identification of three corridors between the PNMB and the three classified forests (Woundou North, Woundou South, Gambia and Kabela). This nature reserve is part of a broader approach to preserving natural areas and is a valuable tool for achieving the project's objectives. In addition, the process of creating the Gambie Falémé wildlife reserve, covering an area of 3,372 km², is underway. This initiative represents a significant step forward in the protection of ecosystems and the conservation of local biodiversity.

The role of women in natural resource management was also highlighted within the framework of the project. Significant efforts have been made to ensure their training and involvement in natural resource management activities. This reflects a willingness to go beyond traditional approaches to resource management and recognize the vital role that women can play in environmental protection and sustainable resource management. This gender mainstreaming is essential to the project's implementation, enabling broader participation.

In addition, the project encourages farmers and agro-pastoral households to adopt gender-sensitive practices and improved natural resource management techniques. By raising awareness of gender equality issues and equipping them with the tools they need to integrate these principles into their daily work, the project is helping to transform attitudes and behaviours regarding resource management. The development of a gender equality strategy, and the provision of gender training, show that the project is well on the way to achieving its gender equality objectives.

Another notable feature of the GIRN-PBF project is its participatory approach. Stakeholders are actively involved in communication activities and media coverage, enabling greater transparency and accountability. Their contributions are essential for assessing the project's impact at different levels and obtaining a global view of its results. Importantly, their participation is solicited, actively encouraged, and valued.

However, the project faced significant challenges, including the COVID-19 pandemic and the coup d'état in Guinea on September 5, 2021. These events disrupted the project's normal operations and required rapid and effective adaptation. Despite these obstacles, the project demonstrated resilience by adopting adaptive management strategies. This ability to react flexibly and proactively to unforeseen challenges testifies to the project's robustness and commitment to achieving its objectives despite the obstacles.

About monitoring and evaluation, the project has put in place adequate systems for collecting and analyzing project data, tracking progress towards objectives and assessing the effectiveness of project interventions. These monitoring and evaluation systems play a crucial role in ensuring the quality and accountability of the project.

In addition, the complexity of the project's design, the lack of information on disseminating lessons learned and the effectiveness of knowledge management efforts, present obstacles to an overall assessment of progress. Recognizing and addressing these challenges is essential to the project's continued success.

In short, although the GIRN-PBF project has faced challenges and shortcomings, there are many encouraging signs. It demonstrates an integrated and sustainable approach to natural resource management in the Bafing Falémé landscape, with strong involvement of local stakeholders, a focus on gender equality and a solid biodiversity conservation policy. To move forward, it is essential to continue building on these positive aspects while working to overcome obstacles and improve areas that require further attention. Through this comprehensive and dynamic approach, the project can genuinely contribute to a sustainable future for the Bafing Falémé landscape and its inhabitants.

Lessons learned

Positive lessons learned.

1. **Inclusion of women:** The involvement of women in natural resource management has shown promising results. This strategy of integrating the gender dimension into project implementation has made it possible to further engage half of the local population, valuing their unique skills and perspectives and thus strengthening the project's impact and sustainability.
2. **Protecting biodiversity:** Efforts to protect and restore fragile ecosystems and maintain stable species populations in the landscape confirm the importance of biodiversity-based conservation. Indeed, this has helped to ensure the sustainability of ecosystems and ecosystem services essential to human life and well-being.
3. **Adaptive management:** In the face of unforeseen difficulties such as the COVID-19 pandemic and a coup d'état in Guinea, the project implemented adaptive management strategies. These strategies kept the project on track despite the challenges, underlining the importance of flexibility and resilience in project management.
4. **Stakeholder involvement:** The project highlighted the importance of actively involving all stakeholders. Their participation and contributions were crucial in assessing the project's impact at different levels and obtaining an overall view of its results.

Negative lessons learned

1. **Complexity of project design:** One of the main difficulties was the complexity of the project design. An overly complex design can hamper the understanding and commitment of stakeholders and, therefore the effectiveness of implementation. Added to this was the announcement of the availability of certain information on ecotourism, chimpanzees and community forests which in reality was not available, as was the case with Fouta Trekking.
2. **Lack of information on monitoring and evaluation systems:** The absence of detailed information on monitoring and evaluation systems made it difficult to assess the effectiveness of project interventions. This underlines the importance of transparent communication and full documentation in project management.
3. **Knowledge management challenges:** The lack of information on the dissemination of project lessons and the effectiveness of knowledge management efforts limited the overall assessment

of progress. This suggests that sound knowledge management strategies are essential to optimize learning and continuous improvement.

4. **Political and health obstacles:** The project faced major challenges such as the COVID-19 pandemic and a coup d'état in Guinea. These situations highlighted the importance of including emergency and crisis management plans in project planning.
5. **Obstacles to project management:** the project's delayed start-up due to misunderstandings between partners (MEDD), the project's cumbersome administration, resulting in failure to keep to schedules, and the UNDP, as well as the poor functioning of the steering committee due to multiple transfers and mass retirements in the public administration following the coup d'état.
6. **Insufficient media coverage:** The project failed to achieve sufficient visibility, which may have limited stakeholder engagement and the acquisition of additional support. This indicates that communication and visibility are crucial aspects of project management.

Recommendations:

At the end of this assessment, the following recommendations were made:

Theme: Gender

Recommendation 1 (High Priority): Strengthen the effective involvement of women in natural resource management by ensuring their active participation in decisions and activities related to natural resource management and in access to project resources.

Actions:

1. Implement the project's gender strategy
2. Organize specific training workshops for women on the sustainable management of natural resources.
3. Provide specific tools and resources to help women become more effectively involved in natural resource management.

Responsibility: Project Management Unit (PMU)

Theme: Biodiversity conservation

Recommendation 2 (High Priority): Consolidate biodiversity conservation efforts by increasing efforts to preserve emblematic landscape species measurably.

Actions:

1. Finalize the fauna inventory, defining specific actions to protect and monitor emblematic species in the landscape.
2. Develop partnerships with conservation organizations to benefit from their expertise and support and WCF.
3. Support the Ministry in strengthening legislative measures to protect the environment and local species.

Responsibility: Project Management Unit (PMU), Office de Gestion des Parcs et Réserves Naturelles (OGPRNF)

Theme: Planning and Monitoring Evaluation

Recommendation 3 (Medium Priority): Improve the transparency and effectiveness of monitoring and evaluation systems by systematically documenting methods, measurement tools and indicator values under the responsibility of UNDP and OGPR.

Actions:

1. Provide more detailed information on the monitoring and evaluation mechanisms for UNDP and OGPR indicators in the results framework.
2. Set up a digital platform for data collection and analysis.
3. Organize regular monitoring and evaluation meetings with all stakeholders.

Responsibility: Project Management Unit (PMU), United Nations Development Programme (UNDP)

Theme: Stakeholder Participation and Project Reshaping

Recommendation 4 (High Priority): Simplify project design by revising the list of project activities feasible by the end of the project.

Actions :

1. Review the list of project activities and select those that are important and feasible for achieving the project's objective over the next two years. Include feasible activities in areas where the project initially planned to intervene and conducted awareness-raising sessions.
2. Ensure that unfinished project investments in Siguiri are completed and properly transferred to the community.
3. Reduce targets, particularly the number of ecovillages to be created and other unattainable targets in the logical framework.
4. Organize sharing workshops to help all stakeholders understand the project design and the changes made.
5. Create explanatory guides and manuals to facilitate project implementation.

Responsibility: Project Manager (PM), Project Management Unit (PMU), United Nations Development Programme (UNDP)

Recommendation 5 (Medium priority): Extend the project's media coverage to raise awareness of its objectives and activities by increasing its visibility through local media partnerships.

Actions:

1. Establish partnerships with local media to increase the project's visibility.
2. Make greater use of social networks to share regular project updates.
3. Organize public events, such as exhibitions and conferences, to promote the project.

Responsibility: Project Management Unit (PMU)

Recommendation 6 (High Priority): Develop a project exit strategy to ensure the results' sustainability by defining steps to ensure the continuity of activities and the transfer of responsibilities to local stakeholders.

Actions:

1. Identify local stakeholders and the capacities needed to ensure the sustainability of project actions.
2. Draw up a plan for the gradual transfer of responsibilities to local players.
3. Set up long-term monitoring mechanisms to assess the sustainability of results and adjust the exit strategy if necessary.

Responsibility: Project Management Unit (PMU), Project Manager (PM), local stakeholders

Recommendation 7 (High Priority): Update the project's social and environmental management plans and risk management table.

Actions:

1. Organize a meeting on safeguard measures with UNDP Guinea, the project team, the SES team and the project's regional SESP advisor.
2. Update SESP and risk table
3. Submit the new SESP to the steering committee and NCEW team for approval

Responsibility: Project Management Unit (PMU), Project Manager (PM)

Introduction

This document is the mid-term evaluation report of the Integrated Management of Natural Resources in the Bafing-Falémé Landscape Project. The evaluation team conducted the exercise between June and July 2023. The six-year project began in June 2020. It is financed by the Global Environment Facility (GEF: 7,060,274 USD), the UNDP (400,000 USD), the Government of Guinea and its other partners (58,700,250 USD in co-financing). The project is based on three (04) mutually reinforcing components. These are :

- Component 1: Integrated management of the Bafing-Falémé landscape
- Component 2: Operationalizing the management of the Bafing-Falémé protected areas and buffer zone
- Component 3: Development of the ecovillage model in the Bafing-Falémé landscape
- Component 4: Gender mainstreaming, knowledge management and learning

1. Evaluation goals and objectives

Commissioned by UNDP Guinea and GEF, this mid-term evaluation covers the project's performance from its launch in June 2020. This evaluation exercise assesses the state of implementation of activities, the results achieved by the project since its launch, and its performance about the criteria defined by UNDP for the mid-term evaluation of GEF-financed projects. This evaluation, in line with the UNDP/GEF 2014 guidelines, is a monitoring tool for identifying difficulties and defining corrective measures to ensure that a project is on track to achieve maximum results by completion.

The evaluation also identifies the main lessons learned from implementation to ensure that project performance is maintained or improved, and that all pre-established objectives and results are achieved by the end of the project.

More specifically, the mid-term review assesses the progress made towards achieving the project's objectives and results, as set out in the project document, and measures the early signs of the project's success or failure, to define the changes that need to be made to put the project back on track towards achieving the expected results.

2. Scope of the mid-term review

The mid-term evaluation of the GIRN project was carried out per the guidelines, rules and procedures established by UNDP and GEF and explained in its Terms of Reference (ToR). For this evaluation, the criteria of project strategy, progress towards results, implementation and responsive management, and sustainability were used. These criteria are broken down into components, each into an evaluation question, to explain the criteria.

In line with the evaluation's learning and accountability objectives, data collection and analysis focused on the abovementioned three project components.

More specifically, while the evaluation's documentary review made it possible to assess the state of implementation in all project sites, the data collection work in the field took place in three out of four regions. In selecting the sites, the evaluation team, with the support of the project coordination unit, ensured that the perspectives of all the project's target groups living in different contexts were adequately considered.

3. Methodology

This evaluation adopts a mixed qualitative and quantitative approach. The primary data collected is mainly qualitative and comes from two sources: direct field interviews conducted by the consultants and a document review. Secondly, quantitative secondary data were collected from the project's M&E system, reports submitted and documents produced by the project and other development actors in Guinea. The data were triangulated with the results of bibliographic research and targeted field interviews for validation. The methodology used was based on the following points:

1. Virtual scoping meeting with project and UNDP team

2. Documentary review
3. Identifying the parties to be interviewed
4. Development of collection tools
5. Preparing the start-up report
6. Collecting data
7. Drafting and submission of the final report
8. Feedback workshop with stakeholders, online or in the field if the situation allows.

Scoping meeting with the team of GIRN Project and UNDP

A scoping meeting was held on Monday June 6, 2023. It provided an opportunity for the focal point to explain the context and purpose of the exercise, as well as UNDP requirements for mid-term evaluations of GEF projects. A second scoping meeting was then held with the project coordinator and part of his staff in Labé. These scoping meetings ended with the identification of the key documents that the consultants needed to complete the evaluation.

Documentary review

The document review covered all documents received from the project. It covered planning documents, reports, studies carried out and other documents relating to adaptation, biodiversity conservation and combating the effects of climate change in Guinea.

Identification of persons and institutions to be interviewed

The people and institutions to be interviewed were identified following the document review through the project document (PRODOC), the PIR and the recommendations of the project PMU. The main stakeholders were contacted; the people met are listed in the appendices.

Development of collection tools

The data collection tools that have been put in place are :

- Interview guides for the various project stakeholders.
- The consultants have also used direct observation for the achievements (infrastructures, reforestation, etc.) put in place. These direct observations will enable us to determine the beneficiaries' adoption, functionality and level of interest.

This assessment adopts a mixed qualitative and quantitative approach, and the collection tools reflect these two dimensions.

Preparing the start-up report

The consultants drew up this Inception Report, which summarizes all the previous stages and explains the next steps in the process. Once approved by the project PMU and UNDP, the Inception Report was the framework followed during the evaluation.

Data collection

The consultants then made field visits to the following sites:

Visited sites	Start	End
Labé	07/06/2023	07/06/2023
Tougué	09/06/2023	10/06/2023
Koubia	10/06/2023	10/06/2023
Mali	12/06/2023	12/06/2023
Kankan	13/06/2023	14/06/2023
Siguiri	14/06/2023	15/06/2023
Conakry	15/06/2023	

These trips enabled discussions with project partners and final beneficiaries. The travel schedule is attached.

Debriefing, writing and sharing the evaluation report

Immediately after data collection, the consultants held a debriefing to report on the exercise and share first impressions. The consultants then wrote a first draft of the evaluation report, which was shared with the project team and UNDP for their appraisal. The report followed the format included in the inception report. Comments received on this first draft were used to refine the document and provide a second, final evaluation report.

Feedback session

A report feedback session was held to share the evaluation results with stakeholders at the end of the process. This session was held online. It was moderated by the two consultants in charge of the evaluation. All stakeholders were invited to participate or send suggestions on the report's content.

4. Ethics

The evaluation approach adhered to strict ethical standards in full compliance with the ethical principles of the United Nations Evaluation Group (UNEG), including the protection of the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing data collection and reporting. The evaluators ensured the security of the information collected before and after the evaluation, and protocols to guarantee the anonymity and confidentiality of information sources were put in place and followed. Knowledge and data collected as part of the evaluation process will also be used solely for the evaluation and not for any other purpose without the express authorization of UNDP and its partners.

5. Evaluation limits

The limitations of the mid-term evaluation were as follows:

Data availability : The mid-term evaluation relies on data collection and analysis to assess the project's progress. However, some data were unavailable or limited, which could limit the scope and accuracy of the evaluation. This is the case, for example, with measuring index indicators at goal level, which depends on the OGP NRF.

Time constraints: Given the vastness of the project area and difficulty accessing sites, the time allotted for data collection was insufficient to gather data exhaustively, conduct in-depth interviews with stakeholders and analyze the results. As a result, the evaluators did not have enough time to visit all the areas.

Methodological limitations: The mid-term evaluation is also limited by the methodologies and tools used. The evaluators chose appropriate methods to assess the project's progress; but there may have been limitations in selecting and applying these methods.

Subjectivity bias: Mid-term evaluations often involve subjective judgments based on the interpretation of available data. This evaluation is no exception. Cognitive biases or differences of opinion among members of the evaluation team may have existed, which can influence results and recommendations.

6. Structure of the report

The report is drawn up according to the following plan:

Acknowledgments

Acronyms

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3. Methodology
4. Ethics
5. Evaluation limits
6. Structure of the appraisal report

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Conclusions
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Appendices

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TE mission itinerary
List of interviewees
List of documents reviewed
Matrix of evaluation questions
Data collection tools
Interview guides for the MTE of the GIRN project in Guinea
Co-financing tables (if not included in the body of the report)
TE Rating scales
Signed UNEG code of conduct form
Signed MTR approval form
Attached in a separate file: MTR audit trail

Project description

1. Project start and duration

Financed by the UNDP, the GEF and the Government of Guinea, this project is implemented under the technical direction of the Office Guinéen des Parcs Nationaux et Réserves de Faune (OGPNRF) - Ministère de l'Environnement et du Développement Durable and registered under N°PIMS 9783.

The project started in June 2020 and has just entered its third year of implementation over six years. This mid-term evaluation was held between June and July 2023.

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

High levels of poverty and limited economic opportunities characterize the Bafing-Falémé landscape. Many communities depend on subsistence farming, small-scale agriculture and informal economic activities. However, these livelihoods are often vulnerable to climate change, environmental degradation and market fluctuations. The project aims to address these challenges by promoting sustainable agricultural practices, diversifying income sources and providing training and support to local communities. It also focuses on enhancing food security, improving access to basic services, promoting gender equality and strengthening market access and value chains.

The Bafing-Falémé landscape faces significant deforestation and forest degradation due to unsustainable logging, slash-and-burn agriculture and illegal timber harvesting. This leads to biodiversity loss, carbon emissions and disruption of ecosystem services. The project aims to combat deforestation by promoting sustainable forest management practices, implementing reforestation and afforestation initiatives and involving local communities in conservation efforts. It also tackles soil erosion and degradation through agroforestry, terracing and soil conservation techniques. In addition, the project focuses on sustainable water resource management, biodiversity conservation and resilience to climate change.

The project aligns with national and regional policies, legislation and regulations. It relies on a political commitment to sustainable development, environmental preservation, and strong government support and involvement. Effective governance structures, including local government bodies, community organizations and civil society groups, are essential for inclusive and participatory decision-making. The project aligns its objectives with international agreements and partnerships on sustainable development and biodiversity conservation, leveraging international support and collaboration.

The project works closely with government agencies responsible for natural resource management, agriculture, forestry, environmental protection and rural development. It also engages and strengthens local community organizations, such as community resource management committees, farmers' associations and indigenous groups, to ensure their active participation in decision-making processes. Collaboration with civil society organizations raises awareness, promotes community involvement and ensures transparency and accountability. Research and teaching institutions provide scientific expertise, conduct studies and generate knowledge on sustainable natural resource management practices. Donor agencies and development partners offer financial resources, technical expertise and policy guidance to support the project.

3. Problems addressed by the project: threats and obstacles targeted

The project seeks to combat poverty and youth out-migration by improving the livelihoods of village communities in the Bafing-Falémé landscape. These communities face difficulties breaking out of the cycle of poverty due to the unsustainable use of natural and energy resources. Over-reliance on natural resources for livelihoods leads to over-exploitation, exacerbating problems of poverty. The project aims to develop and finance new sustainable energy sources, improve the efficient use of energy and promote integrated, sustainable management of land and natural resources.

Another project priority is improving the food and nutritional security of households in the target towns and villages in the intervention zone. Local populations face challenges linked to the availability of and access to sufficient nutritious food. Land degradation, climate change and natural disasters affect agricultural yields and reduce food availability. The project seeks to strengthen the resilience of local populations in the face of these challenges by implementing inclusive policies that promote food security, sustainable environmental management and population resilience. To this end, the project is promoting sustainable agriculture, improving access to quality agricultural and animal seeds, setting up irrigation systems and diversifying sources of income.

