



Mid-term review of the project titled: “ Community-based climate risks management in Chad” (PIMS 5430 – GEF ID 8001)

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Project title :
Community-based climate risk management project in Chad (PIMS 5430)

Country: CHAD	Implementing partner : UNDP Chad
Result of the Country Programme/UNDP :	
UNDP strategic plan output : UNDAF output: by 2021, farms, fishing communities and small-scale producers, particularly young people and women in target regions, will be using sustainable production systems that enable them to meet their needs, market their food and adopt a lifestyle that is more resilient to climate change and other environmental challenges.	
UNDP social and environmental screening category: Low	UNDP gender marker : 2
Atlas/Quantum project number ATLAS project identification number/award identification number: 00113793 of the grant :	Atlas/Quantum output number ATLAS result ID/project ID: 00112042:
UNDP-NCEFEM PIMS identification number: 5430	GEF identification number: 8001
Scheduled start-up date: July 2021:	Scheduled completion date: July 2026:
LPAC date: August 2020:	
GEF Trust Fund or LDCF or SCCF or other vertical fund GEF - XXX	USD 5,250,000
UNDP TRAC resources TRAC	500,000 USD
(1) Total budget administered by UNDP	USD 5,750,000
PARALLEL	<i>than administered undp</i>
UNDP	0 USD
Other	0 USD
Government (Ministry of Agriculture and Agricultural Transformation)	8,000,0000 USD
PADLFIT (UNDP)	USD 4,000,000
(2) Total co-financing	12 000 0000 USD
(3) Total project financing (1) +(0)+(2)	17,750,0000 USD

Acknowledgments

At the end of the mid-term evaluation mission of the community-based climate risk management project in Chad (PIMS 5430), we would like to express our gratitude and appreciation to all those who participated, to varying degrees, in the realization of this mission.

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Acronyms and abbreviations

ANAM	National Meteorological Agency
CDIG	Center for Documentation and Geographic Information
CPD	Country program document
LIFO	Research, Planning and Monitoring Department
DGRE	Direction Generale de Ressource en Eau
DNM	Direction Nationale de la Météorologie
DRE	Water Resources Department
DREM	Water Resources and Meteorology Department
FEM	Global Environment Facility
F	Woman
H	Men
MPTA	Ministry of Agricultural Production and Processing
MTR	Mid-term review
NIM	National Implementation Procedure
ODD	Sustainable Development Objective
OSC	Civil Society Organization
PGCRCT	Community-based Climate Risk Management Project in Chad
PNA	National Adaptation Plan
PND	National Development Plan
UNDP	United Nations Development Programme
PPCM	Provincial Multirisk Contingency Plans
SAP	Early Warning System
SISAAP	Food Safety Information and Early Warning System
SMART	Specific, Measurable, Acceptable, Realistic and Timely
SRAT	Regional Development Plan
STD	Decentralized Technical Service
TDR	Terms of Reference
PMU	Project Management Unit

Summary

1.1 Project information table

Project title : Community based climate risks management in Chad	
Country: CHAD	Implementing partner :
Management procedures :	
Result of the Country Programme/UNDP :	
UNDP strategic plan output: UNDAF output: by 2021, farms, fishing communities and small-scale producers, particularly young people and women in target regions, will be using sustainable production systems that enable them to meet their needs, market their food and adopt a lifestyle that is more resilient to climate change and other environmental challenges.	
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(6) Total project financing (1) +(2)	17,750,0000 USD

1.2 Project description

The "Gestion Communautaire des Risques Climatiques au Tchad" project is designed and implemented to ensure optimum coordination, effective synergies and complementarity with the National Adaptation Plan (PNA) project and other national initiatives. It also promotes South-South cooperation by combining efforts and resources in the project's target areas.

To achieve these objectives, the project relies on a close partnership between the Ministry of Agricultural Development, the Ministry of the Environment, Water and Fisheries, the DNM, the DGRE, the UNDP, and other players in the field. This collaboration aims to better meet expectations in terms of early warning and index-based micro-insurance.

The project's main objective is to strengthen the response capacity of vulnerable populations to enable them to cope effectively with climate shocks through rapid responses to early warnings and the introduction of financial mechanisms to better absorb climate change-related shocks.