The project also seeks to promote nature-based solutions for preserving ecosystems in the region. The project aims to preserve ecological wealth and maintain essential ecosystem services by implementing biodiversity conservation and ecosystem restoration measures. This includes creating protected areas, restoring degraded land, promoting sustainable agricultural practices and raising awareness of the importance of biodiversity. The project contributes to preserving ecosystems and natural resources for future generations by promoting a holistic approach to natural resource management.

However, the project faces several potential obstacles and threats that could hinder the achievement of its objectives. These include deforestation, unsustainable use of natural resources, poaching and biodiversity loss. Deforestation is a significant concern in the region, resulting from agricultural expansion, illegal logging, and unsustainable farming practices. This leads to loss of wildlife habitat, soil erosion, and carbon emissions, contributing to climate change. Unsustainable use of natural resources, such as uncontrolled mining, also causes significant environmental damage. The overlapping of mining permits with protected areas also reduces protected areas and the loss of biodiversity. Poaching and biodiversity loss are also significant challenges, threatening the region's wildlife and ecosystems. All these threats were current at the time of the project's conception and the mid-term evaluation.

The project includes social and environmental assessment and management measures to address these risks. It is essential to put monitoring and control mechanisms in place to assess the impact of project activities on the environment and local communities. This includes setting up a Bafing-Falémé landscape management committee, which brings together various stakeholders to make informed decisions and foster collaboration. Landscape committees can also be set up in each work area to ensure the active participation of local communities in natural resource management. Capacity-building of stakeholders, including civil society organizations, is also crucial to ensure effective and sustainable implementation of activities. In addition, ecosystem restoration programs can be set up to rehabilitate degraded land and promote biodiversity...

4. Immediate objectives and project development

The "Integrated management of natural resources in the Bafing-Falémé landscape" project aims to promote environmental sustainability and socio-economic development in the region. Specifically, the project aims to achieve the following objectives:

Improving community livelihoods: The project aims to combat poverty by improving the livelihoods of village communities in the Bafing-Falémé landscape. This involves promoting sustainable natural resource management practices and developing new sustainable energy sources to reduce dependence on exhaustible natural resources. The project seeks to create sustainable economic opportunities and reduce youth out-migration by building community capacity, diversifying income sources, and improving access to essential services.

Strengthening food and nutritional security: The project aims to improve household food and nutritional security in targeted towns and villages in the Bafing-Falémé region. This is achieved by promoting sustainable agricultural practices, improving access to quality seeds and agricultural inputs, encouraging crop diversification, and strengthening the resilience of farming systems to climate change and natural disasters. The aim is to increase the availability, accessibility, and quality of foodstuffs, thereby contributing to food security and better nutrition for local communities.

Preserving biodiversity and ecosystems: The project aims to promote nature-based solutions to preserve biodiversity and restore ecosystems in the Bafing-Falémé landscape. This includes creating protected areas, regenerating degraded land, promoting sustainable agricultural practices, and raising awareness of the importance of biodiversity. By preserving the region's ecological wealth, the project helps maintain essential ecosystem services, such as climate regulation, pollination, and diversified water purification.

5. Expected results

The main achievements are

- Component 1:** Integrated management of the Bafing-Falémé landscape
Result 1: Integrated management of the Bafing-Falémé landscape is strengthened
- Component 2:** Operationalizing the management of the Bafing-Falémé protected areas and buffer zone
Result 2: Biodiversity in the Bafing-Falémé landscape is preserved through an operational and interconnected PA system
- Component 3:** Development of the ecovillage model in the Bafing-Falémé landscape
Result 3: Farmer and agro-pastoralist households (of which 30% are women) adopt improved gender-sensitive practices to manage natural resources through the establishment of the ecovillage model.

4. **Component 4:** Gender mainstreaming, knowledge management and learning
Result 4: Gender issues are systematically integrated into project implementation and effective monitoring and evaluation enables knowledge to be shared and best practices disseminated.

6. Key players: summary list

The main stakeholders indicated in the project document are as follows:

- French Ministry of the Environment and Sustainable Development
- OGPNERF (Guinean Office of National Parks and Wildlife Reserves)
- Other relevant ministries (Energy, Agriculture, etc.)
- NGOs, SMEs, private economic operators WCF, Guinée Ecologie, CERE, SEG, and CNOP-G
- Local communities and civil society organizations
- Farmers, charcoal and firewood producers and other stakeholders in the cooking value chain
- Private sector
- The GEF Agency

Results

1. Project strategy

Program design

The strategy adopted by the GIRN-PBF project has some exciting potential but has certain limitations that should be highlighted. Firstly, the activities proposed under the various project components have the potential to have a positive impact on natural resource management in the Bafing-Falémé landscape. The establishment of a landscape management committee, the development of a management plan and the legal recognition of protected areas are essential measures for strengthening integrated governance and ensuring the protection of key biodiversity areas. In addition, developing a system of interconnected protected areas and creating a pilot ecotourism site can help preserve biodiversity and generate alternative income for local communities.

Similarly, promoting the ecovillage concept and adopting improved natural resource management practices by farming and agro-pastoralist households have significant potential to reduce land degradation and improve local livelihoods. Extending sustainable technologies, community reforestation and improved value chains can contribute to community resilience in the face of environmental and economic challenges. However, despite these potentialities, the GIRN-PBF project has limitations that could hinder its implementation and achieving its expected results. Firstly, it is important to stress that integrated natural resource management is a complex and long-term process. The activities proposed by the project may require considerable resources, both in terms of funding and institutional and human capacities, to be fully operational and sustainable over the long term.

Furthermore, although the project mentions the adoption of agroecological and fire management practices and the improvement of value chains, it does not provide sufficient detail on the specific approaches that will be used to achieve these objectives. It is essential to ensure effective coordination between the various stakeholders and develop robust monitoring and evaluation mechanisms to ensure sustainable practices are effectively implemented and monitored.

Furthermore, although the project strategy mentions gender mainstreaming, it is essential to emphasize that simply including this dimension in the planning and implementing activities is not enough to guarantee real change. What is needed is a transformative approach that challenges existing gender

inequalities and promotes women's empowerment in natural resource management. Finally, the GIRN-PBF project could benefit from a more participatory and inclusive approach, involving local communities, civil society organizations and local stakeholders more closely in decision-making and implementing activities. Genuine ownership by local stakeholders would strengthen the project's sustainability and long-term impact.

Results framework and logical framework

The project is designed around 4 components, each with a main expected result and several outputs. In the light of the project document (Prodoc), the realization of each of the components as formulated will lead to the various expected results. The table below presents the components, results and various products developed for the GIRN-PBF project.

Component/ Result	Products
<p>Component 1: Integrated management of the Bafing-Falémé landscape</p> <p>Result 1: Integrated management of the Bafing-Falémé landscape is strengthened</p>	<p>Output 1.1: The "Comité de gestion du paysage de Bafing-Falémé" is established and operational as an integrated governance platform for land-use decision-making in the landscape.</p>
	<p>Output 1.2: The landscape management plan is developed to protect key biodiversity areas (KBAs), including key wildlife habitats and corridors, and maintain biodiversity and ecosystem services.</p>
	<p>Output 1.3: Protected areas within the BF landscape (Moyen Bafing National Park, Gambia-Falémé Wildlife Reserve and three community forests) are officially and legally recognized.</p>
<p>Component 2: Operationalizing the management of the Bafing-Falémé protected areas and buffer zone</p> <p>Result 2: The biodiversity of the Bafing-Falémé landscape is preserved through an operational and interconnected PA system.</p>	<p>Output 2.1: The protected area management system with adequate staff is established in the Bafing-Falémé landscape.</p>
	<p>Output 2.2: Management plans for PAs in the Bafing-Falémé landscape (PNMB, Gambia Falémé National Reserve, Community Forests), covering 1,119,600 ha, are developed by integrating climate change and land management dimensions.</p>
	<p>Output 2.3: Buffer zones and corridors are established</p>
	<p>Output 2.4: A pilot biodiversity-based ecotourism site is developed in the Bafing-Falémé landscape to bring alternative income to communities.</p>
<p>Component 3: Development of the ecovillage model in the Bafing-Falémé landscape</p> <p>Result 3: Farmer and agro-pastoralist households (of which 30% are women) adopt improved gender-sensitive practices to manage natural resources through the establishment of the ecovillage model.</p>	<p>Output 3.1: The eco-village concept is promoted in at least 10 villages around the Bafing-Falémé PA landscape.</p>
	<p>Output 3.2: Stoves, improved ovens, biodigesters and solar technologies are popularized in ecovillages and reduce GHG emissions and pressure on forests.</p>
	<p>Output 3.3: Community reforestation (riverbanks, springs) and creating a "green belt" increase carbon stocks.</p>
	<p>Output 3.4: Farmers and agro-pastoralists (including 30% women) adopt agroecological and fire management practices to reduce land degradation.</p>
	<p>Output 3.5: Local livelihoods are enhanced through improved value chains (including processing techniques).</p>

	Output 3.6: A community engagement and education program is operationalized
Component 4: Gender mainstreaming, knowledge management and learning Result 4: Gender issues are systematically integrated into project implementation and effective monitoring and evaluation enables knowledge to be shared and best practices disseminated.	Output 4.1: A gender mainstreaming strategy developed and implemented
	Output 4.2: Key experiences and lessons learned are compiled and widely shared

The performance indicators used in the project are analyzed as follows:

Indicator 1: GEF Management Effectiveness Tracking Tool: The tool scores for protected areas showing improved biodiversity management and conservation effectiveness. This indicator appears specific and measurable, based on a monitoring tool that assigns scores. However, information on the method used to assign these scores may make the measurement subjective. It would be preferable to clarify the criteria and scoring procedures to ensure a consistent and reliable management effectiveness assessment. The target is a 40% increase and a number >50 for all zones.

Indicator 2: Number of ecovillage management plans adopted by pilot sites. This specific and measurable indicator refers to the number of ecovillage management plans adopted. The target is 10 plans drawn up and implemented by the communities. A mis parcours, 6 plans should already have been drawn up and 4 implemented. This indicator is measurable, specific but unrealistic. The project does not have sufficient funds to support the implementation of so many plans. At mid-term, only 1 village has benefited from these plans, which have begun to be implemented. Given the resources available, it is preferable to break this indicator down into two others: (i) the number of ecovillage management plans adopted, with a target value of "10 ecovillage management plans adopted", and (ii) the number of ecovillage management plans implemented, with a target value of "at least 5 ecovillage management plans implemented".

Indicator 3: Number of direct project beneficiaries. This indicator is specific, measurable and achievable, but not realistic. It quantitatively measures the number of people directly benefiting from the project. However, defining the criteria for determining who is considered a direct beneficiary and how this number is calculated would also be relevant. The target is 60,000 individuals. It is correlated to the population of villages with protected areas and management plans to be implemented. As the number of such plans has been deemed excessive, reaching this number of beneficiaries will be impossible.

Indicator 4: Aichi target: percentage of protected areas in Guinea. This indicator is specific and measurable, as it refers to the percentage of protected areas in Guinea, in line with Aichi targets. However, it is important to specify this specific Aichi target and how the percentage is calculated. The indicator is realistic, as is the target of 12.5% of protected areas in Guinea.

Indicator 5: The Bafing-Falémé Landscape Management Board is responsible for coordinating the work of local stakeholders and has validated the management plan. This indicator is specific, measurable and achievable. It assesses the management board's responsibility and the management

plan's validation. However, it does not specify the validation criteria or the concrete actions that the management board must undertake to coordinate the work of the stakeholders. Clarification of these aspects would be beneficial for a more precise assessment.

Indicator 6: Area in hectares of legally established protected areas in the Bafing-Falémé region.

This specific and measurable indicator refers to the surface area of designated protected areas in the region. However, it would be useful to specify whether this surface area refers to the total surface area of established protected areas or represents a specific increase in relation to a previous benchmark. At mid-term, the target has not been reached, but is on track. The final target seems realistic.

Indicator 7: Increase in score on the UNDP capacity development scorecard for protected area management compared with the baseline year (2018).

This indicator is specific, measurable and achievable. However, clarifying the criteria and evaluation method used to assign these scores would be important. In addition, it would be beneficial to specify the specific objectives to be achieved to consider an increase in the score as significant progress.

Indicator 8: Existence of buffer zones and corridors in the Bafing-Falémé landscape.

This indicator is specific, measurable and achievable. However, it does not specify the definition of buffer zones and corridors or the criteria for assessing their existence. Clarifying these aspects would be necessary to assess this indicator accurately.

Indicator 9: The status of emblematic species such as the chimpanzee, West African derby elk, defassa cob, savanna elephant, leopard and lion in the Bafing-Falémé landscape.

This indicator is somewhat composite. It will need to be disaggregated to determine whether all species are concerned collectively or need to be considered separately. It is not currently easy to measure. It would also be necessary to specify the evaluation criteria and data sources used to determine the status of these species.

Indicator 10: Percentage of households in project ecovillages with improved stoves and number of improved ovens.

This indicator is specific, measurable, achievable and realistic. It provides quantitative measures of adopting improved stoves and improved ovens in ecovillages. The target must be harmonized. At mid-term, it is expressed in percentage terms, whereas at the end of the project it is expressed in absolute terms. However, monitoring the actual use of these technologies and their impact on reducing greenhouse gas emissions would also be relevant.

Indicator 11: Increased carbon sequestration and reduced greenhouse gas emissions through afforestation, reduced deforestation and clean cooking technologies.

This indicator is specific, achievable and realistic. It focuses on measures to increase carbon sequestration and reduce greenhouse gas emissions. However, it would be helpful to specify the particular targets to be achieved to consider an increase as significant and provide baseline data for assessing progress. Setting targets can be misleading all the same. While at mid-term it refers to the area protected (which has already been taken into account before) and to improved stoves (also taken into account elsewhere), at the end of the project, the indicator refers to the quantity of CO₂ sequestered, which is the correct unit of measurement.

Indicator 12: Communities' perception of their livelihoods' role in the sound management of biological resources in the Bafing-Falémé landscape, measured by the periodic and independent application of the most significant change technique.

This indicator is specific but not measurable. The level of targets is not set at the start, mid-term and end of the project, and it does not specify the method used to measure community perception or the criteria for assessing the most significant change. Clarification of these aspects would be necessary for an accurate assessment.

Indicator 13: Percentage of women among participants in project activities, including monitoring and evaluation. This indicator is specific, measurable, achievable and realistic. It provides a quantitative measure of women's participation in project activities. However, assessing women's active participation and role in decision-making within the project would also be relevant. At mid-term, the project reported 55% participation by women, against a target of over 20%.

Indicator 14: Number of lessons learned from the project published and disseminated on mitigating sectoral pressures on the landscape approach and the ecovillage model. This indicator is specific, measurable and achievable. It assesses the dissemination of lessons learned from the project on mitigating sectoral pressures. However, it would be important to specify the dissemination channels and provide information on effectively using these lessons learned in other contexts.

Most indicators are specific, measurable, achievable, realistic and time-bound (SMART). However, some require clarification of evaluation criteria and methods and baseline data for assessing progress. Particular attention should also be paid to including gender aspects and assessing the real impact of the measures implemented.

Assumptions and risks

The project focuses on implementing sustainable management practices in the Bafing-Falémé landscape, particularly emphasizing biodiversity conservation, gender mainstreaming, stakeholder engagement and risk management.

Risks linked to political instability and its impact on implementation

- "The Republic of Guinea has faced political instability in the past".
- "Political instability could arise suddenly, as it did in August 2018 when the strike of rising oil prices
- "The next presidential election will take place in 2020 and could lead to political tensions or changes that could negatively impact the project implementation level.

Political instability represents a major risk to the successful implementation of the project. There is always the possibility of sudden political changes and tensions disrupting project activities. This risk needs to be carefully managed through proactive measures, such as maintaining open communication with relevant stakeholders, monitoring the political situation and adapting project plans as necessary.

Risks related to resistance to change and lack of participation

- "Local communities and stakeholder groups are unwilling to change unsustainable practices that threaten the provision of ecosystem services".
- "Communities are very enthusiastic"
- "During the PPG phase, the team of experts used a list of criteria to select the villages to be included in the project".

Resistance to change and lack of participation by local communities can hamper the successful implementation of the project. Field interviews showed the importance of community commitment and involvement in project activities. It is essential to tackle any resistance to change through effective communication, capacity-building initiatives and the inclusion of communities in decision-making processes.

Climate change risks

- "Climate change risks may lead to changes in the Bafing Falémé landscape".
- "The project will encourage climate-resistant varieties and implement and disseminating best practices in its intervention area."
- "The ecovillage model will help increase the overall resilience of families living in the BF landscape."

Climate change poses significant risks for the project, including changes to the landscape and increased vulnerability of communities. For this reason, promoting climate resilience by implementing climate-smart practices and disseminating climate-resistant varieties is essential. It is essential to integrate climate change considerations into project activities and ensure that communities are equipped to adapt to changing climatic conditions.

Risks associated with lack of stakeholder commitment and collaboration

- "Difficulties in implementing the collaborative process required through effective management consulting."
- "Lack of collaboration between different sectoral ministries, regions, agencies and community organizations"
- "The project will rely on the national inter-ministerial commission already set up for the PNMB".

Stakeholder commitment and collaboration are essential to the successful implementation of the project. The project experience highlights the challenges of developing effective collaborative processes and the need to improve the cooperation between different stakeholders. It is essential to establish clear communication channels, foster collaboration between the ministries and organizations involved, and ensure the active participation of communities in decision-making processes.

Economic risks and market fluctuations

- "Widespread poverty and lack of sustainable sources of income, resulting in low ability to pay for new services (e.g. stoves)."
- "Market fluctuation or failure (carbon and value chains)".
- "The project will work closely with the IMF and grain/seed banks to cushion/compensate for deficits or stabilize prices."

Economic risks and market fluctuations can impact project success, particularly in communities where poverty is widespread and sources of income are limited. Therefore, it becomes necessary to address economic risks through strategic partnerships, such as collaboration with financial institutions and establishing buffer mechanisms. It is essential to develop sustainable economic models and value chains, capable of withstanding market fluctuations and offering stable income opportunities to communities.

Thematic analysis of the project's risks, assumptions, and hypotheses highlights the importance of political instability, resistance to change, climate change risks, stakeholder engagement challenges, and economic risks. These themes provide valuable insights into potential obstacles and opportunities for successful project implementation. By proactively managing these risks and assumptions, the project can improve its effectiveness and contribute to the sustainable management of the Bafing-Falémé landscape.

Lessons learned from other relevant projects into project design

The project's commitment to gender equality, women's empowerment, and the inclusion of marginalized groups is evident in its strategies and actions. In addition, the project's consideration of political instability, collaboration challenges, poverty issues and climate change risks demonstrates its responsiveness to lessons learned from previous initiatives. By integrating these themes and lessons, the project aims to achieve sustainable development and address the complex challenges facing the Bafing-Falémé landscape in Guinea.

The first theme identified is gender mainstreaming and social inclusion. The project recognizes the importance of gender equality and women's empowerment in achieving sustainable development goals. It aims to ensure equal opportunities, resources and benefits for men and women in the target areas. The gender analysis and action plan emphasize the need to address gender disparities and promote

women's participation in decision-making processes. For example, the document states, "The project supports a gender and development approach, to ensure equal opportunities, resources, benefits and climate change adaptation strategies between social groups in the target areas" (Document PIMS 5677_PRODUC 18 mai 2020_clean.docx). This quote suggests that the project is committed to promoting gender equality and social inclusion.

The second theme is lessons learned from previous projects. Project design incorporates lessons learned from previous initiatives to ensure effectiveness and sustainability. It considers the political context, collaboration challenges, poverty issues and climate change risks identified in previous projects. For example, the document acknowledges the political instability in Guinea and the challenges of establishing effective collaborative processes. It states, "The project focuses primarily on the Bafing-Falémé landscape with field-oriented activities...". The impact of political instability at national level is felt most in the capital, Conakry.": This quote suggests that the project has learned lessons from previous projects and is taking steps to mitigate the impact of political instability on project implementation.

Planned stakeholder participation

A critical analysis of the planned stakeholder involvement reveals both positive aspects and areas for improvement. The participation of local communities in creating the national park is a positive aspect of the project. Recognition of the value of their knowledge and practices demonstrates a willingness to include their views and ensure their participation in decision-making processes. Ongoing discussions to validate the proposed park map demonstrate a desire to engage with local communities and consider their input in decision-making. This is a crucial step in ensuring that the national park is created in a way that benefits both conservation and local communities.

The planned involvement of stakeholders in the management of the ecovillage is also commendable. By involving all stakeholders in developing the ecovillage management plan (EMP) through participatory workshops, the project ensures that the plan reflects the needs and priorities of local communities. Including multi-member management committees also promotes the inclusion and representation of different perspectives. This participatory approach is crucial to the success and sustainability of the ecovillage model, as it ensures that local communities take ownership and buy into the project, enabling better implementation and long-term impact.

Laws and regulations are crucial to the effective management and preservation of the environment. These legal frameworks provide guidelines and standards for protecting biodiversity, natural resources and landscapes. However, it is essential to evaluate the implementation and enforcement of these laws to ensure that they are achieving their stated objectives. Ongoing revision and updating of these laws may be necessary to meet new environmental challenges and incorporate new scientific knowledge and best practices.

The threats identified to biodiversity and natural resources in the Bafing-Falémé landscape are interconnected and rooted in socio-economic factors. Poverty and limited access to resources lead to unsustainable practices such as slash-and-burn agriculture and overexploitation of timber resources. These practices contribute to soil degradation, deforestation and loss of biodiversity. To address these threats, we need to tackle the underlying socio-economic issues and promote sustainable land and resource management practices. It is essential to involve local communities in developing and implementing solutions to ensure their buy-in and long-term viability.

The planned stakeholder participation in the project is commendable, as it involves many stakeholders, including national institutions, civil society, the private sector, and local communities. This multi-stakeholder approach is crucial to the successful implementation of the project and the achievement of its objectives. The involvement of young people and women in the project is significant, as they are

often marginalized and have limited access to resources and decision-making processes. The project can contribute to more inclusive and sustainable development in the Bafing-Falémé landscape by empowering these groups and ensuring their active participation.

However, ensuring that stakeholder participation is meaningful and their voices are heard and considered in decision-making processes is essential. This requires creating an environment conducive to participation, providing adequate resources and support, and ensuring that power dynamics and inequalities are considered. The stakeholder engagement plan must be comprehensive and well-designed, considering different stakeholders' specific needs and interests. It must also include mechanisms for ongoing communication, feedback, and accountability to ensure that stakeholders are constantly involved and informed of project progress. It is also essential to recognize and address potential challenges and barriers to stakeholder involvement, such as limited capacity, lack of awareness and conflicting interests. The project must provide capacity-building support and create opportunities for dialogue and collaboration to overcome these difficulties.

Overall, the planned involvement of stakeholders in the project is a positive step towards promoting inclusive and sustainable development in the Bafing-Falémé landscape. However, it will require careful planning, implementation, and monitoring to ensure effectiveness and relevance.

Links between the project and other interventions in the sector

The project has established links and collaborations with various initiatives and organizations to exploit synergies and strengthen its impact. These partnerships enable the project to align its objectives and activities with other relevant initiatives, promoting coordination and knowledge sharing. The initiatives and the coordination efforts between the project and each of them are presented below:

1. WCF-OGPNRF (Wild Chimpanzee Foundation- Office Guinéen des Parcs Nationaux et Réserves de Faune): This initiative focuses on the creation of the Parc National du Moyen Bafing (PNMB) to protect chimpanzees. The project and WCF-OGPNRF work closely together in the PNMB area on all four components. The project aims to respect the conditions agreed in the convention between WCF and OGPNRF for creating the PNMB. In addition, data from biodiversity assessments and GIS-based mapping carried out by WCF contribute to the project's basis for assessing the state of resources within the PNMB and proposed protected areas have not been shared. The project and WCF aim to align intervention methodologies in ecovillages and pilot villages, biodiversity surveys and inventories. The project will support and strengthen the capacities of the co-management structures established by the PNMB.
2. UNOPS - Programme d'appui à la réforme du secteur de la sécurité - composante environnement (PARSS3) : This program, funded by the EU and implemented by UNOPS, focuses on the sustainable management of natural resources and the promotion of social, economic and environmental security around protected areas. The project and UNOPS are working together to take advantage of possible synergies and complementarities. The project benefits from capacity-building support provided by UNOPS to the Ministry of Environment and Sustainable Development (MEDD) to improve sustainable natural resource management and meet international commitments. This includes institutional review, technical and material capacity building, site monitoring and protection, capacity building of management structures, participatory management of protected areas and the development of tools and strategies to involve local communities in sustainable management. The collaboration aims to strengthen the capacities of the MEDD and the operationalization of the Corps Paramilitaire des Conservateurs de la Nature.
3. ECREEE - West Africa Clean Cooking Alliance (WACCA): The West Africa Clean Cooking Alliance, coordinated by ECREEE, works with Guinean authorities to develop renewable

energy and energy efficiency policies, draft and adopt standards and norms for cookstoves and other appliances, and provide capacity building for stakeholders. The project is working with WACCA to implement outcome 3.2, which focuses on disseminating improved cookstoves.

4. Fouta Trekking Association (FTA) - Ecotourism development in the Fouta Djallon region: The project collaborates with the Fouta Trekking Association on activities related to ecotourism development in the Fouta Djallon region. The collaboration includes prospecting, consultation with the local population, advocacy, education, information sharing, construction of facilities, rehabilitation of ecotourism camps, tourism training and training in food hygiene and cooking.
5. World Bank and AFD - Programme d'Appui aux Communautés Villageoises-3ème Phase (PACV3) - ANAFIC: The project collaborates with the Programme d'Appui aux Communautés Villageoises-3ème Phase (PACV3) implemented by the Ministry of Decentralization and ANAFIC. Collaboration focuses on implementing local development plans in the Bafing-Falémé landscape, building the capacity of rural communes (including ecovillages) to raise funds from ANAFIC, promoting sustainable natural resource management and contributing to the multi-sectoral coordination framework. The collaboration also aims to define and validate a land use plan.

These collaborations and links with various initiatives and organizations enable the project to benefit from complementary efforts, share knowledge and resources, and enhance the project's overall impact. By aligning objectives, sharing methodologies and leveraging expertise, the project can achieve its results more effectively and contribute to sustainable natural resource management and community development in the Bafing-Falémé landscape.

2. Progress towards results

Analysis of progress towards achievements

Result 1: Strengthen integrated management of the Bafing-Falémé landscape

The project has made significant progress in strengthening the integrated management of the Bafing-Falémé landscape, as indicated in Outcome 1. This outcome focuses on activities related to the legal recognition of community forests, the creation of the Gambia-Falémé Wildlife Reserve, and effective coordination and collaboration between stakeholders.

The project has successfully implemented activities to recognize three community forests in the Bafing-Falémé landscape legally. This achievement is crucial as it provides a formal framework for local communities' sustainable management and use of forest resources. Legal recognition of community forests enables local stakeholders to become more involved in land use and resource management decision-making processes. This result demonstrates the project's commitment to promoting participatory approaches and involving local communities in managing their natural resources.

In addition, the project has launched the process of creating the Gambia-Falémé Wildlife Reserve. The creation of this reserve is essential for conserving biodiversity and protecting critical habitats and corridors in the landscape. The process involves engaging with relevant stakeholders, conducting ecological assessments, and developing management plans integrating climate change considerations and land management practices. By taking these steps, the project is laying the foundations for the long-term protection and sustainable use of the rich biodiversity of the Bafing-Falémé landscape.

The operationalization of the inter-ministerial commission responsible for overseeing integrated landscape management is an essential achievement of this outcome. The commission plays a crucial role in coordinating the efforts of the various stakeholders, including government agencies, local communities, and non-governmental organizations. Effective working relationships have been established at all levels, fostering stakeholder collaboration and information sharing. This follows a six-month misunderstanding between the government and UNDP over administrative aspects of the project. Following these incidents, UNDP and the government agreed to continue implementing the project and focus on these problems in future projects.

The Landscape Management Plan (LMP) development, adoption, and implementation is another notable achievement under Outcome 1. The LMP provides a comprehensive framework to guide the integrated management of the Bafing-Falémé landscape. It outlines strategies and actions to address major challenges such as habitat fragmentation, biodiversity loss, and unsustainable land use practices. By developing the MTP in consultation with relevant stakeholders, the project ensures that the plan reflects local needs, priorities and aspirations. The successful adoption and implementation of the MTP demonstrates a shared commitment by stakeholders to the sustainable management of natural resources in the landscape.

In addition to these achievements, the inter-ministerial commission has decided to extend its remit to the entire Bafing-Falémé landscape. This extension reflects recognition of the commission's effectiveness and its value to landscape management. By broadening its scope, the commission can effectively address landscape-wide challenges and promote harmonized approaches to resource management. This is essential to ensure the long-term sustainability of integrated management efforts and maximize the positive impact on biodiversity conservation and local livelihoods.

The project's performance under Outcome 1 can be considered on track based on the documented results and achievements. The legal recognition of community forests, the launch of the Gambia-Falémé wildlife reserve, and the successful operationalization of the inter-ministerial commission indicate significant progress towards strengthening the integrated management of the Bafing-Falémé landscape. The development and implementation of the landscape management plan demonstrates the project's commitment to sustainable resource management practices. The decision to extend the commission's powers to the entire landscape reflects the project's adaptability and recognition of the importance of landscape-level coordination.

However, it is essential to recognize that challenges and potential limitations may arise during project implementation. In addition, ongoing monitoring and evaluation are crucial to track the project's progress toward Outcome 1 and make any necessary adjustments to ensure the desired results are achieved.

In conclusion, the project's performance under Outcome 1 demonstrates significant progress in strengthening the integrated management of the Bafing-Falémé landscape. The legal recognition of community forests, the launch of the Gambia-Falémé Wildlife Reserve, the operationalization of the inter-ministerial commission and the development and implementation of the landscape management plan are notable achievements that contribute to the project's overall success. The project is working towards sustainable natural resource management in the Bafing-Falémé landscape by addressing key challenges, encouraging collaboration and promoting participatory approaches.

Result 2: The biodiversity of the Bafing-Falémé landscape is conserved thanks to an operational and interconnected system of protected areas.

Outcome 2 focuses on progress in establishing protected areas in the landscape and creating a corridor linking these areas to improve biodiversity conservation.

As a result, progress has been made in creating protected areas in the landscape. The Moyen Bafing National Park (PNMB) has been officially classified, marking an important milestone in the project's conservation efforts. Official classification guarantees the park's legal protection and management, safeguarding its rich biodiversity and essential habitats. This achievement demonstrates the project's commitment to conserving the natural heritage of the Bafing-Falémé landscape.

In addition, the project has initiated the process of creating the Gambia-Falémé Wildlife Reserve, which aims to protect and conserve the region's unique biodiversity. Although PIR 2022 states that the process is underway, it does not provide further details on progress, such as the status of boundary demarcation, stakeholder consultations and management planning. A clear understanding of the progress made in establishing the wildlife reserve is essential to assess the overall effectiveness of the project under this outcome.

One of the project's main objectives is establishing a corridor linking the Moyen Bafing National Park, the Gambia-Falémé Wildlife Reserve and Senegal's community forests. The PIR 2022 does not provide sufficient information on progress or achievements related to this corridor. However, establishing a

corridor is essential to ensure habitat connectivity and facilitate wildlife movement between different protected areas. The corridor is a lifeline for biodiversity conservation, promoting genetic exchange and maintaining healthy populations. It is, therefore essential to monitor and evaluate this corridor's progress to assess the project's overall impact on improving biodiversity conservation in the Bafing-Falémé landscape.

Under this result, we note achievements in creating protected areas, but lack specific information on the management and conservation measures implemented in these areas. Effective management of protected areas involves, for example, activities such as anti-poaching, habitat restoration, invasive species control and community involvement, all of which have yet to be implemented in the field.

While the project's performance under Outcome 2 can be considered on track based on the results achieved in terms of protected area creation, the lack of detailed information on the progress of the corridor and management measures within the protected areas limits a full assessment of the project's overall effectiveness. It is essential that the project provides regular updates and detailed reports on progress and achievements related to the creation and management of protected areas, as well as corridor development.

Outcome 3: Farmers and agro-pastoral households adopt improved gender-sensitive practices to manage natural resources by establishing an ecovillage model.

Outcome 3 focuses on the project's performance in implementing activities linked to the adoption of these practices and the active involvement of women in project activities.

The project has prioritized riverbank protection, essential for preventing erosion and maintaining water quality. The project contributes to the restoration and conservation of natural resources in the Bafing-Falémé landscape by implementing measures such as reforestation and establishing buffer zones along rivers. These efforts help maintain the region's ecological integrity and provide important habitats for flora and fauna.

In addition, the project has focused on restoring degraded forests, which is essential for improving biodiversity and ecosystem services. Through activities such as tree planting and forest rehabilitation, the project aims to increase forest cover and enhance habitat quality for various plant and animal species. Restoring degraded forests also contributes to climate change mitigation by sequestering carbon and reducing greenhouse gas emissions.

Concerning the promotion of improved stoves, the project aims to reduce reliance on traditional cooking methods that contribute to deforestation and indoor air pollution. Adopting improved stoves relieves pressure on forests and improves the health and well-being of households by reducing exposure to harmful fumes. By providing training and support for adopting improved stoves, the project enables farmers and agro-pastoral households to switch to more sustainable cooking practices.

Beekeeping and market gardening activities have also been encouraged by the project. Beekeeping contributes to biodiversity conservation by providing pollination services and supporting the reproduction of plant species. It also provides economic opportunities for households by producing honey and other bee-related products. Meanwhile, market gardening enables farmers to grow various products to ensure their subsistence and generate income. These activities strengthen food security, increase household incomes and promote sustainable agricultural practices. The percentage of women among all participants in the project's activities has risen to 55%, reflecting the project's efforts to ensure the integration of women. The project has also focused on empowering women in leadership roles, encouraging their involvement in decision-making processes related to natural resource management. By promoting gender-sensitive practices, the project is helping to combat gender disparities and empower women in the Bafing-Falémé landscape.

However, specific information on the scale and scope of the improved practices adopted is lacking. Details such as the number of households adopting improved stoves, beekeeping or market gardening would provide a better understanding of the project's impact on the ground. In addition, information on training and capacity-building activities for farmers and agro-pastoral households would enable us to assess the project's effectiveness in promoting sustainable practices.

The project has set a target of 10 ecovillages to be set up by the end of the project. This target is far too high, as there is not enough budget, and the project's human resources are insufficient to do the job properly.

In addition, there is little information on the long-term sustainability and viability of the ecovillage model established by the project.

Result 4: Gender equality is systematically integrated into project implementation, and effective monitoring and evaluation support knowledge management for the dissemination of best practices.

Outcome 4 focuses on the project's performance in integrating gender considerations into project activities and on the effectiveness of monitoring and evaluation (M&E) for knowledge management and dissemination of best practices.

The project has developed and validated a gender strategy and budgeted action plan. This demonstrates a proactive approach to tackling gender disparities and promoting gender equality within the project. The gender strategy provides a roadmap for the integration of gender considerations into all project components and activities, ensuring that the unique needs, perspectives, and contributions of both men and women are taken into account. This gender strategy has not, however, been fully implemented.

To strengthen gender mainstreaming in project activities, training on gender equality and women's leadership was provided to project managers, technical departments, and authorities. This capacity-building initiative aims to improve understanding of gender issues and foster an inclusive, gender-sensitive approach to project implementation. By equipping project stakeholders with the necessary knowledge and skills, the project ensures that gender considerations are systematically integrated into decision-making processes and project activities.

Dissemination of the project's lessons on mitigating sectoral pressures on the landscape approach and ecovillage model has not been possible. The dissemination of best practices and lessons learned is crucial to promote knowledge sharing and facilitate the replication of successful approaches in similar contexts.

Monitoring and evaluation (M&E) is essential in supporting knowledge management and disseminating best practices. Effective M&E systems make it possible to capture and analyze project data, track progress towards objectives and evaluate the effectiveness of project interventions. The project has set up an M&E system whose responsibilities are shared with state technical departments. The measurement of specific indicators in this system is unclear, as the method is under external control, and the evaluators did not have access to it.

The project's performance under Outcome 4 can be considered on track based on the development of a gender strategy, the provision of gender training and the systematic mainstreaming of gender equality throughout project implementation. However, the lack of information on the dissemination of project lessons and the effectiveness of knowledge management efforts limits the overall assessment of progress.

To strengthen the project's performance under Outcome 4, it is recommended to improve knowledge management activities by documenting and sharing best practices, challenges and lessons learned in gender mainstreaming. The project should also establish clear monitoring and evaluation mechanisms to collect sex-disaggregated data, track progress and assess the effectiveness of gender mainstreaming efforts. Regular monitoring and evaluation would provide valuable information on the project's performance and enable adaptive management to address gaps or challenges.