Component 1: Community-based early warning : system for preparedness against climate related disaster risk . Expected Outcome 1: Relevant and timely climate information is produced and disseminated to improve the preparedness of national and local stakeholders and communities at risk to respond appropriately, effectively, and in a timely manner to climate-related disaster risks. This component will strengthen Chad's operational capacity to produce and deliver hydrometeorological early warning services that can improve risk information for the agricultural sector. Emphasis is also placed on building capacity and improving cooperation with key sectoral ministries, departments and

other stakeholders working on climate risk management at local level. The project will establish early warning systems to provide relevant information to end-users and communities.

For component 1, the following outputs are planned:

- Output 1.1: A decentralized, reliable and functioning organizational system for managing climate risk and disasters, and for coordinating response is established:
- Output 1.2: A communication and dissemination system to reach all end users is established
- Output 1.3: Reliable agromet advisory and Early Warnings by DREM and the NDM to target population are generated and disseminated
- Output 1.4: Personnel from the NDM and DGRE, ministries and communities are trained to run the Community Based Early Warning systems

Component 2: Enhancing risks management capacities.

Expected Outcome 2: The use of financial risk transfer mechanisms (e.g. systems combining microfinance and microinsurance) is promoted to help rural households minimize losses, and safety nets are provided to cope with climate shocks. This component should make it possible to set up financial mechanisms for climate risk management, including index-based agricultural insurance.

For component 2, the following outputs are planned:

Output 2.1: Structural analysis of market and institutions to determine demand for micro-insurance and related risk-transfer mechanisms is conducted

Output 2.2: Appropriate schemes and instruments for climate insurance are designed and implemented

Output 2.3: Target communities were trained on financial services, index-based agricultural microinsurance and climate risk management

Output 2.4: Financial risks mechanisms are tested and evaluated

Output 2.5: Cross-community peer review, learning and sharing mechanisms to support replication and up-scaling in other vulnerable communities are developed

1.3. Summary of project progress

The PGCRCCT represents a major initiative in the fight against the adverse effects of climate change in the region. At its halfway point, the PGCRCCT has achieved a number of significant accomplishments, but faces significant challenges that require sustained attention to ensure the program's long-term success.

In terms of achievements, the PGCRCCT has succeeded in setting up climate risk management mechanisms, including the installation of 6 meteorological and 5 hydrological stations to monitor meteorological and hydrological conditions. These stations acquired by UNDP following needs assessments from ANAM and DRE, provide crucial data for informed climate risk management decisions to farmers, public institutions and development actors. In addition, the project has carried out large-scale awareness-raising activities, enabling communities to better understand climate risks and adopt adaptive practices to cope with them. Furthermore, the PGCRCCT installed 50 rain gauges and enhanced local capacities by training key stakeholders in climate risk management, while supporting community initiatives aimed at increasing resilience.

However, despite these achievements, the PGCRCCT faces several challenges that could compromise achieving its long-term objectives. Firstly, coordination between the various stakeholders involved in the program remains insufficient, limiting the coherence and effectiveness of interventions. Further efforts are needed to improve collaboration between governmental actors, civil society organizations, and development partners to ensure an integrated approach to climate risk management.

In addition, budgetary constraints¹ persist and hamper the full realization of the project's potential, namely developing and implementing plans to respond to the identified risks. Sufficient financial resources are essential to effectively implement PGCRCCT activities and ensure their long-term sustainability. It is imperative that donors continue to support the program and that innovative financing mechanisms are explored to ensure the implementation of appropriate responses at the community level.

On the other hand, socio-political and environmental risks pose a tangible threat to the sustainability of the PGCRCCT's results. Political instability, social tensions and environmental degradation can compromise progress and undermine community resilience efforts. It is crucial to take these risks into account in program planning and implementation, and to adopt flexible, adaptive approaches to dealing with them.