The following table shows the level of achievement of each performance indicator at the time of the mid-term review:

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
Objective	GEF Management Effectiveness	Base score for the 5 protected areas in		METT scores for the 5 PAs show at least	METT scores for all 5 PAs show		MS	For the Management Plan of the Parc

² Use the 6-level progress assessment scale: HS, S, MS, MU, U, HU

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
	Promote integrated and sustainable management of natural resources by introducing a landscape approach and by creating and making operational a set of protected areas (Moyen Bafing national park, wildlife reserve and community forests) along the Bafing and Falémé rivers and by establishing eco-villages around the protected areas.	Tracking Tool (METT): METT scores for protected areas show an improvement in biodiversity management and conservation effectiveness.	the Bafing-Falémé landscape : (1) PNMB: 32 (2) Gambia-Falémé wildlife reserve: 4 (3) Manden Woula forest: 10 (4) Naboun Woula forest: 10 (5) Faranwalyatou forest: 10	20% increases over the 3-year baseline. All scores > 20.	increases of at least 40%. All scores are above 50.			<p>National de la Moyenne-Bénoué (PNMB), the score is 36.8, representing a 15% increase on the initial reference. The PNMB management plan document is available, incorporating comments from the reading workshop. The Ministry will organize the validation workshop.</p> <p>For the Gambia-Falémé Wildlife Reserve, the score is 4.20. A roadmap has been drawn up and is currently being implemented.</p> <p>For the Manden Woula Forest, the score is 12. A concerted management plan is currently being developed.</p> <p>For the Naboun Woula Forest, the score is 12. A concerted management plan is currently being developed.</p> <p>For Franwalyatou, the score is 12. A concerted management plan will be drawn up.</p>
	Number of ecovillage management plans (EMPs) adopted by pilot sites	No plan has yet been drawn up		At least 6 plans for project sites have been successfully developed and adopted (approved) by the communities. At least four plans are currently being implemented.	At least 10 project site plans have been drawn up, adopted (approved) and successfully implemented by communities.		MS	Four ecovillage management plans have been drawn up: three in the North-East zone and one in the North-West zone. A further four plans are under development in the villages of Niara (North-West zone), Koulifakra, Lafaboubè and Balabori (Central zone).
	# Number of direct project beneficiaries.	0		6,000 people in the EV; 10,000 people in the BF landscape.	> 10,000 people in the EV; > 50,000 people in the BF landscape.		MS	24,119 beneficiaries in 36 villages bordering the PNMB and the classified and community forests of the Bafing-Falémé landscape. Of these beneficiaries, 12,783 (53%) are women. 22,229 beneficiaries in 10 riverside villages. Community members in 10 villages targeted

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
								for transition to ecovillages have benefited from the project's actions. Of these, 12,340 (55.51%) are women. Given that some people are just designated beneficiaries because they live in a community next to a protected area.
	Aichi target: % PA in Guinea	8% of PA (20,000 km ²)		10.6% of PA in Guinea (At least 6,424 km ² are fully listed in the gazette, making a total of around 26,000).	12.5% of PA in Guinea (A total of 11,196 km ² of protected areas have been created, for a total of around 31,000 km ²)		S	12.5% protected areas, with a total surface area of 30,610.93 km ² . The PNMB was officially created with a surface area of 6,766.95 km ² . Siguir's three community forests with a total area of 3,834.45 km ² : FC de Naboun woula (2,044.91 km ²), FC de Manden oula (1,439.43 km ²) and Fanwaliaiou (350.11 km ²). NB: The areas of community forests indicated in the project document are significantly smaller than those found after participatory mapping with the communities and the forestry and wildlife departments. NB: The process of establishing Mali's community forest is underway, with a surface area of 9.53 km ² , comprising FC Kalansaré (7.42 km ²), FC Bamaki (1.32 km ²) and FC Petel Djelimba (0.79 km ²). The creation of the Gambia Falémé Wildlife Reserve is underway. A roadmap has been prepared and shared with the OGPNRF.

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
Result 1 Strengthen integrated management of the Bafing-Falémé landscape.	The "BF Landscape Management Board" has been established to coordinate stakeholders within the landscape and has successfully validated the "Landscape Management Plan" (LMP).	There is no governance mechanism or integrated land-use plan at landscape level. NB: the interministerial commission operates partially at the PNMB level.		The inter-ministerial commission is fully operational. 3 regional committees operate at landscape level	Effective working relationships at all levels, from local to national. The Landscape Management Plan (LMP) has been developed, adopted (approved) and successfully implemented by stakeholders.		MS	A draft decree and a memorandum on the extension of the inter-ministerial commission are drawn up and examined by the legal advisor to the Ministry of the Environment and Sustainable Development. Two landscape committees have been set up in the northeast and northwest zones. These committees unite all stakeholders (beneficiaries, local elected representatives, mining companies, civil society, technical services, etc.).
	Surface area (ha) of legally established protected areas in the Bafing-Falémé landscape	0 ha fully gazetted. NB: the PNMB (6,426 km ²) is currently being created.		At least 6,424 km ² are fully classified and 3,372 km ² are in the process of being created.	A total of 11,196 km ² of protected areas have been created and are in operation to preserve biodiversity in the BF landscape.		HS	An area of 6,766.95 km ² is officially protected by Decree D/2021/123/PRG/SGG, creating the Moyen Bafing National Park. Siguiri's three community forests (Manden oula, Fanwaliatou and Naboun oula) with a total area of 3,834.45 km ² are officially recognized. The process of establishing the Forêt Communautaire du Mali is underway.
Result 2 The biodiversity of the Bafing-Falémé landscape is conserved thanks to an operational and interconnected system of protected areas.	Increase in the score on the UNDP capacity development scorecard for protected area management compared with the baseline.	Systemic Institutional Individual		Scores, expressed in absolute terms, increase by at least 20%.	Scores, expressed in absolute terms, increase by at least 40%.	(not defined or not applicable)		This tool has not yet been applied to protected areas. Not all the tool's assessment criteria are yet applicable to protected areas.
	Buffer zones and corridors in the BF landscape	No buffer zone or corridor		A corridor is being created between the PNMB, the wildlife reserve and community forests in Senegal.	A corridor has been created between the PNMB, the wildlife reserve and Senegal's community forests. At least 50% of surrounding village chiefs understand the legal status of the corridors.		MS	Three corridors have been identified between the PNMB and the three classified forests (Woundou North, Woundou South, Gambia and Kabela, nucleus of the future Gambia-Falémé Wildlife Reserve): The southern corridor linking the PNMB to the future Gambia-Falémé Wildlife Reserve, passing through the villages of

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
								Ley Fello (Borokomé District), Daaka (Ndiré District), Bhoheré (Boriké District) and Takabara (CR Fello Koundoua). The corridor linking the PNMB to the Gambia-Falémé Wildlife Reserve, passing through the villages of Fissaya Centre (Fissaya District), Kandjala (Dalaba District) and Mamaya (Niara District). The corridor linking the Woundou Nord classified forest to Gambia, passing through Madina foulbhè, Hafia, Madina Salanbandé and Fafaya.
	The status of emblematic species such as western chimpanzees, bongo, waterbuck, elephant, leopard, lion and panther in the BF landscape.	There are around 5,000 chimpanzees in the BF landscape. The study on bongo, guinea pig, elephant, leopard, lion and panther will have to be updated.		Populations of emblematic species remained stable.	Populations of emblematic species remained stable.		MU	Data on the status of emblematic animals has not been updated. Inventory work is underway with WCF to list individuals by species.
Result 3 Farmers and agro-pastoral households (30% of whom are women) are adopting improved gender-sensitive practices to manage natural resources through the establishment of an ecovillage model.	Percentage of households in project EVs with an improved stove and number of improved stoves	0		At least 40% of all households in the Ecovillages project use improved stoves.	At least 1,000 banco stoves are used in the ecovillage, and 4,000 improved stoves in the surrounding urban areas. At least 50 kilns are scattered throughout the BF landscape. At least 10 solar kits are used in the ecovillages.		MS	The project reports that 47.07% of households use banco stoves for cooking in the ecovillages. To date, a total of 1,446 households out of 3,208 in the 10 ecovillages are using 1,526 improved banco stoves. Note: 442 households in 07 villages adjacent to classified and community forests use 517 banco stoves for cooking. The team notes the presence of improved ovens with a lower level of use in the field.
	Improving carbon stocks and reducing greenhouse gas emissions through afforestation, reduced deforestation and the use of clean cooking technologies.	There is no large-scale reforestation in the BF landscape. A loss of around 9.4 million tCO ₂ per year from the 1,119,600 ha of forest on the project sites.		(1) At least 3,000 ha reforested (2) At least 1,119,600 ha protected (3) Distribution of at least 3,000 improved stoves and 20 ovens.	In total, 15,435,991 tonnes of CO ₂ were reduced over the 20-year life of the project: 1) At least 6,000 ha reforested (1,771,222 tCO ₂ sequestered over the		MU	The project reports that 1,615.72 hectares of degraded forest around villages and classified forests have been restored by fencing, assisted natural regeneration, protection against bush fires, direct sowing of

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
		No clean cooking technology exists on the landscape.			20 years of the project) (2) At least 477,000 ha protected (13,592,293 tCO2 of emissions avoided). (3) Distribution of at least 5,000 improved stoves and 50 ovens.			local species and supplementary planting at 14 sites in 10 villages belonging to 9 rural communes in the prefectures of Koumbia, Mali, Sigouri and Tougué, with 102,668 forest tree seedlings and 5,362 assisted regeneration seedlings. 1,888 households use a total of 2,043 banco fireplaces. Accounting for protected or reforested areas is sometimes problematic, due to the lack of investment in some places and the size of the area counted.
	Communities' perception of their livelihoods in the good management of biological resources in the Bafing-Falémé landscape, measured by the periodic and independent application of the "most significant change" (MSC) technique.	Not applicable The CSM technique is to be applied once the project has been launched and some form of change has occurred. The baseline corresponds to all assessments that corroborate the situation analysis for this project, particularly with regard to land use and livelihoods.		Changes in livelihoods are seen through the independent application of the MSC technique	Changes in livelihoods are seen through the independent application of the MSC technique		U	The study has not yet been carried out, but is planned for the third quarter of 2023. The evaluation team notes that, at the time of the MTR, livelihood activities had not taken on sufficient scope to induce a change in perception for most beneficiaries.
Result 4 Gender is systematically integrated into project implementation, and effective monitoring and evaluation support knowledge management for the dissemination of best practices.	Percentage of women among all participants in project activities, including monitoring and evaluation	5%		> 20%	> 30%		HS	53% for the BF landscape as a whole. During this reporting period, activities focused on ecovillages. This enabled 55.51% of women to participate in project activities. Implementing women-specific activities in the budgeted gender action plan has encouraged greater participation by women in the ecovillages.
	Number of lessons published and disseminated on mitigating sectoral pressures within the framework of the landscape approach and the ecovillage model.	0		2	10		MS	An article was written on the good practices of a market gardening group supported by the project in the village of Fafaya, CR of Fafaya, Prefecture of Koumbia. A WhatsApp group was created and made available to all project stakeholders.

	Indicator description	Baseline level	Level at first PIR (self-reported)	Mid term target level	Target at end of project	Mid-term level and evaluation	Rating ²	Justification
								Existence of a "Sharepoint" for the project.

As shown in the table above, 2 out of 14 project indicators are green, five are red, and seven are yellow. Two indicators could not be validly measured due to insufficient clarity and supporting documents in their calculation. Overall, the project is yellow, with a "Moderately Satisfactory" rating.

Remaining obstacles to achieving the project objective

The "Integrated Natural Resource Management in the Bafing-Falémé Landscape" project in Guinea faces several obstacles to achieving its objective. Although the project has progressed, some challenges must be addressed to ensure successful implementation and achieve the expected results. One of the main obstacles highlighted in the document extracts is the complexity of the project design. The project links climate change mitigation, biodiversity conservation and sustainable land management. This complexity may have led to misunderstandings or difficulties in implementing project activities. As a result, project activities were temporarily interrupted at the end of 2020 and during the first quarter of 2021. This interruption impacted the project's implementation rate and hampered the expected results achieved during the period under review. However, meetings between the Ministry of the Environment and UNDP clarified the roles and responsibilities of each party, leading to the relaunch of project activities. Clear communication and a shared understanding of the project design are essential to overcome this obstacle and ensure effective implementation.

Another major obstacle to the project's progress was the coup d'état in Guinea on September 5, 2021. The political instability and changes in authority that followed the coup led to delays in the implementation of project activities. The new prefectural authorities initially refused to sign the project documents, causing further delays. However, the project management team and the UNDP country office were able to adapt to the situation and continue with project activities. In the face of unforeseen circumstances, flexibility and adaptability are essential to overcoming such obstacles and maintaining the project's momentum.

The COVID-19 pandemic also posed problems for project implementation. The closure of the border between Guinea and Senegal disrupted the movement of staff, consultants and supplies, making it difficult to mobilize resources and carry out project activities as planned. In addition, the pandemic impacted global supply chains, causing delays in the delivery of agricultural inputs and products, which are essential for project activities. Despite these difficulties, the project management team implemented measures to mitigate the impact of the pandemic, such as holding regular meetings, organizing supervision missions and providing remote technical assistance. These efforts ensured the continuity of project activities despite the difficulties associated with the pandemic.

Risk management is another area of focus for the project. The project aims to establish a protected area in the Bafing-Falémé landscape, which involves safeguarding the habitats of endemic species such as chimpanzees. To achieve this, the project is updating its safeguards, notably the Strategic Environmental and Social Assessment (SESP) and the Environmental and Social Management Plan (ESMP). These updated plans are currently being reviewed and approved by the relevant authorities to ensure the project's compliance with environmental and social standards. Robust risk management measures are essential to safeguard the project's objectives and mitigate potential negative impacts.

In conclusion, although the project is progressing toward its goal, several obstacles remain. The main obstacles are the complexity of the project design, the occurrence of a coup d'état, the challenges posed

by the COVID-19 pandemic, and the need for effective risk management. However, the project management team demonstrated resilience and adaptability in overcoming these difficulties. Thanks to ongoing efforts, clear communication and the implementation of appropriate risk management strategies, the project should overcome these obstacles and achieve the desired results regarding integrated natural resource management in the Bafing-Falémé landscape.

3. Project implementation and adaptive management

Management procedures

The project has a clear management structure, with the Ministry of the Environment and Sustainable Development as the implementing partner. The project is implemented through a National Implementation Modality (NIM), which allows for greater ownership and coordination with national stakeholders. The project has a project manager/coordinator responsible for the overall implementation of the project and achieving its objectives.

The project has a well-defined budget, including funds from the GEF Trust Fund, UNDP TRAC resources and parallel co-financing from various partners. The budget covers all project costs and is supported by valid estimates based on current rates. The project has also ensured cost-effective use of resources, including exploring different options for achieving optimal results, using innovative approaches and technologies, and coordinating implementation with other projects.

The project has identified and assessed potential risks and developed a risk management plan to mitigate and manage these risks. The project has also taken steps to ensure gender equality and social inclusion, including the active engagement of target groups in project design and developing and implementing a gender mainstreaming strategy.

Overall, the project has a well-designed implementation modality and management structure. It has clear objectives, a comprehensive results framework and a well-defined budget. The project is implemented through a national implementation modality, allowing for greater ownership and coordination with national stakeholders. The project has also taken steps to ensure cost-effective use of resources, manage and mitigate risks, and promote gender equality and social inclusion.

Work planning

The project planning process is conducted based on a set of criteria. These criteria include the delimitation of the protected area, the existence and implementation of a management plan, the involvement of local communities in decision-making, the provision of economic benefits to local communities, the monitoring and evaluation of management activities, the adequacy of visitor facilities and the contribution of commercial tourism operators to the management of the protected area. The project must also comply with legal, regulatory and institutional frameworks relating to environmental protection and safeguarding.

The project has a management plan that is currently being implemented, although it may be partially implemented due to financial constraints or other issues. The planning process involves key stakeholders and includes a timetable and process for periodic review and updating of the management plan. The project also has a regular work plan which is implemented, with some activities partially implemented and others fully implemented.

For example, several activities were planned in the Dinguiraye area and subsequently cancelled. To this day, people are still waiting for the promises made during planning sessions with the project. In another example, the project undertook to set up a storage warehouse at Koudedi in Fodeya, but the work was abandoned halfway through without being completed after much investment by the project.

Reporting

Regarding the resource inventory, the project has sufficient information to manage the protected area in most key areas of planning and decision-making. However, there may be gaps in information on critical habitats, species, ecological processes and cultural values. To date, one RIP and three annual reports have been submitted. A steering committee exists and approves annual plans and reports to the donor. The committee has met regularly to date.

Communication and knowledge management

Regarding communication and knowledge management, the project has a knowledge management approach that includes training workshops and dissemination of project activities through various media channels. The project also has a blog on Medium to share information and updates. An article was written on the good practices of a market gardening group supported by the project in the village of Fafaya, CR of Fafaya, Prefecture of Koubia.

A WhatsApp group has been created and is accessible to all project stakeholders. The project has also set up a sharepoint for filing and sharing documents.

Financing and co-financing

The financing of the project is shown in the following table:

Summary of Funds:

	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)
GEF	1,549,654	1,978,244	1,492,015	855,110	579,840	605,411	7,060,274
UNDP	88,400	94,200	68,400	56,400	46,400	46,200	400,000
TOTAL	1,638,054	2,072,444	1,560,415	911,510	626,240	651,611	7,460,274

The breakdown of the budget by component is shown in the table below:

GEFComponent/Atlas Activity	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)
COMPONENT/OUTCOME 1: Integrated Bafing-Falémé landscape management	324,865	251,190	117,995	69,000	49,000	44,000	856,050
COMPONENT/OUTCOME 2: Operationalization of Bafing- Falémé Protected Areas and buffer zone management	625,500	848,805	387,595	154,480	85,960	97,660	2,200,000
COMPONENT/OUTCOME 3: Establishment of the eco- village model in the Bafing- Falémé landscape	549,289	830,420	865,045	566,130	390,130	338,210	3,539,224
COMPONENT/OUTCOME 4: KM and M&E Gender Mainstreaming, Knowledge Management and learning	27,000	34,000	76,500	34,000	34,000	69,500	275,000
Project Management	101,400	107,000	97,700	94,700	94,700	94,500	590,000
TOTAL	1,628,054	2,071,415	1,544,835	918,310	653,790	643,870	7,460,274

The financial implementation rates for the project components are shown in the table below:

COMPONENT	Title Component	Budget	Expenses	%
COMPONENT 1	Integrated Landscape Management BF	856,050	634,018	74.1%
COMPONENT 2	Operationalization AP BF ZT	2,200,000	1,260,041	57.3%
COMPONENT 3	Setting up Ecovillages	3,539,224	2,454,202	69.3%
COMPONENT 4	Integration Gender Knowledge	275,000	131,919	48.0%
COMPONENT 5	Project Management	590,000	238,782	40.5%
TOTAL		7,460,274	4,718,962	63.3%

The financial execution rate has averaged 63.3% annually since inception.

Co-financing

The following table shows the sources of co-financing and their respective values at the time of preparation and at the time of the mid-term review:

Source	Type of financing	Expected nominal value (USD)	Nominal value received to date USD
Ministry of the Environment, Water and Forests	In kind	US\$7,000,000	7,000,000 (EU AFD WB Fund)
Ministry of Agriculture	In kind	US\$10,000,000	10,000,000 (PNAFA)
Ministry of Energy	In kind	US\$22,000,000	12,000,000 (PGIRE)
Ministry of Territorial Administration and Decentralization	In kind	US\$5,000,000	0
Wild Chimpanzee Foundation (WCF)	In kind	US\$11,500,000	11,500,000 (PNMB creation project)
ECOWAS Regional Centre for Renewable Energy and Energy Efficiency (CEREEC)	In kind	US\$2,400,000	0
Fouta Trekking Adventure	In kind	US\$335,250	0
Jane Goodall Institute	In kind	US\$65,000	0
UNDP	grant	400,000	118,794 (cash)
Total co-financing		US\$58,700,250	40,618,794

69% of the expected co-financing had already been mobilized during the mid-term review. For the Ministries and WCF, these are projects already financed and implemented at the time of this evaluation. The direct contribution of ministries through the mobilization of staff or the availability of project headquarters has not been included. The contribution has been rigorously documented for the UNDP using the accounting system. Its co-financing is made up of miscellaneous expenses and the mobilization of personnel. Most of the co-financing will be mobilized by the end of the project, given that the projects concerned still have activities scheduled for the future.

4. Monitoring and evaluation

The project has a well-informed M&E system that meets industry expectations and standards regarding the quality of information and data provided for project management and supervision, as well as to help assess overall project performance. Project-level M&E fully complies with UNDP requirements, as defined in the UNDP Development Partnership Programme, the UNDP Evaluation Policy and GEF-specific M&E requirements.

The GEF project implementation performance report is also essential to the GIRN-PBF project's monitoring and evaluation system. To date, the project has provided the donor with a PIR. This PIR

provides a clear overview of the program's results in its design and execution, including program and financial management and risk management. The report also establishes a link between progress, program results and budget expenditure, which is a best practice.

It is clear that the M&E budget is included in component four, but more details need to be provided for the M&E budget lines.

Although all players are fully involved in project implementation, there are opportunities to improve communication between the various stakeholders.

5. Stakeholder engagement

Halfway through its implementation, the project has established several strategic partnerships that are contributing to its success while at the same time addressing notable challenges along the way.

Firstly, the GIRN project collaborated with Fouta Trekking to explore the opportunities offered by eco-tourism in the project area. This collaboration has raised awareness of nature conservation while generating revenue through responsible tourism, offering a model for sustainable economic development.

In addition, the GIRN project works closely with the Wildlife Conservation Foundation (WCF) to conduct inventories and provide expertise in park creation and management. This collaboration strengthens the project's ability to protect wildlife while ensuring the long-term sustainability of natural resources.

However, the project has encountered challenges related to its governance structure. The Office Guinéen des Parcs Nationaux et de la Réserve de la Nature (OGPNR) assumes the project's management role from Conakry, while the operational team is based in Labé. Due to the need for double signatures, this situation has sometimes complicated simple administrative tasks, such as approving expenses or signing cheques. These delays have led to obstacles in implementing and closing certain activities.

In addition, the project called on several service providers, but encountered varying performance levels. For example, in the Siguiri region, the company responsible for building the sheepfold and storage warehouse delivered poor quality work. It failed to complete the required services, underlining the need to closely monitor contractual partners.

Finally, the GIRN project strives to involve local communities in its implementation actively. Community representatives are generally informed of the project's activities and plans, thus fostering a participatory and inclusive approach. However, it is essential to note that in Siguiri, the project has taken the initiative to build a sheepfold within the market garden, which may require increased communication and management to ensure harmony with local development objectives.

6. Sustainability

Financial risks for sustainability

One of the financial risks to the project's sustainability is the potential for market fluctuation or failure in the carbon and value chains. The project relies on successfully implementing and operating these value chains to generate income and support local communities. In the event of market disruptions or failures, such as a drop in demand for carbon credits or a decline in the value of products in the value chains, the project's financial viability could be jeopardized. To mitigate this risk, the project will work closely with partners and stakeholders to ensure the resilience and stability of value chains. This may

include diversifying products and markets, building solid partnerships and conducting market research to identify potential risks and opportunities. Similarly, ecotourism could help to improve the incomes of the communities targeted by the project if this sector develops adequately with the project. At the time of this evaluation, opportunities for ecotourism work are being identified in collaboration with Fouta Trekking, but there is no clear plan to support their implementation.

Sociopolitical sustainability

The main socio-economic risk to the project's sustainability is the potential for social resistance to women's involvement in activities, and the low level of women's participation in local committees and governance. The project aims to promote gender equality and women's empowerment, but cultural or social barriers may prevent women's full participation and involvement in project activities. To mitigate this risk, the project will pursue in-depth, gender-sensitive communication, demonstrating the benefits of gender equality for women and men. The project will also provide gender training and capacity building for management teams to ensure gender issues are properly addressed and integrated into project activities. In addition, the project will work closely with local communities and stakeholders to promote the inclusion and participation of women in local committees and governance structures.

Environmental sustainability

Regarding environmental risks to project sustainability, the greatest is the potential impact of climate change on the Bafing-Falémé landscape. Climate change can lead to changes in the landscape, including changes in rainfall patterns, temperature and ecosystem dynamics. These changes may have consequences for the success and sustainability of project interventions. To mitigate this risk, the project will promote climate-resilient practices and technologies, such as using climate-resistant crop varieties and implementing adaptive land management techniques. By promoting climate resilience, the project aims to reduce the vulnerability of communities and ecosystems to the impacts of climate change and ensure the long-term sustainability of project interventions.

Risks related to the institutional framework

One of the institutional risks to the project's sustainability is the potential difficulty in establishing the collaborative process required through an effective management board, and the lack of collaboration between different sectoral ministries, regions, agencies and community organizations. The project depends on establishing and operating the Bafing-Falémé Landscape Management Board and collaboration between the various stakeholders to ensure effective governance and coordination of activities. Difficulties setting up the council or a lack of cooperation between the multiple stakeholders could impact the project's overall effectiveness and sustainability. To mitigate this risk, the project will work closely with relevant ministries, agencies and community organizations to ensure their active participation and commitment to the project. The project will also provide capacity building and training to improve stakeholder collaboration and coordination.

In conclusion, the financial, socio-economic, institutional and environmental risks to the sustainability of this project are significant and need to be carefully managed. The project must consider potential market fluctuations and carbon and value chain failures, promote gender equality and women's empowerment, establish effective collaborative processes and governance structures, and mitigate the effects of climate change on the Bafing-Falémé landscape. By addressing these risks, the project can improve its long-term viability and contribute to the region's sustainable development.

Overall project risks

In line with standard UNDP requirements, project risks are monitored periodically. Each quarter, a report is issued on the level of risk. This report is sent to the UNDP country office. The UNDP country office records progress in the ATLAS risk register. Risks are flagged as critical when both impact and probability are high (i.e. when impact is rated 5 or 4 and probability 3 or higher). The measures adopted by the project to address risks are also communicated to the GEF in the annual report.

No new risks have been identified, but most Prodoc risks have changed in level of importance or severity. The following table shows the status of risks at the time of the mid-term review:

Description	Impact & Probability (1-5)	Status at the time of creation	Mid-term status
The Republic of Guinea has suffered from political instability in the past. Since 2010, a new, elected and more stable government has been in power. However, political instability can occur suddenly, as was the case in August 2018 during the oil price strike. The next presidential elections will take place in 2020 and could lead to political tensions or changes that could have a negative impact on the level of project implementation.	Impact : 4 Probability: 4	<i>Top.</i>	Top
Difficulties in establishing the collaborative process required for an effective board of directors; Lack of collaboration between sectoral ministries, regions, agencies and community organizations.	Impact : 4 Probability: 2	<i>Average - declining.</i>	<i>Average - declining.</i>
Widespread poverty and lack of sustainable sources of income, resulting in low ability to pay for new services (e.g. stoves); Market fluctuation or failure (carbon and value chains)	Impact : 2 Probability: 2	<i>Low - declining.</i>	<i>Average - declining.</i>
Local communities and stakeholder groups are unwilling to change unsustainable practices that threaten the provision of ecosystem services. Although communities don't eat chimpanzees in Fouta Djallon, bushmeat trafficking with Forest Guinea is possible.	Impact : 3 Probability: 1	<i>Low</i>	<i>Top</i>
Several dams are currently under construction in the Bafing-Falémé landscape, which could have a negative impact on natural resources.	Impact : 4 Probability: 4	<i>Top</i>	<i>Top</i>
Climate change risks may lead to changes in the Falémé du Bafing landscape	Impact : 3 Probability: 1	<i>Medium</i>	<i>Medium</i>
Social resistance to women's involvement in ; Low participation of women in local committees and governance ; Project interventions are not gender-sensitive and do not take into account the specificities of men and women.	Impact : 2 Probability: 1	<i>Low - declining.</i>	<i>Medium</i>
This is a multi-faceted project, covering a vast territory and requiring the involvement of a wide range of stakeholders with different points of view and interests. Proper project management will be a major challenge to avoid delays in implementation and to ensure an efficient coordination process.	Impact : 3 Probability: 1	<i>Low - declining.</i>	Medium

As far as the safeguards for this project are concerned, they seem to be out of step. The current SESP risk category is "High". The SESP and the Environmental and Social Management Framework (ESMF) were revised in 2022 and more recently in 2023. These safeguarding documents are currently in draft form, and to date no safeguarding instruments (assessments or management plans) have been developed for the project, except for a strategic assessment of the project's cohabitation plan with other activities and infrastructure developments in the region, which is currently under development.

As a high priority, the revised SESP must be approved by the Steering Committee and the NCEW PTA (and the NCEW Safeguarding Team).

The project has made progress in creating protected areas, identifying biological corridors and legally establishing community forests. The project is also beginning to draw up management plans and set up eco-village committees. These activities could present environmental and social risks, and it is a priority to identify and develop the safeguard instruments needed to manage these risks. For example, the

revised SESP recognizes the need for a Livelihood Action Plan, among other instruments. An operational safeguard action plan (based on the revised SESP and CGES) is required for the project, specifying which instruments need to be developed, their sequence, over what period, and identifying the capacities needed to do so. Safeguard requirements will need to be budgeted for. It is recommended that following the IRP, a safeguard planning session be held with the Safeguard Technical Assistance team, the RTA and the project management team. The purpose of this session would be to expedite the review and approval of the SESP and to agree on the scope of the safeguard action plan.

Conclusions and recommendations

Conclusions

The "Gestion Intégrée des Ressources Naturelles dans le Paysage Bafing Falémé" (GRIN-PBF) project is part of a laudable initiative to promote sustainable, integrated management of natural resources. Its ambition is to ensure the sustainability of these resources through the creation of protected areas and ecovillages. It's an innovative approach that combines environmental protection with a sustainable social and economic vision, demonstrating a thorough understanding of the interdependence between natural and human systems.

Considerable progress has been made in achieving these objectives, particularly about biodiversity conservation. By ensuring that stable populations of emblematic species are maintained in the landscape, the project contributes to the survival of these species and the overall balance of the region's ecosystem. These efforts reflect a recognition of the intrinsic value of biodiversity, over and above its immediate benefits to mankind.

Among the project's notable achievements is the creation of the Bafing Falémé National Park (PNMB), instituted by decree D/2021/123/PRG/SGG of May 4, 2021. This nature reserve is part of a broader approach to preserving natural areas, and is a valuable tool for achieving the project's objectives. In addition, the process of creating the Gambia Falémé wildlife reserve, covering an area of 3,372 km², is underway. This initiative represents a major step forward in the protection of ecosystems and the conservation of local biodiversity.

The role of women in natural resource management was also highlighted within the framework of the project. Significant efforts have been made to ensure their training and involvement in natural resource management activities. This reflects a willingness to go beyond traditional approaches to resource management and recognize women's vital role in environmental protection and sustainable resource management. This gender mainstreaming is essential to the project's implementation, enabling more inclusive participation.

In addition, the project encourages farmers and agro-pastoral households to adopt gender-sensitive practices and improved natural resource management techniques. By raising awareness of gender equality issues and equipping them with the tools they need to integrate these principles into their daily work, the project is helping to transform attitudes and behaviors about resource management. The development of a gender equality strategy and the provision of gender training, show that the project is well on the way to achieving its gender equality objectives.

Another notable feature of the GRIN-PBF project is its participatory approach. Stakeholders are actively involved in communication activities and media coverage, enabling greater transparency and accountability. Their contributions are essential for assessing the project's impact at different levels and obtaining a global view of its results. Importantly, their participation is solicited, actively encouraged, and valued.

However, the project faced significant challenges, including the COVID-19 pandemic and the coup d'état in Guinea on September 5, 2021. These events disrupted the project's normal operations and required rapid and effective adaptation. Despite these obstacles, the project demonstrated resilience by adopting adaptive management strategies. This ability to react flexibly and proactively to unforeseen challenges testifies to the project's robustness and commitment to achieving its objectives despite the obstacles.

About monitoring and evaluation, the project has put in place adequate systems for collecting and analyzing project data, tracking progress towards objectives and assessing the effectiveness of project interventions. These monitoring and evaluation systems play a crucial role in ensuring the quality and accountability of the project. However, the lack of detailed information on these mechanisms in the document limits our ability to assess their effectiveness and adequacy.

In addition, the complexity of the project's design, the lack of information on disseminating lessons learned and the effectiveness of knowledge management efforts, present obstacles to an overall assessment of progress. Recognizing and addressing these challenges is essential to the project's continued success.

In short, although the GIRN-PBF project has faced challenges and shortcomings, there are many encouraging signs. It demonstrates an integrated and sustainable approach to natural resource management in the Bafing Falémé landscape, with strong involvement of local stakeholders, a focus on gender equality and a solid biodiversity conservation policy. To move forward, it is essential to continue building on these positive aspects while working to overcome obstacles and improve areas that require further attention. Through this comprehensive and dynamic approach, the project can truly contribute to a sustainable future for the Bafing Falémé landscape and its inhabitants.

Recommendations

At the end of this assessment, the following recommendations are made:

Theme: Gender

Recommendation 1 (High Priority): Strengthen the effective involvement of women in natural resource management by ensuring their active participation in decisions and activities related to natural resource management and in access to project resources.

Actions:

4. Implement the project's gender strategy
5. Organize specific training workshops for women on the sustainable management of natural resources.
6. Provide specific tools and resources to help women become more effectively involved in natural resource management.

Responsibility: Project Management Unit (PMU)

Theme: Biodiversity conservation

Recommendation 2 (High Priority): Consolidate biodiversity conservation efforts by increasing efforts to preserve emblematic landscape species in a measurable way.

Actions:

4. Finalize the fauna inventory, defining specific actions to protect and monitor emblematic species in the landscape.
5. Develop partnerships with conservation organizations to benefit from their expertise and support and WCF.

6. Support the Ministry in strengthening legislative measures to protect the environment and local species.

Responsibility: Project Management Unit (PMU), Office de Gestion des Parcs et Réserves Naturelles (OGPRNF)

Theme: Planning and Monitoring Evaluation

Recommendation 3 (Medium Priority): Improve the transparency and effectiveness of monitoring and evaluation systems by systematically documenting methods, measurement tools and indicator values under the responsibility of UNDP and OGPR.

Actions:

4. In the results framework, provide more detailed information on the monitoring and evaluation mechanisms for UNDP and OGPR indicators.
5. Set up a digital platform for data collection and analysis.
6. Organize regular monitoring and evaluation meetings with all stakeholders.

Responsibility: Project Management Unit (PMU), United Nations Development Programme (UNDP)

Theme: Stakeholder Participation and Project Reshaping

Recommendation 4 (High Priority): Simplify project design by revising the list of activities feasible by the end of the project.

Actions :

6. Review the list of project activities and select those that are important and feasible for achieving the project's objective over the next two years. Include feasible activities in areas where the project initially planned to intervene and conducted awareness-raising sessions.
7. Ensure that unfinished project investments in Siguiri are completed and properly transferred to the community.
8. Reduce targets, particularly the number of ecovillages to be created and other unattainable targets in the logical framework.
9. Organize sharing workshops to help all stakeholders understand the project design and the changes made.
10. Create explanatory guides and manuals to facilitate project implementation.

Responsibility: Project Manager (PM), Project Management Unit (PMU), United Nations Development Programme (UNDP)

Recommendation 5 (Medium priority): Extend the project's media coverage to raise awareness of its objectives and activities by increasing its visibility through local media partnerships.

Actions:

4. Establish partnerships with local media to increase the project's visibility.
5. Make greater use of social networks to share regular project updates.
6. Organize public events, such as exhibitions or conferences, to promote the project.

Responsibility: Project Management Unit (PMU)

Recommendation 6 (High Priority): Develop a project exit strategy to ensure the results' sustainability by defining steps to ensure the continuity of activities and the transfer of responsibilities to local stakeholders.

Actions:

4. Identify local stakeholders and the capacities needed to ensure the sustainability of project actions.
5. Draw up a plan for the gradual transfer of responsibilities to local players.
6. Set up long-term monitoring mechanisms to assess the sustainability of results and adjust the exit strategy if necessary.

Responsibility: Project Management Unit (PMU), Project Manager (PM), local stakeholders

Recommendation 7 (High Priority): Update the project's social and environmental management plans and risk management table.

Actions:

4. Organize a meeting on safeguard measures with UNDP Guinea, the project team, the SES team and the project's regional SESP advisor.
5. Update SESP and risk table
6. Submit the new SESP to the steering committee and NCEW team for approval

Responsibility: Project Management Unit (PMU), Project Manager (PM)

Lessons learned

At the end of this evaluation, several lessons can be drawn:

Positive lessons learned.

5. **Inclusion of women:** The involvement of women in natural resource management has shown promising results. This strategy of integrating the gender dimension into project implementation has made it possible to engage half of the local population further, valuing their unique skills and perspectives, and thus strengthening the project's impact and sustainability.
6. **Protecting biodiversity:** Efforts to maintain stable populations of emblematic species in the landscape confirm the importance of biodiversity-based conservation. Indeed, this has helped to ensure the sustainability of ecosystems and ecosystem services essential to human life and well-being.
7. **Adaptive management:** In the face of unforeseen difficulties such as the COVID-19 pandemic and a coup d'état in Guinea, the project implemented adaptive management strategies. These strategies kept the project on track despite the challenges, underlining the importance of flexibility and resilience in project management.
8. **Stakeholder involvement:** The project highlighted the importance of actively involving all stakeholders. Their participation and contributions were crucial in assessing the project's impact at different levels and obtaining an overall view of its results.

Negative lessons learned

7. **Complexity of project design:** One of the main difficulties was the complexity of the project design. An overly complex design can hamper the understanding and commitment of stakeholders, and therefore the effectiveness of implementation.
8. **Lack of information on monitoring and evaluation systems:** The absence of detailed information on monitoring and evaluation systems made it difficult to assess the effectiveness of project interventions. This underlines the importance of transparent communication and full documentation in project management.
9. **Knowledge management challenges:** The lack of information on the dissemination of project lessons and the effectiveness of knowledge management efforts limited the overall assessment of progress. This suggests that sound knowledge management strategies are essential to optimize learning and continuous improvement.
10. **Political and health obstacles:** The project faced major challenges such as the COVID-19 pandemic and a coup d'état in Guinea. These situations highlighted the importance of including emergency and crisis management plans in project planning.
11. **Insufficient media coverage:** The project failed to achieve sufficient visibility, which may have limited stakeholder engagement and the acquisition of additional support. This indicates that communication and visibility are crucial aspects of project management.