Project progress by activity component

	Indicator description	Level at 1 st PIR	Mid-term target	Mid term value	Target at end of project	Mid-term level and evaluation ²	Rating obtained	Assessment rationale
Objective: Improve the ability of people in vulnerable communities to cope with various climate risks.								
	A model for integrating climate risk management, with particular emphasis on the gender dimension.	0	1	0	1		MS	The impact indicator is on track and could be achieved by the end of the project. However, it is important to note that the model for integrating climate risk management, including the gender dimension, is not yet in place and has therefore not been tested. Work in this area is still ongoing and should continue in the second part of the project. Similarly, the option of introducing and adopting agricultural insurance seems compromised by the slow progress of this activity. To be sure of achieving this objective, changes need to be made to the project's plans as of now.
	Number of direct project beneficiaries Sex-disaggregated data (age and wealth) with targets for women		1,458,470 (40% of the total population of targeted areas) direct beneficiaries	909 859	2,187,706 (60% of the total population in targeted areas) direct beneficiaries		MS	The total number of direct beneficiaries of the community-based climate risk management project reported by the project is 1,819,718, representing a diversity of social categories. This composite target includes individuals residing in the project

¹ Due to the underestimation of certain activities or the need to implement highly relevant activities, such as establishing oversight committees at the departmental level to ensure the sustainability of project outcomes within the community, which were not included in the initial budget

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

							area as well as those who participated in or benefited from project activities. This figure includes 405 of the project area's population, who are automatically counted as having heard the project's radio messages. In reality, these people are second-line indirect beneficiaries who may never have seen a project agent or partner, and may never have participated in a single project activity. The evaluation team corrected the figure by halving it to remove these people, giving an estimate of 909,859. This figure is all the more justified given that several of the stations purchased are not yet operational and that agricultural insurance is not yet effective in the field.
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Outcome 1: Producing and disseminating relevant and timely climate information to enhance preparedness of national and local stakeholders and threatened communities to act appropriately and effectively in a timely manner in response to climate-related disaster risks

	Indicator 3: Number of people with access to climate information and early warning messages Sex-disaggregated data (age and education) with targets for women		1,458,470 (40%) of project beneficiaries in target areas (30% of whom are women)	1815116	2,187,706 (60%) of project beneficiaries in target areas, 30% of whom are women.	S	A total of 1,815,116 direct beneficiaries, or 34% of the population in the target areas, have access to climate information and early warning messages. Although this indicator is progressing favourably and already exceeds expectations at 124% of the initially planned beneficiaries, it nevertheless represents 34% of the total population in the target areas, down from the initial target of 40%. This decrease is due to an insufficient initial estimate of the population in all the project's provinces, particularly in the Chari Baguirmi region, which was added to the project at a later date. Of the 1,815,116 beneficiaries, 399,440 are women, representing 27% of medium-term forecasts but only 7% of the total population. These figures are based on reports from partner
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								NGOs and listening reports from partner radio stations, after careful analysis broken down by gender. To achieve this objective, the project has signed seven memorandums of understanding in 2022 for the production and dissemination of climate information, as well as three memorandums of understanding in 2023 with partner NGOs for local awareness-raising and training, with an emphasis on the gender dimension.
	Policies and plans incorporating priority climate change adaptation options		5 climate risk response plans have been drawn up, one in each targeted department	7	5 climate risk response plans have been adopted, one in each targeted department		S	1 comprehensive Community Climate Risk Response Framework Plan has been drawn up for the PGRCT zone, comprising seven (7) of the country's administrative provinces. A monitoring committee has now been set up in each department, and NGOs have been recruited to support communities, following a diagnostic phase, in drawing up an annual action plan for community response to climate risks at departmental level (in the departmental chief towns) that are most sensitive to climate risks. It should be noted that the project's intervention zone includes 26 departments plus the city of N'Djamena, and not five (5) as indicated in the forecasts.
Outcome 2: Promote financial risk transfer mechanisms (e.g. combining microfinance and micro-insurance) to help rural households minimize losses and build safety nets against climate shocks.								
	Number of beneficiaries taking out agricultural insurance (capacity) Sex-disaggregated data (age and education) with targets for women		1,000 project beneficiaries enrolled in agricultural insurance schemes	0	2,000 project beneficiaries signed up for agricultural insurance		U	0 This indicator is being pursued, but delayed: the first study has been completed to assess the supply and demand for micro-insurance products and the associated risk transfer mechanisms in the project area, and the other feasibility

							studies, training workshops and awareness-raising sessions to encourage people to take out agricultural insurance are underway. All the terms of reference have been drawn up, and the process of recruiting the consultants responsible for carrying them out has begun. The various initiatives to promote agricultural microinsurance in the project area are underway and awaiting their actual launch, so activities in the field have yet to get underway.
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1.4. Mid-term evaluation and performance summary table