Appendices

Terms of reference for the mid-term evaluation

INTRODUCTION

This document describes the Terms of Reference (TOR) for the mid-term review (MTR) of the GEF-financed, UNDP-supported large- to medium-scale project entitled Gestion Intégrée des Ressources Naturelles dans le Paysage Bafing Falémé (PIMS 5677), which is being implemented through the Office Guinéen des Parcs Nationaux et Réserves de Faune (OGPNRF) and is scheduled for completion in 2023. The project started on July 16, 2020, officially launched on July 29, 2020 at national level and is in its third year of implementation. The present ToR sets out the expectations for this **mid-term review of the project**. The mid-term review process should follow the guidelines set out in the document

"Directives pour la conduite de l'examen à mi-parcours des projets appuyés par le UNDP et financés par le FEM", available at the address below.
http://web.UNDP.org/evaluation/documents/guidance/FEM/midterm/Guidance_Midterm%20Review%20_FR_20_14.pdf.

2. GENERAL PROJECT INFORMATION

The project is designed to promote integrated, sustainable management of natural resources through the adoption of a landscape approach and the creation and operation of a series of protected areas (Moyen-Bafing national park, wildlife reserve and community forests) along the Bafing and Falémé rivers, and the creation of ecovillages around the protected areas. The table below describes the project's rationale, objective, timetable, total budget and anticipated co-financing.

Project title: Integrated Management of Natural Resources in the Bafing Falémé Landscape		
Country: Guinea	Implementing partner: Office Guinéen des Parcs Nationaux et Réserves de Faune (OGPNRF) - Ministry of the Environment and Sustainable Development	Management arrangement: National Implementation Modality (NIM)
<p>UNDAF/RESULT COUNTRY PROGRAM:</p> <ul style="list-style-type: none"> Outcome 2: By 2022, national institutions, civil society and the private sector will have implemented policies to improve food security, environmental sustainability, climate resilience and disaster risk management. Output 2.2: Tools for planning, sustainable management of the environment and natural resources, disasters and the living environment are revised/developed and used to take climate change aspects into account. 		
<p>UNDP STRATEGIC PLAN : Development framework B: Accelerate structural transformations conducive to sustainable development. Typical solution 4: Promote nature-based solutions to preserve the planet</p> <p>CPD product : Output 2.4: Households in targeted towns and villages have improved access to alternative technologies, renewable energy and a healthy living environment. Output 2.5: The most vulnerable groups have greater resilience and adaptability to climate change.</p>		
UNDP Social and Environmental Review category: High		Gender Marker UNDP: 2
Atlas Project ID/Award ID number: 00107166		Atlas Output ID/Project ID number: 00107545
UNDP-GEF PIMS ID number: 5677		GEF ID number : 9783
Start date: July 16, 2020		End date: July 16, 2026
LPAC date: February 28, 2020		
Brief description of the project :		

Most villages in the Bafing-Falémé landscape (Middle and Upper Guinea) are extremely poor, struggling to break out of the cycle of poverty, emigration of young people in search of a better life elsewhere, and unsustainable use of natural and energy resources. To escape this cycle, village communities need solutions to develop and finance new sustainable energy sources, more efficient energy use, improved livelihoods and income generation based on integrated and sustainable land and natural resource management. The Bafing-Falémé landscape is of growing interest to various sectors, (mining and hydroelectric production, agriculture, biodiversity and ecotourism, infrastructure/roads, etc.), which, if well coordinated and managed, can become opportunities for sustainable development in this remote region.

The project aims to promote integrated, sustainable natural resource management by introducing a landscape approach, creating and operationalizing a cluster of protected areas (Moyen-Bafing national park, wildlife reserve and community forests) along the Bafing and Falémé rivers, and establishing ecovillages around the protected areas. The ecovillage model, which embraces the concepts of integrated sustainable development (low-carbon development, biodiversity conservation, income generation based on sustainable resource management) will first be introduced as a test action in the Republic of Guinea, to be subsequently integrated into a national strategy and replicated throughout the country.

This objective will be achieved through the implementation of four components that will remove the main obstacles identified for effective landscape management, biodiversity conservation and the creation of ecovillages. **Component 1:** Integrated management of the Bafing-Falémé landscape, **Component 2:** Operationalization of the Bafing-Falémé Protected Areas and management of buffer zones, **Component 3:** Development of the ecovillage model in the Bafing-Falémé landscape, **Component 4:** Integration of the gender dimension and knowledge management.

Financing plan	
GEF Trust Fund	US\$7,060,274
UNDP TRAC resources	US\$400,000
(2) Total budget managed by UNDP	US\$7,460,274
Parallel co-financing (any other co-financing that is not UNDP-managed co-financing)	
Ministry of the Environment, Water and Forests	US\$7,000,000
Ministry of Agriculture	US\$10,000,000
Ministry of Energy	US\$22,000,000
Ministry of Territorial Administration and Decentralization	US\$5,000,000
Wild Chimpanzee Foundation (WCF)	US\$11,500,000
ECOWAS Regional Centre for Renewable Energy and Energy Efficiency (CEREEC)	US\$2,400,000
Fouta Trekking Adventure	US\$335,250
Jane Goodall Institute	US\$65,000
(3) Total co-financing	US\$58,300,250
(4) Total project funding (1)+(2)	US\$65,760,524

3. OBJECTIVES OF THE MID-TERM REVIEW

The mid-term review will assess progress towards achieving the objectives and results specified in the project document. It will assess early signs of success or failure, with the aim of identifying the changes needed to put the project on track to achieve the expected results. The MTR will also examine the project strategy and its risks to sustainability. The project results outlined in the results framework are monitored annually and evaluated periodically during project implementation to ensure that the project is indeed achieving these expected results.

The mid-term review (MTR) is an independent process that begins after the submission of the second implementation report to the GEF (PIR), and the MTR report will be submitted to the GEF in the same year as the third PIR. The findings and responses of the mid-term review outlined in the management response will be incorporated as recommendations for improved implementation during the last half of the project duration. The terms of reference, review process and mid-term review report should follow the [standard guidelines developed by the UNDP IEQ](#), as well as the [guidelines for the conduct of mid-term reviews of UNDP-supported GEF-funded projects](#). 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 report of the mid-term review will be available in French and English and will be approved by the UNDP country office and the UNDP-NCE Regional Technical Advisor (RTA), and endorsed by the project Steering Committee.

4. APPROACH AND METHODOLOGY OF THE MID-TERM REVIEW

The MTR report must provide credible, reliable and useful evidence-based information. The MTR team will review all relevant sources of information, including documents developed during the preparation phase (i.e. the FIP, the project initiation plan, the UNDP/SESP social and environmental review procedure), the project document (prodoc), periodic project reports, including annual project implementation reports (PIRs), budget revisions, national strategic and legal documents and any other

documents the team deems useful for this evidence-based review). The mid-term review team will review the GEF Focal Area baseline indicators/monitoring tools initially submitted to the GEF for approval by its CEO, as well as the GEF Focal Area mid-term baseline indicators/monitoring tools to be completed prior to the start of the mid-term review field mission.

The mid-term review team is responsible for establishing the evaluation methodology and the tools needed to collect the information, which will be presented in the form of a methodological note submitted to the sponsor for appraisal and validation. The information gathered will include both qualitative and quantitative data. They will also be responsible for defining the appropriate data collection and analysis methods to best present the results expected from the assignment.

The mid-term review team must follow a collaborative and participatory approach ensuring close engagement with the Project Management Unit, government counterparts including the GEF operational focal point, the UNDP country office, the Regional Technical Advisor of the Nature, Climate and Energy Unit (NCE), direct beneficiaries and other key stakeholders.

Stakeholder involvement is vital to the success of the MTR. This involvement 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 MTR team immediately after contract signature), etc.

In addition, whenever possible, the mid-term evaluation team should carry out field missions in Conakry and inland at sites in the project's intervention zone. In the event that the COVID-19 pandemic does not facilitate field travel, virtual tools will be used as required.

The specific design and methodology of the MTR must result from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible to achieve the purpose and objectives of the MTR and answer the evaluation questions, taking into account the restrictions due to COVID-19. The MTR team must, however, use gender-sensitive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues including the SDGs, are integrated into the MTR report.

The final methodological approach, including the interview schedule, field visits and data to be used in the MTR, must be clearly set out in the inception report and thoroughly discussed and agreed between UNDP, stakeholders and the evaluation team.

The mid-term evaluation team must be able to determine the best methods and tools for data collection and analysis. It must be able to propose and discuss the approach to consultation with the UNDP evaluation manager, the project and key stakeholders. These approaches should be agreed and clearly reflected in the MTR Inception Report.

The final report of the mid-term review should describe the approach taken and the rationale behind it, making explicit the underlying assumptions, challenges, strengths and weaknesses of the review's methods and approach.

As of March 11, 2020, the World Health Organization (WHO) has declared COVID-19 a global pandemic, as the new coronavirus has rapidly spread to all regions of the world. Since March 2020, travel within the country as well as international flights have been subject to intermittent restrictions. If it is not possible to travel to or within the country for the mid-term evaluation mission, the evaluation team must develop a methodology that takes into account the conduct of the mid-term evaluation virtually and remotely, including the use of remote interview methods and in-depth desk reviews, data analysis, surveys and evaluation questionnaires. This methodology must be detailed in the evaluation initiation report and agreed with the applicant.

If all or part of the MTR is to be carried out virtually, consideration needs to be given to the availability, ability or willingness of stakeholders to be interviewed remotely. In addition, their internet/computer accessibility may pose a problem as many government and national counterparts will be working from home. These limitations should be reflected in the final MTR report.

If field data collection/mission is not possible, remote interviews can be conducted by telephone or online (MS Team, Skype, Zoom, etc.). International consultants can work remotely with the help of

national field assessors if they can operate and travel safely. No stakeholder, consultant or UNDP staff must be put at risk, and security is the top priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants and stakeholders, and if it can be accommodated within the MTR timetable. Similarly, qualified and independent national consultants can be engaged to carry out the MTR and in-country interviews, provided that it is safe to do so.

Thus, any limitations encountered during the mid-term evaluation process and any adjusted evaluation approach/methodology, if any, that may be required to implement the evaluation effectively, including safety tips, in-depth desk reviews, the primary use of national consultants, virtual stakeholder meetings and virtual interviews by the evaluators, must be detailed in the initial inception report and the final MTR report.

5. DETAILED SCOPE OF THE MID-TERM EVALUATION

The MTR team will assess the following four (4) categories of project progress. See the Guide for conducting mid-term reviews of UNDP-supported and GEF-funded projects for more detailed descriptions.

i. Project strategy

Project design :

- Analyze the problem addressed by the project and the underlying assumptions. Examine the effect of any incorrect assumptions or contextual changes in achieving project results, as described in the project document.
- Examine the relevance of the project strategy and assess whether it provides the most effective route to the expected or planned results. Have lessons learned from other relevant projects been properly integrated into the project design?
- Examine how the project responds to the country's priorities. Examine the country's ownership of the project. Was the project concept in line with the country's national sector development plans and priorities?
- Examine decision-making processes: have the perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, been taken into account in the project design processes?
- Examine the extent to which relevant gender issues were raised during project design. See Annex 9 of the document "Guidelines for conducting the mid-term review of UNDP-supported projects financed by the GEF" for further guidelines.
 - Have relevant gender issues (e.g. the project's impact on gender equality in the project country, the participation of women's groups, women's involvement in project activities) been raised in the project document?
- If there are major areas of concern, make recommendations for improvement.

Results/ Logical framework :

- Carry out a critical analysis of the indicators and objectives of the project's logical framework, evaluate the degree of achievement of SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives at mid-term and end of project, and suggest specific modifications/revisions of objectives and indicators if necessary.
- Are the project objectives and results or components clear, practical and achievable over time?
- Examine whether progress to date has led to or could in future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance, etc.) that should be included in the project's results framework and monitored annually.
- Ensure that the wider development and gender aspects of the project are effectively monitored. Develop and recommend SMART "development" indicators, including gender-disaggregated indicators and indicators that capture the benefits of development.

ii. Progress towards results

Progress towards results analysis :

- Review logframe indicators against progress towards end-of-project targets, using the Progress Towards Results Matrix and the *Guidelines for Conducting the Mid-Term Evaluation of UNDP-supported, GEF-funded Projects*; color-code progress in a "traffic light system" according to the level of progress achieved; assign a progress rating for each result; make recommendations based on areas marked as "Not on track" (in red).

Table. Progress towards results matrix (achievement of results in relation to end-of-project objectives)

Project strategy	Indicator ³	Basic level ⁴	Level at 1 st PIR (self-declared)	Medium-term target ⁵	End of project target	Level and mid-term assessment ⁶	Rating obtained ⁷	Justification for rating
Objective:	Indicator (if applicable) :							
Result 1:	Indicator 1:							
	Indicator 2:							
Result 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator evaluation key

Green = Achieved

Yellow = Goal to be reached

Red = Not on target

In addition to progress towards results analysis :

- Compare and analyze the GEF baseline monitoring tool/indicators with those completed just prior to the mid-term review.
- Identify any remaining obstacles to achieving the project's objectives over the remaining project period.
- By examining the aspects of the project that have already been successful, identify ways in which the project can further extend these benefits.
- Are the specific issues related to COVID-19 taken into account in project implementation? What are the project's limitations in terms of COVID-19 impacts?
- Gender perspective:** assess the extent to which the gender aspect has been taken into account in project implementation and make proposals for improvement.

iii. Project implementation and adaptive management

Management procedures :

- Review the overall effectiveness of project management as described in the project document. Have any changes been made, and are they effective? Are responsibilities and reporting lines clear? Is the decision-making process transparent and timely? Recommend areas for improvement
- Review the quality of execution of the executing agency/implementing partner(s) and recommend improvements
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

³Fill with data from logical framework and dashboards

⁴Fill in with data from project document

⁵If available

⁶ Color code for this column only

⁷ Use the 6-level progress assessment scale: HS, S, MS, MU, U, HU

- Does the executing agent/implementing partner and/or UNDP and other partners have the capacity to provide benefits to or involve women? If so, how?
- What is the gender balance among project staff? What measures have been taken to ensure gender balance among project staff?
- What is the gender balance on the Steering Committee (COPIL)? What measures have been taken to ensure gender balance on the project board?
- Review the quality of support provided by the GEF partner organization (UNDP) and recommend improvements.

Work planning :

- Review any delays in project start-up and implementation, identify the causes and examine whether they have been resolved.
- Are work planning processes results-oriented? If not, suggest ways to reorient work planning to focus on results?
- Review the use of the project's results framework/logical framework as a management tool, and examine any changes that have been made to it since the project began.

Financing and co-financing :

- Examine the financial management of the project, in particular the cost-effectiveness of interventions.
- Review changes to funding allocations following budget revisions, and assess the appropriateness and timeliness of these revisions.
- Does the project have appropriate financial controls, including reporting and planning, to enable management to make informed decisions about the budget and ensure a timely flow of funds?
- Based on the co-financing monitoring table to be completed by the Mandating Unit and the project team, provide a commentary on co-financing: is co-financing used strategically to help achieve project objectives? Does the project team meet regularly with all co-financing partners to align funding priorities and annual work plans?

Sources of co-financing	Name of co-financier	Type of co-financing	Amount of co-financing confirmed for CEO approval (US\$)	Actual amount paid at mid-term review stage (US\$)	Actual percentage of budgeted amount
		Total			

- Include the separate GEF co-financing template (completed by the Mandating Unit and the project team) which classifies each co-financing amount as "mobilized investment" or "recurrent expenditure". (This template will be appended as a separate file).

Monitoring and evaluation systems at project level :

- Examine the monitoring tools currently in use: do they provide the necessary information? Do they involve key partners? Are they aligned with or integrated into national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools needed? How can they be made more participatory and inclusive?
- Examine the financial management of the project's M&E budget. Are sufficient resources allocated to monitoring and evaluation? Are these resources allocated efficiently?

- Examine the extent to which relevant gender issues have been integrated into monitoring systems. See Annex 9 of the *guidelines for conducting mid-term reviews of UNDP-supported and GEF-funded projects* for further guidance.

Stakeholder engagement :

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the project's objectives? Do they continue to play an active role in project decision-making to support effective and efficient project implementation?
- Stakeholder participation and public awareness: To what extent have stakeholder participation and public awareness contributed to progress towards project objectives?
- How does the project involve women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? If possible, identify any legal, cultural or religious constraints on women's participation in the project. What can the project do to improve its benefits for women?

Social and environmental standards (safeguards)

- Validate the risks identified in the project's last SESP, as well as the scoring of these risks; are revisions necessary?
- Summarize and evaluate revisions made since DG approval (if applicable):
 - Risk categorization of global project guarantees.
 - Types of risk identified (in the SESP)
 - Individual risk ratings (in SESP)
- Describe and assess progress in implementing the project's social and environmental management measures as described in the SESP submitted for Executive Management approval (and prepared during implementation, if applicable), including any revisions to these measures. These management measures may include Environmental and Social Management Plans (ESMPs) or other management plans, but may also include aspects of project design; refer to question 6 of the SESP template for a summary of the management measures identified.
- A given project must be evaluated against the version of the UNDP Safeguarding Policy that was in force at the time the project was approved.

Report :

- Assess how adaptive management changes have been reported by project management and shared with the project steering committee.
- Assess the extent to which the project team and partners are fulfilling GEF reporting requirements (i.e. how have they dealt with poorly rated IRPs, if any?).
- Assess how lessons learned from the adaptive management process have been documented, shared with key partners and internalized by partners.

Reports :

- Assess how adaptive management changes have been reported by project management and shared with the Project Board
- Assess the extent to which the project team and partners comply with GEF reporting requirements (i.e. how have they dealt with poorly rated preliminary assessment reports, if any).
- Assess how lessons learned from the adaptive management process have been documented, shared with key partners and internalized by partners.

Data communication :

- Evaluate the way in which project management has communicated changes resulting from reactive management and notified them to the Project Steering Committee.

- Evaluate whether the project team and partners are adequately complying with GEF reporting requirements (i.e. what steps, if any, are being taken to address a poor evaluation in the IRP?).
- Evaluate how lessons learned from the reactive management process have been documented, communicated to and integrated by key stakeholders.

Communications and knowledge management :

- Examine the project's internal communication with stakeholders: Is communication regular and effective? Are any key stakeholders excluded from communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of the project's results and activities, and to their investment in the sustainability of the project's results?
- Examine the project's external communication: Are appropriate means of communication established or in the process of being established to express to the public the project's progress and anticipated impact (is there a web presence, for example? Or has the project implemented appropriate public awareness and information campaigns)?
- For the purposes of the report, write a half-page paragraph summarizing the project's progress towards results in terms of contribution to sustainable development benefits, as well as overall environmental benefits.
- List the knowledge activities/products developed (based on the knowledge management approach approved at CEO Endorsement).

iv. Durability

- Validate whether the risks identified in the project document, periodic reports/IRP and risk register in ATLAS/QUANTUM are indeed the most important, and whether the risk ratings applied are appropriate and up-to-date. If not, explain why not.
- In addition, assess the following sustainability risks:

Financial risks for sustainability :

- What is the likelihood that financial and economic resources will not be available once GEF support ends (consider that potential resources may come from multiple sources, such as the public and private sectors, income-generating activities and other funding that will provide adequate financial resources to sustain project results)?

Socio-economic risks for sustainability :

- Are there any social or political risks that could compromise the sustainability of the project's results? What is the risk that the level of ownership by stakeholders (including governments and other key stakeholders) will be insufficient to ensure the sustainability of project results and benefits? Do the various key stakeholders consider it to be in their interest that the benefits of the project continue to flow? Is public and stakeholder awareness sufficient to support the project's long-term objectives? Is the project team continuously documenting lessons learned and sharing/transferring them to appropriate parties who could learn from the project and possibly replicate and/or extend it in the future?

Risks related to the institutional framework and governance for sustainability :

- Do legal frameworks, policies, governance structures and processes present risks that could compromise the sustainability of project benefits? When assessing this parameter, it is also worth considering whether the systems/mechanisms required for accountability, transparency and transfer of technical knowledge are in place.

Environmental risks for sustainability :

- Are there any environmental risks that could compromise the sustainability of the project's results?

Conclusions and recommendations

The evaluation team will include a section in the mid-term evaluation report for evidence-based conclusions, in the light of the results.

In addition, the mid-term evaluation team should make recommendations to the project team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable and relevant. A table of recommendations should be included in the executive summary of the report. See the "Guidelines for conducting the mid-term review of UNDP-supported projects financed by the GEF" for guidance on the recommendations table.

The mid-term evaluation team **should make no more than 15 recommendations in total.**

Evaluation

The MTR team will include its assessments of project results and brief descriptions of associated achievements in a *Summary Table of MTR Ratings and Achievements* in the Executive Summary of the MTR Report. See Appendix E for rating scales. No project strategy score or overall project score is required.

Table: Summary table of MTR scores and achievements for the Integrated Management of Natural Resources in the Bafing Falémé Landscape Project

Evaluation	Evaluation mid-term review	Description of the project
Project strategy	N/A	
Progress towards results	Evaluation of objective achievement: (on a 6-point scale)	
	Realization 1 Assessment of achievement: (on a 6-level scale)	
	Achievement 2: Evaluation of achievement: (on a 6-point scale)	
	Achievement 3: Assessment of achievement: (on a 6-point scale)	
	Etc.	
Project implementation and adaptive management	(On a 6-point scale)	
Durability	(On a 4-point scale)	

6. DEADLINE

The total duration of the mid-term evaluation will be 30 working days over a period of six (06) weeks, and should not exceed two (2) months from the date of engagement of the consultants. The provisional timetable for the mid-term evaluation is as follows:

Activity	Number of working days	Completion date
Document review and preparation of the initial MTR report. This report must be submitted no later than two (2) weeks before the MTR mission.	3 days	May 2, 2023

Mid-term evaluation mission: meetings with stakeholders, interviews, field visits (must be carried out within 3 weeks of the evaluation mission) <i>Note: Stakeholder interviews, if conducted virtually, may take longer than usual. Please adjust the number of days and completion date accordingly.</i>	14 days	May 22, 2023
Presentation of initial results - last day of mid-term review mission	1 day	May 23, 2023
Preparation of the draft final report to be submitted no later than three (3) weeks after the end of the mid-term review mission.	9 days	June 1, 2023
Finalization of final report/Integration of audit trail based on comments on draft report (within one week of receipt of UNDP comments on draft) <i>Note: take into account the time needed to circulate and review the draft report.</i>	3 days	June 13, 2023

NB: Options for field visits should be provided in the initial inception report. Flexibility and deadlines should be included in the MTR timetable, with the extra time needed to carry it out remotely (virtually) recognizing possible delays in access to stakeholder groups due to COVID-19. It is possible to consider an emergency deadline in case the evaluation is delayed in any way due to COVID-19.

7. MID-TERM EVALUATION DELIVERABLES

#	Deliverable	Description	Calendar	Responsibilities
1	MTR start-up report	The MTR team clarifies the objectives and method of the examination.	5 working days after the mission start date, After the kick-off meeting and no later than 2 weeks before the end of the MTR mission.	The MTR team submits the report to the Mandating Unit and the Project Management Unit (PMU). The PMU reviews and validates the report within 2 working days of receipt.
2	Presentation	First results (initial conclusions)	End of MTR mission	The MTR team reports to the Mandating Unit and the Project Management Unit.
3	Draft MTR report	Complete draft report (using the content guidelines in Appendix B) with appendices.	Within 3 weeks of the MTR mission	Sent by the MTR team to the Mandating Unit and reviewed by the RTA, the Project Management Unit, the UNDP Sustainable Development Unit, the UNDP M&E specialist and the GEF focal point.
4	Final report in English and French*.	Revised report with audit trail detailing how all comments received were (and were not) addressed in the final MTR report	Within one week of receiving UNDP's comments on the project	Sent by the MTR team to the Mandating Unit

***The final MTR report must be in French and English.**

8. PROVISIONS FOR MID-TERM EVALUATION

The Mandating Unit has primary responsibility for managing the mid-term evaluation. The Mandating Unit for the mid-term evaluation of the project is UNDP Guinea.

The Mandating Unit will contract the consultants and ensure that the mid-term evaluation team is provided with per diems and in-country travel facilities in good time. The project team will be responsible for contacting the mid-term evaluation team, providing them with all necessary documents, preparing interviews with stakeholders and organizing field visits.

8. TEAM COMPOSITION

A team of two independent consultants will conduct the mid-term evaluation - an international consultant who is the team leader, and a national consultant.

The international consultant must have proven experience and proximity to projects and evaluations of the same type in other regions of the world, particularly in Africa. He/she will ensure the quality of the evaluation in order to deliver all the expected products within the allotted time, and will be responsible for the design and drafting of the project team's report.

The national consultant will work with the project team to develop the itinerary for the mid-term evaluation, participate in the drafting of the evaluation report, etc. He will facilitate contacts with the administrative authorities and project stakeholders. He/she 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) and must have no conflict of interest in relation to project activities.

In the restrictive context of COVID-19, the international consultant may be working with the national consultant essentially at a distance. Experience in implementing remote evaluations would therefore be an asset. The selection of consultants will aim to maximize the overall qualities of the "team" in the areas below.

Education

A. International Consultant, Team Leader

Education (20 pts Max)

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

Experience (80 pts Max)

- Experience in relevant technical fields (biodiversity, climate change, climate information, renewable energy) for at least 10 years
- Experience in evaluating similar projects as an international consultant and team leader at least 5 times
- Relevant experience of results-based management evaluation methods
- Experience in applying SMART indicators and rebuilding or validating reference scenarios
- Adaptive management skills, as applied to the GEF Climate Change Adaptation focal area
- Proven understanding of gender issues and climate change adaptation
- Experience in gender-sensitive evaluation and analysis
- Experience of working in West African countries, Good knowledge of development issues in Guinea would be an asset.

- Demonstrated communication and analytical skills
- Experience in the evaluation/review of development projects within the UN system will be considered an asset.
- Experience in implementing remote assessments

Language

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

B. General tasks of the mid-term evaluation team

- Use the various reports and other documents ;
- Consult with stakeholders;
- Collect data and analyze documentation according to defined 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 a coherent and consensual methodological approach to the evaluation team, including the tools needed to collect the information;
- Manage and coordinate the work of the team;
- Coordinate and ensure MTR quality assurance, including team report writing;
- Lead stakeholder consultations;
- Facilitate feedback sessions;
- Ensure that deliverables (initial inception report, interim report, final report and PowerPoint presentation) are finalized and submitted within the defined deadlines.
- Translate final report into English

D. Specific tasks of the National Facilitation Consultant

In addition to the general tasks assigned to the team, the Facilitator, in collaboration with the Team Leader, will be responsible for :

- Collect documentation ;
- Facilitate and lead stakeholder consultations;
- Carry out field visits;
- Support the international consultant (team leader) in developing the methodology and tools needed to collect information;
- Support the international consultant (team leader) in collecting data, making contacts, drafting reports, taking notes and incorporating comments into draft and final reports.

E. Evaluation grid

International Consultant

Criteria		Maximum score
1	Hold at least a post-graduate degree (Bac+5) or equivalent in Development Planning, Biodiversity, Development Economics, Climate Change and Sustainable Development, Adaptation and Resilience or in a related social and environmental science discipline.	20 pts
2	Experience in relevant technical fields (biodiversity, climate change, climate information, renewable energy) for at least 10 years	10 pts
3	Experience in evaluating similar projects as an international consultant and team leader at least 5 times	20 pts
4	Relevant experience of results-based management evaluation methods	7 pts

5	Adaptive management skills, as applied to the GEF Climate Change Adaptation focal area	7 pts
6	Proven understanding of gender issues and climate change adaptation	5 pts
7	Experience in gender-sensitive evaluation and analysis	5 pts
8	Experience of working in West African countries, good knowledge of development issues in Guinea would be an asset	5 pts
9	Demonstrated communication and analytical skills	6 pts
10	Experience in evaluation/review of development projects within the UN system will be considered.	5 pts
11	Experience in implementing remote assessments	5 pts
12	Fluency in French and English	5 pts
	Total	100 pts

9. ETHICS

The MTR team will be held to the highest ethical standards and will be required to sign a code of conduct (see Appendix D) upon acceptance of the assignment. This mid-term evaluation will be conducted in accordance with the principles set out in UNEG's "Ethical Guidelines for Evaluation". The MTR team must protect the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing data collection and reporting. The evaluation team must also ensure the security of information collected before and after the evaluation, and protocols to guarantee the anonymity and confidentiality of information sources where appropriate. Information, knowledge and data collected as part of the MTR process must also be used solely for the MTR and not for any other purpose without the express permission of UNDP and its partners.

10. PAYMENT TERMS AND SCHEDULE⁸

Within the framework of the MTR expected under the terms of the present ToR, the only facilities that UNDP may in fact grant to the consultants are the use of its premises and the transport of the consultants. All other expenses will be indicated in the financial proposal in accordance with the model in Appendix H. Only the financial offers of technically qualified candidates will be evaluated. Payments will be made as follows:

Tranche	Terms of payment	Calendar	Amount
1	Payment of 20% upon satisfactory submission of the initial mid-term evaluation (MTR) report and approval by the Mandating Unit.	After the 7 th working day of the MTR.	Full travel costs for field missions and living expenses, limited to 20% of the total contract amount.
2	Payment of 30% upon satisfactory submission of the draft MTR report and approval by the Mandating Unit.	After the 20 th working day of the MTR.	30% of the total contract amount.

⁸Consultants must be hired in accordance with the POPP guidelines for hiring consultants:
<https://popp.undp.org/SitePages/POPPRoot.aspx>

Tranche	Terms of payment	Calendar	Amount
3	Payment of 50% upon satisfactory submission of the MTR final report and approval by the Mandating Unit and the RTA (via signatures on the MTR final report approval and validation form) and submission of the audit trail.	After the 30 th working day of the MTR.	Remaining contract balance.

Criteria for issuing the final payment of 50%⁶ (Tranche 3) :

- The final MTR report includes all the requirements set out in the terms of reference (ToR) for the evaluation and complies with the guidelines for conducting the MTR;
- The final MTR report is clearly written, logically organized and specific to this project (i.e. the text has not been copied and pasted from other MTR reports);
- The audit trail includes the 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.

11. SUBMISSION

Recommended presentation of the proposal :

- a) **Letter of confirmation of interest and availability** using [the](#) ^{template⁸} provided by UNDP in Appendix H;
- b) **CV and personal history** (form [P11](#)):⁹
- 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 proposing a methodology on how he/she will approach and complete the assignment over time (1 page Max);
- d) **Financial proposal (see template in Appendix H)** indicating the total lump-sum contract price and all other travel-related expenses (such as airfare, city and site transportation, per diems, etc.), supported by a cost breakdown, in accordance with the template attached to the [Confirmation of Interest](#) letter. 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.

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 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 also accepts UNDP's general conditions.

The evaluation of bids takes place in two stages. Evaluation of the technical bids and evaluation of the financial bids. In the first stage, the technical bids are opened and evaluated. In the second part, the financial bids of candidates whose technical bids are deemed technically qualified are opened and evaluated. The financial offers are evaluated according to the following formula:

$$\text{Financial score A} = [(\text{Lowest financial bid}) / \text{Financial bid of A}] \times 30$$

The contract will be awarded to the candidate using the combined method, i.e. to the offer with the highest cumulative score (Technical + Financial).

7 Consultants should be hired in accordance with the POPP guidelines for hiring consultants:
<https://popp.UNDP.org/SitePages/POPPRoot.aspx>

8

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

9 http://www.UNDP.org/content/dam/UNDP/library/corporate/Careers/P11_Personal_history_form.doc

TE mission itinerary

The mission itinerary is given in the following table:

Start of mission		Notes
Start-up report filing	Friday, June 2nd	
Team leader arrives in Conakry	Sunday June 4th	
Meeting with national consultant - Finalization of collection tools and evaluation strategy	Monday June 5th	
Meeting with UNDP	Monday June 5th	
Interview with UNDP	Monday June 5th	
Finalize start-up report	Tuesday June 5th	
Field mission departure	Wednesday, June 6th	
Meeting with Project Team	Thursday, June 7th	
AM : Site 1 visit - Focus groups, Interviews, visit of realizations PM : Site visit 2- Focus groups, Interviews, visit of realizations	Friday, June 8th	Morning Afternoon Sites to be finalized with the help of the project. Accessibility parameters and representativeness of all activities
AM : Site visit 3- Focus groups, Interviews, realizations visit PM : Site visit 4- Focus groups, Interviews, visit of realizations	Saturday, June 9th	Morning Afternoon Sites to be finalized with the help of the project. Accessibility parameters and representativeness of all activities
AM : Site visit 5- Focus groups, Interviews, realizations visit PM : Site visit 6- Focus groups, Interviews, visit of realizations	Monday June 11th	Morning Afternoon Sites to be finalized with the help of the project. Accessibility parameters and representativeness of all activities
Office consultant meeting to share Notes	Tuesday, June 12	
Debriefing with field team	Tuesday, June 12	
Return trip to Conakry	Wednesday June 13th	
Additional interviews on Conakry	Thursday, June 14th	
Debriefing with Charge evaluation	Friday, June 15	
Back to Team Leader	Saturday, June 16th	

List of interviewees

LIST OF THOSE PRESENT AT FODÉYA CR DE BALAKI PRÉFECTURE DE MALI		
N°	First names and surnames	Contact
1	Mamadou Camara	
2	Sana Camara	
3	Ibrahima Keita	
4	Talata Camara	
5	Lamine Camara	
6	Mohamed Camara	
7	Doufari Camara	624 13 95 15
8	Sanga Camara	
9	Sadjouma Keita	
10	Souleymane Keita	
11	Oumar Diallo	
12	Dantili Keita	
13	Ibrahima Camara	624 78 06 44
14	Gallé Camara	
15	Mariama Camara	625 15 90 57
16	Nyègnè Keita	
17	Siminy Camara	
18	Nyégné Gnakasso	
19	Bintou Camara	
20	Sayon Bangoura	
21	Maïmouna Camara	
22	M'Balía Camara	
23	Bamba Camara	
24	Mariama Dansoko	
25	Mama Adama Camara	
26	Djouma Cissé	
27	Fentin Camara	
28	Simity Keita	
29	Babady Gnakasso	
30	Mamata Gnakasso	
31	Balla Camara	
32	Mariama Camara	
33	Djénébou Camara	
34	Fatou Camara	
35	Bintou Camara	
36	Yanké Dansoko	
37	Simbara Camara	
38	Wendé Keita	
39	Founè Keita	
40	Dabady Keita	
41	Tabou Keita	
42	Aminata Camara	
43	Wondy Camara	
44	Fatou Camara	

45	Maimouna Camara	
46	Aïssatou Gnakasso	
47	Alghassimou Diallo	
48	Mamadou Camara	
49	Fodé Camara	
50	Bouba Camara	
51	Masaliou Keita	
52	Alsény Camara	
53	Sékou Camara	
54	Malé Camara	
55	Dembélé Camara	
56	Mamadou Saliou Camara	
57	Simby Camara	
58	Souleymane Camara	
59	Boubacar Camara	
60	Mamadou Keita	
61	Djouma Gnakasso	
62	Sakaty Camara	
63	Sékou Camara	
64	Almamy Camara	
65	Thierno Amadou Keita	
67	Téné Bangoura	
68	Mariama Camara	

PRESENT IN BALAKI PREFECTURE OF MALI		
N°	FIRST NAME AND LAST NAME	CONTACT
1	Captain Amadou Oury DIALLO	623 04 64 35
2	Amadou Dian DIALLO	623 08 90 44
3	Mamadou KEITA	628 73 60 37
4	Famaro DANFAKA	628 62 83 85
5	Victor MAHOMOU	622 13 24 61
6	Sékou KEITA	624 13 95 09
7	Sory KEITA	628 66 45 91
8	Souleymane KEITA	627 22 21 50

Guinean Office of National Parks and Wildlife Reserves	Aboubacar SAMOURA	628355216
Direction Nationale des Faunes et Faune	Gadiri DIALLO	625703780
NGO Guinea ecology	Mamadou DIAWARA	621277508
Fouta trekking	Mamadou Cellou BAH	621143981
Barein Research Center	Traoré	622152500
Federation of Beekeepers of Guinea	Mamadou Khalidou DIALLO	628641381
Ecoconsulting	Cl Sidibinet SIDIBE	622462391
NGO AVGRN	Mr Younoussa BAH	622 44 95 47
NGO OGEV	Abdoul Gadiri DIALLO	625 70 37 80
UNDP SD Program Manager	<i>Mamadou Cire Camara</i>	
UNDP Monitoring & Evaluation Manager	<i>Mamadou Kalidou Diallo</i>	
Project Manager	<i>Aboubacar SAMOURA</i>	
Project coordinator	Thierno Ibrahima Diallo	
Monitoring & Evaluation Manager	<i>Asmaou Diallo</i>	
UNDP Regional Project Manager (RTA)	<i>Madeleine Nyiratuza</i>	

List of documents reviewed

- Project identity sheet
- Project document
- Tracking Tool filled in
- Kick-off workshop report
- Annual work plans and budget
- PIRs 2022, 2021, 2020
- Memorandums of understanding signed
- Implementation reports
- Environmental and social impact assessment reports
- Follow-up reports
- Project guidelines, manuals and operating systems
- UNDP Country Programme Document
- UNDAF Programme Document
- Minutes of steering committee meetings
- Mission/meeting reports
- Training session reports
- Study reports
- Map of project area
- Calls for proposals/calls for tenders/calls for expressions of interest
- Audit report