The table below shows the project's performance:

Project strategy	N/A	
Progress towards results	Evaluation of objective achievement: 3 (on a 6-point scale)	At mid-term, the assessment of progress towards the overall objective of the PGCRCCT shows moderate progress. Although some challenges remain, efforts to date indicate a positive trajectory towards achieving this objective. With better coordination between stakeholders, more effective communication management and ongoing adaptation to local realities, the program is well positioned to achieve its overall objective within the planned timeframe. However, strategic adjustments may be required to further strengthen initiatives and overcome remaining obstacles, in order to ensure the program's ultimate success in combating the effects of climate change.
	Component 1 Assessment of achievement: 4	Component 1 of the PGCRCCT has made significant progress in setting up essential infrastructure such as meteorological and hydrological stations, thereby strengthening the capacity to collect data on climate risks. However, there have been delays in implementation, mainly due to logistical constraints and administrative delays. Despite these challenges, the component succeeded in raising local communities' awareness of climate issues, thus fostering a better understanding of risks and adaptation measures. To further improve this component, logistical and administrative problems need to be resolved quickly, while awareness-raising efforts need to be stepped up to ensure greater community participation.
	Component 2: Assessment of achievement: 2	Component 2 of the PGCRCCT has made progress in the planning and design of programs aimed at establishing agricultural insurance for communities vulnerable to climate risks. However, at mid-term, it is clear that much remains to be done to achieve this ambitious goal. Efforts to raise awareness and mobilize stakeholders on the importance of agricultural insurance need to be stepped up to ensure widespread adoption of this risk management measure. Strong partnerships with insurance companies and financial institutions are essential to develop insurance products tailored to the needs of local farmers, and to ensure the long-term sustainability of the program. In addition, monitoring and evaluation mechanisms need to be put in place to regularly assess the effectiveness of agricultural insurance and identify areas requiring adjustment for successful implementation.

Project implementation and adaptive management	4	The implementation of the PGCRCCT was characterized by a dynamic and adaptive approach, demonstrating proactive management of challenges and changes in the field. The project team demonstrated a strong ability to adjust strategies and activities in line with emerging needs and feedback, helping to maximize the effectiveness of interventions. Taking into account lessons learned and recommendations from stakeholders was a central element of this adaptive management, enabling a rapid response to the challenges encountered. In addition, agile implementation has fostered greater ownership of initiatives by local communities, thereby strengthening the impact and sustainability of interventions.
Durability	2	The sustainability of the PGCRCCT rests on several essential pillars, including financial viability, socio-political stability, and environmental preservation. Financial risks, such as over-reliance on external funding and changes in government priorities, threaten the sustainability of the program's results. On the socio-political front, political instability, social tensions and corruption can compromise the continuity and effectiveness of interventions. With regard to the environment, challenges such as extreme climatic phenomena, desertification and land degradation threaten the resilience of communities and the sustainability of actions undertaken. To ensure the long-term sustainability of the PGCRCCT, it is imperative to take proactive measures to mitigate these risks, strengthen institutional and community capacities, and promote sustainable practices at all levels.

1.5. Conclusions and recommendations

Conclusions

The PGCRCCT is an essential initiative in the fight against the region's devastating consequences of climate change. By addressing the growing vulnerability of local communities to climate-related hazards, the PGCRCCT acts as a vital bulwark, aiming to strengthen their resilience while promoting sustainable development and improving the livelihoods of the populations most at risk.

This evaluation scrutinized various key aspects of the PGCRCCT, revealing significant advances and pressing challenges. Notable achievements include the project's success in establishing effective climate risk management mechanisms. This took the form of the strategic installation of meteorological and hydrological stations, enabling increased monitoring of local climatic conditions. In addition, community awareness-raising efforts have contributed to greater awareness of climate issues and the adoption of adaptive practices. In addition, local capacity-building in risk management has provided communities with the tools they need to face climate challenges proactively.

However, despite these successes, significant challenges remain and require sustained attention. Coordination between the various stakeholders involved in the program remains below expectations, limiting the coherence and effectiveness of interventions. Budgetary constraints also persist, hindering the full realization of the program's potential and limiting its impact. In addition, socio-political and environmental risks threaten the sustainability of the PGCRCCT's results. Political instability, social tensions and environmental degradation can jeopardize progress and undermine community resilience efforts.