Matrix of evaluation questions

The following evaluation matrix will be used to guide the work of the evaluation team:

Criteria for evaluation questions	Indicators	Sources	Methodology
Design and relevance: How does the project relate to the main objectives of the GEF focal area and to the priorities of biodiversity conservation, climate change mitigation and development at local, regional and national levels?			
<ul style="list-style-type: none"> To what extent do the project's objectives correspond to the needs of the beneficiary-communities, to Guinea's priorities (with respect to the aspirations of the NAPA, the SDGs, other policies and strategies for preserving biodiversity and combating the effects of climate change) and to the stakeholders? 	<ul style="list-style-type: none"> Level of stakeholder satisfaction Alignment of project objectives with local and national priorities 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> To what extent have the project's ambitions to promote gender equality been taken into account in its design, implementation and monitoring? 	<ul style="list-style-type: none"> Level of alignment of intervention logic with project impact. 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> To what extent are the mid-term targets SMART (specific, measurable, achievable, relevant and time-bound)? 	<ul style="list-style-type: none"> Analogy of activities with those of other partners 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes Project document	Documentary studies, interviews, Triangulation
Progress towards results: To what extent have the expected results and project objectives been achieved?			
<ul style="list-style-type: none"> What are the progress and achievements of the results as defined in the initial logical framework? 	<ul style="list-style-type: none"> Percentage of indicators achieved vs. planned 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes Project document	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> What are the factors contributing to the project's success and those hindering it, as well as the obstacles still standing in the way of achieving the project's objectives for the remaining project period? 	<ul style="list-style-type: none"> Success factors identified Identifying obstacles to performance 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes Project document	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
Implementation and management: Was the project implemented efficiently, in accordance with national and international norms and standards?			
<ul style="list-style-type: none"> Review the overall effectiveness of project management as set out in the Project Document. <ul style="list-style-type: none"> Have changes been made and are they effective? Are responsibilities and reporting lines clear? 	<ul style="list-style-type: none"> Achieving mid-term objectives Clear roles and responsibilities. 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes Project document	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation Direct observation, triangulation
<ul style="list-style-type: none"> What is the quality of activity planning in the GIRN project? Are the business planning processes results-oriented? If not, suggest ways of reorienting activity planning so that it is results-oriented. 	<ul style="list-style-type: none"> Compliance with activity schedule? Project delays Existence of SMART objectives 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes Project document	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> What is the quality of the project's financial management, paying particular attention to the cost-effectiveness of interventions? 	<ul style="list-style-type: none"> Percentage of actual expenditure compared with 	Project staff, OGP/NRF, DNFF, local community representatives, representatives of sub-	Documentary studies, interviews, testimonies from target populations, local community

<ul style="list-style-type: none"> ○ Is the project accompanied by appropriate financial controls, including reporting and planning, enabling management to make informed budget decisions and disburse funds in a timely manner? 	planned expenditure	<p>prefects and prefects, staff of partner NGOs and institutes</p> <p>Project document</p>	representatives and public institutions Triangulation
<ul style="list-style-type: none"> • Does the monitoring and evaluation system at project level provide the necessary information? Do they involve the participation of key partners? 	<ul style="list-style-type: none"> • Quality of the monitoring and evaluation system • Capacity of the M&E system to provide data promptly. 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p> <p>Project document</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> • How effective were the partnerships established to implement the project? 	<ul style="list-style-type: none"> • Percentage of effective partnerships 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p> <p>Project document</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> • Socio-environmental standards (safeguarding), validate the risks identified in the project's most recent SESP, and the ratings of these risks; are revisions necessary? 	<ul style="list-style-type: none"> • The risk observed in the SESP 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p> <p>Project document</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> • Examine internal communication with stakeholders concerning the project: is communication regular and effective? 	<ul style="list-style-type: none"> • Assessment of the quality and nature of the communication 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p> <p>Project document</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
Sustainability: To what extent are there financial, institutional, socio-economic or environmental risks to maintaining project results over the long term?			
<ul style="list-style-type: none"> • Are there any social or political factors that could positively or negatively influence the sustainability of project results and progress towards impact? 	<ul style="list-style-type: none"> • Commitment of the Government of Guinea and its partners to continue project activities 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation
<ul style="list-style-type: none"> • Financial resources: To what extent are the project's results and impact dependent on financial resources? 	<ul style="list-style-type: none"> • Work plan that includes project activities approved beyond the project for partners 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p> <p>Project document</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation direct observations,
<ul style="list-style-type: none"> • To what extent does the maintenance of results and progress towards impact depend on issues relating to the institutional framework and governance? 	<ul style="list-style-type: none"> • Existence of mechanisms to support the continuation of actions after the project. • Draft output plan 	<p>Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes</p>	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation direct observations

	•	Project document	
• Are there any environmental factors, positive or negative, that could influence the future flow of project benefits?	• Positive and negative environmental impacts •	Project staff, OGPNRF, DNFF, local community representatives, representatives of sub-prefects and prefects, staff of partner NGOs and institutes Project document	Documentary studies, interviews, testimonies from target populations, local community representatives and public institutions Triangulation

Data collection tools

Interview guides for the MTE of the GIRN project in Guinea

Interview guide for UNDP and GEF

Name of person met:..... Position held by person we met: Phone :..... Email :.....
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1. How are the project's objectives and planned activities consistent with the priorities of the Government of Guinea?

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2. How do the project's objectives and planned activities match the needs and expectations of the target institutions (Parks, environment, etc.)?

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3. What are the main difficulties encountered by the project and the solutions implemented?

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4. At the halfway point, what are the main results of the project?

Explain.....
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.....

5. Which activities do you perform or have performed with less satisfaction?

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

6. More generally, at mid-course, are you :

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

If very satisfied, explain

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.....

If not at all satisfied

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.....
.....

7. Do you think that the GIRN project has taken sufficient account of cross-cutting themes, particularly gender, in both its design and implementation?

(A) Yes B. No

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

8. Do you think the project's results/acquisitions will last?

(A) Yes B. No

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

9. Do you think that the sustainability of GIRN project results is being taken into account?

(A) Yes B. No

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

10. Is there an exit strategy currently in place or being implemented?

(A) Yes B. No

Explain.....
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.....

11. How were project partners involved in the design and implementation of the project?

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12. How were local authorities involved in the design and implementation of the project?

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13. How were local communities involved in the design and implementation of the GIRN project?

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.....

14. How are GIRN project activities and achievements monitored in the field?

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15. What improvements and adjustments/adaptations do you think need to be made to ensure that the project's offering better meets the needs of local communities, especially women?

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.....

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

.....
.....

Interview guide for project coordination unit and technical staff

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

17. Can you give us a brief overview of the GIRN Project?

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.....

18. How are the project's objectives and planned activities consistent with the priorities of the Government of Guinea?

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19. How do the project's objectives and planned activities match the needs and expectations of the target institutions (Parks, environment, etc.)?

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

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21. What are the main difficulties you encounter in carrying out the project, and what solutions have you implemented?

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22. To date, have you been able to keep to the initial schedule of activities?

(A) Yes B. No

If not, are there any activities you were unable to carry out or initiate, and why?

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

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23. At the halfway point, which activities were you most satisfied with?

Explain.....
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.....

24. Which activities do you perform or have performed with less satisfaction?

Explain.....
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25. More generally, at the halfway point, are you :

- D. Very satisfied with the results achieved by the project
- E. Moderately satisfied with project results
- F. Not at all satisfied with project results

If very satisfied, explain

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If not at all satisfied

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26. Do you think that the GIRN project has taken sufficient account of cross-cutting themes, particularly gender, in both its design and implementation?

(A) Yes B. No

Explain.....
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27. To date, have the activities you've carried out had an impact on women and the most vulnerable populations?

(A) Yes B. No

Explain.....
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28. To what extent do the activities you carry out contribute to strengthening the capacities of beneficiary communities?

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29. To what extent do the activities you carry out contribute to building the capacities of other players (project partners, decentralized government departments, local authorities, etc.)?

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

Explain.....
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31. Do you think that the sustainability of GIRN project results is being taken into account?
(A) Yes B. No

Explain.....
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32. Is there an exit strategy currently in place or being implemented?
(A) Yes B. No

Explain.....
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33. How were project partners involved in the design and implementation of the project?

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34. How were local authorities involved in the design and implementation of the project?

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35. How were local communities involved in the design and implementation of the GIRN project?

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36. Does the project have an information and communication strategy? Have the various reports produced to date been completed on time?

(A) Yes B. No

Explain.....
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.....

37. Is there a partnership strategy at national, regional and local levels? What impact have these partnerships had on the project's performance to date?

(A) Yes B. No

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

38. How are GIRN project activities and achievements monitored in the field?

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

39. What improvements and adjustments/adaptations do you think need to be made to ensure that the project's offering better meets the needs of local communities, especially women?

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

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

.....
.....

Interview guide for sub-prefects, prefects and community representatives

- 1- Ensure understanding of the activities and expected results of the GIRN project in each of the communities visited.
- 2- How long have you been working with the GIRN project?
- 3- What were the benefits of working with GIRN?
- 4- What added value has the GIRN project brought to your organization/institution?
- 5- To what extent are you involved in planning GIRN project activities?
- 6- What is the status of each activity in your project agreement?
- 7- To what extent are your needs in terms of natural resource management in your communities covered by the collaboration with the GIRN project?
- 8- Were there any challenges with this collaboration?
- 9- What's working well with this collaboration?
- 10- What's missing in this collaboration to achieve greater results?
- 11- How do you intend to continue the activities initiated with the project?

Interview guide for beneficiaries

- 1- How long have you been working with the GIRN project? (Beneficiary populations can associate the project with the entity that implements activities in their terroir).
- 2- What services or goods have you received from the project?
- 3- How were you selected to receive them?
- 4- Are there other households in your community that use the same types of goods/services/technologies?
- 5- If so, where did they get them from?
- 6- How often did you receive follow-up visits from project (or partner) staff or their partners?
- 7- Did you find solutions to the problems you raised with them?
- 8- What is the added value of the GIRN project in relation to your activities? What's new compared to what you were doing?
- 9- What went so well with this collaboration?
- 10- What was missing in this collaboration to achieve greater results?
- 11- How do you intend to continue the activities initiated with the project?

Interview guide for technical departments and other implementation partners

- 12- Read the agreement with the partner before the meeting
- 13- How long have you been working with the GIRN project?
- 14- What were the benefits of working with GIRN?
- 15- What added value has the GIRN project brought to your organization/institution?
- 16- What is the current status of each activity in your project agreement?
- 17- What have been the biggest challenges in this collaboration?
- 18- What went so well with this collaboration?
- 19- What was missing in this collaboration to achieve greater results?
- 20- How do you intend to continue the activities initiated with the project?

Co-financing tables (if not included in the body of the report)

TE Rating scales

The evaluation provides individual scores for all the evaluation criteria described in the ToR. Most criteria were evaluated on a six-point scale as follows: Very satisfactory (TS); Satisfactory (S); Moderately satisfactory (MS); Moderately unsatisfactory (MI); Unsatisfactory (I); Very unsatisfactory (TI). Sustainability is rated from "probable" (L) to "improbable" (U).

Evaluation of progress towards results: (one evaluation for each achievement and each objective)		
6	Very satisfactory (HS)	The objective/achievement should meet or exceed all end-of-project targets, with no major shortcomings. Progress towards the objective/achievement can be an example of "good practice".
5	Satisfactory (S)	The objective/achievement should meet most of the end-of-project targets, with only minor shortcomings.
4	Quite satisfactory (MS)	The objective/achievement should meet most of the end-of-project targets, but there are significant shortcomings.
3	Quite unsatisfactory (HU)	The objective/achievement should meet most of the end-of-project targets, but there are major shortcomings.
2	Unsatisfactory (U)	The objective/achievement is not expected to meet most of the end-of-project targets.
1	Very 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 reactive management: (one overall evaluation)		
6	Very satisfactory (HS)	Implementation of the seven components - management arrangements, activity planning, financing and co-financing, project-level monitoring and evaluation systems, stakeholder involvement, 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 enables effective and efficient implementation of the project and reactive management, with the exception of a few components subject to corrective measures.
4	Quite satisfactory (MS)	Implementation of some of the seven components enables effective and efficient project implementation and reactive management, but some components require corrective action.
3	Quite unsatisfactory (MU)	The implementation of some of the seven components enables effective and efficient project implementation and reactive management, but most of the 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 reactive management.
1	Very unsatisfactory (HU)	The implementation of none of the seven components allows for the effective and efficient implementation of the project and reactive management.

Sustainability assessment: (a single overall assessment)		
4	Probable (L)	Negligible risks to sustainability; the main achievements are close to being reached at project closure and should be maintained for the foreseeable future.
3	Quite likely (ML)	Moderate risk; at least some achievements should be maintained, given the progress towards achievement results observed at the mid-term review.
2	Quite unlikely (MU)	Significant risk that key achievements will not be maintained after project closure, with the exception of certain products and activities
1	Unlikely (U)	High risk that the project's achievements and main products will not be maintained

Signed UNEG code of conduct form

Independence refers to the ability to assess without undue influence or pressure from any party (including the recruiting group), and to ensure that assessors have free access to information about the subject of the assessment. Independence ensures the legitimacy and objective perspective of assessments. An independent evaluation reduces the risk of conflicts of interest that could arise with the scores awarded by those involved in the management of the project being evaluated. Independence is one of the ten general principles of evaluation (along with principles, objectives and targets).

Evaluators/consultants :

1. Must present full and fair information in their assessment of strengths and weaknesses so that decisions or actions taken are well-founded.
2. Must disclose all assessment findings, together with information on their limitations, and make them available to all those involved in the assessment and legally entitled to receive the results.
3. Must protect the anonymity and confidentiality to which those providing information are entitled. Assessors must allow sufficient time, minimize wasted time and respect the right of individuals not to commit themselves. Assessors must respect the right of individuals to provide information in confidence, and ensure that sensitive information cannot be traced back to its source. Assessors are not required to assess individuals, and must maintain a balance between the assessment of management functions and this general principle.
4. sometimes uncover evidence of wrongdoing while conducting assessments. Such cases should be reported confidentially to the competent authorities responsible for investigating the matter. They should consult with other competent supervisory bodies when there is any doubt as to whether and how to report matters.
5. Must be sensitive to beliefs, habits and customs, and demonstrate integrity and honesty in their dealings with all stakeholders. In accordance with the Universal Declaration of Human Rights, evaluators must be attentive to, and concerned about, issues of discrimination and gender disparity. Evaluators must avoid anything that might offend the dignity or self-respect of the people with whom they come into contact during an evaluation. Recognizing that an evaluation may have a negative impact on the interests of certain stakeholders, evaluators must carry out the evaluation and publicize its purpose and results in a way that absolutely respects the dignity and sense of self-respect of the stakeholders.
6. Are accountable for their performance and its outcomes. Evaluators must be able to present the evaluation, its limitations, findings and recommendations clearly, accurately and honestly, either orally or in writing.
7. Must adhere to recognized accounting procedures and use valuation resources prudently.
8. Must ensure that independence of judgment is maintained and that valuation conclusions and recommendations are presented independently.
9. Must confirm that they were not involved in the design and implementation of the project being evaluated, nor in any consultancy activities relating to it, and that they did not carry out the mid-term evaluation of the project.

Evaluation Consultant Agreement Form

Agreement to comply with the United Nations Evaluation Code of Conduct :

Name of appraiser: ___Abdoul Karim DIALLO_____

Name of consulting organization (if any) : _____

I confirm that I have received and understood the United Nations Code of Conduct on Evaluation and undertake to abide by it.

Signed at _____ **Conakry** _____ (Place) on ___31/08/2023___ (Date)

Signature: _____  _____

Independence refers to the ability to assess without undue influence or pressure from any party (including the recruiting group), and to ensure that assessors have free access to information about the subject of the assessment. Independence ensures the legitimacy and objective perspective of assessments. An independent evaluation reduces the risk of conflicts of interest that could arise with the scores awarded by those involved in the management of the project being evaluated. Independence is one of the ten general principles of evaluation (along with principles, objectives and targets).

Evaluators/consultants :

10. Must present full and fair information in their assessment of strengths and weaknesses so that decisions or actions taken are well-founded.
11. Must disclose all assessment findings, together with information on their limitations, and make them available to all those involved in the assessment and legally entitled to receive the results.
12. Must protect the anonymity and confidentiality to which those providing information are entitled. Assessors must allow sufficient time, minimize wasted time and respect the right of individuals not to commit themselves. Assessors must respect the right of individuals to provide information in confidence, and ensure that sensitive information cannot be traced back to its source. Assessors are not required to assess individuals, and must maintain a balance between the assessment of management functions and this general principle.
13. sometimes uncover evidence of wrongdoing while conducting assessments. Such cases should be reported confidentially to the competent authorities responsible for investigating the matter. They should consult other competent supervisory bodies when there is any doubt as to whether and how to report matters.
14. Must be sensitive to beliefs, habits and customs, and demonstrate integrity and honesty in their dealings with all stakeholders. In accordance with the Universal Declaration of Human Rights, evaluators must be attentive to, and concerned about, issues of discrimination and gender disparity. Evaluators must avoid anything that might offend the dignity or self-respect of the people with whom they come into contact during an evaluation. Recognizing that an evaluation may have a negative impact on the interests of certain stakeholders, evaluators must carry out the evaluation and publicize its purpose and results in a way that absolutely respects the dignity and sense of self-respect of the stakeholders.
15. Are accountable for their performance and its outcomes. Evaluators must be able to present the evaluation, its limitations, findings and recommendations clearly, accurately and honestly, either orally or in writing.
16. Must adhere to recognized accounting procedures and use valuation resources prudently.
17. Must ensure that independence of judgment is maintained and that valuation conclusions and recommendations are presented independently.
18. Must confirm that they were not involved in the design and implementation of the project being evaluated, nor in any consultancy activities relating to it, and that they did not carry out the mid-term evaluation of the project.

Evaluation Consultant Agreement Form

Agreement to comply with the United Nations Evaluation Code of Conduct :

Name of appraiser: _____Alexandre Diouf_____

Name of consulting organization (if any) : _____

I confirm that I have received and understood the United Nations Code of Conduct on Evaluation and undertake to abide by it.

Signed at _____Dakar____ (Place) on _____30 August 2023____ (Date)

Signature: _____


Signed MTR approval form

Attached in a separate file: MTR audit trail

Annex 9: Evaluation Report Clearance 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>sylvain ki</u>	
Signature: <u></u>	Date: <u>08-Nov-2023</u>
UNDP GEF RTA	
Name: <u>Madeleine Nyiratuza</u>	
Signature: <u></u>	Date: <u>09-Nov-2023</u>