Insufficient communication and coordination of activities between the various players in the field, and a lack of awareness of agricultural insurance in Chad, are among the main obstacles to the success of the PGCRCCT. Although the project involves a variety of actors, including local governments, non-governmental organizations (NGOs), international agencies and local communities, communication and collaboration between them often remains patchy. This fragmentation can lead to overlapping activities, unnecessary duplication and inefficient use of available resources. To overcome this challenge, it is imperative to establish formal coordination mechanisms, such as regular

meetings between stakeholders in the field, information-sharing platforms and clear communication protocols. By fostering greater collaboration, the PGCRCCT can optimize its impact and increase its effectiveness in combating climate risks. As one stakeholder in the field pointed out, "All the key stakeholders were present at the kick-off workshop and played an interesting role in setting up the project. On the other hand, we feel that our participation in the implementation of the project fell short of expectations". Another added: "We encourage the project to define clear and precise modalities for the popularization of the training received and to integrate the watch committees into the existing operational communication chain (CPA/CDA/CLA)".

Budgetary constraints persist as a major challenge to the successful implementation of the PGCRCCT. Although the program has benefited from substantial national and international funding, available resources often remain insufficient to fully meet the needs of affected communities. Budget cuts, economic fluctuations and changing government priorities can compromise the continuity of activities and the sustainability of results achieved. To mitigate this obstacle, exploring alternative funding sources and diversifying the program's revenue streams is essential. This may include seeking public-private partnerships and exploring innovative financing mechanisms such as private-sector partnerships or socially responsible investments. In addition, the project is experiencing budgetary difficulties in the field due to the fact that the budget does not allow for responses at the community level .

In addition, socio-political and environmental risks represent significant threats to the sustainability of the PGCRCCT's results. Political instability, social conflicts and ethnic tensions can jeopardize the smooth implementation of the program and hamper the progress achieved. Similarly, environmental degradation, including desertification, deforestation and biodiversity loss, is exerting increasing pressure on Chad's fragile ecosystems, threatening the livelihoods of rural communities. To mitigate these risks, an integrated and holistic approach is required, encompassing political, social and environmental interventions. This can include promoting good governance, building community resilience and implementing sustainable natural resource management practices. In addition, raising awareness of socio-political and environmental issues can help mobilize greater public support and strengthen stakeholder commitment to environmental protection and the promotion of sustainable development.

In addition, shortcomings in the monitoring and evaluation of program activities were identified, underlining the imperative need to improve data collection and reporting. Better integration of monitoring and evaluation mechanisms would not only enable us to better assess the impact of our interventions, but also ensure more efficient use of available resources. This implies the implementation of robust data collection systems, the training of monitoring and evaluation staff, and the adoption of quality standards and protocols. In addition, transparent communication of results and lessons learned is essential to inform future decisions and guide strategic program actions. By investing in M&E capacity building, the PGCRCCT can increase its effectiveness and maximize its impact in the fight against climate risks.

Recommendations

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

1. Strengthen coordination between stakeholders:

- Action 1: Organize regular coordination meetings between local governments, NGOs, international agencies and local communities.
- Action 2: Set up platforms for sharing information and best practices.
- Importance: High
- Priority: High

2. **Finalize the installation of Hydro and Meteo stations already purchased and make those that are out of order operational:**
 - Action 1: Update Hydro and Meteo stations without delay.
 - Action 2: Recruit the necessary human resources, install the stations, and retrain the maintenance technicians.
 - Importance: High
 - Priority: High
3. **Finalize discussions with insurance players and introduce the documents required for the endorsement of index insurance in Chad.**
 - Action 1: Finalize negotiations with insurance companies on the introduction of farm insurance
 - Action 2: Work with the Direction des Assurances to provide the necessary documents for the approval of this insurance in Chad.
 - Action 3: Halve the current target for agricultural insurance subscribers
 - Importance: High
 - Priority: High
4. **Improve monitoring and evaluation of program activities :**
 - Action 1: Establish a robust system for collecting data and monitoring performance indicators, especially regarding beneficiaries.
 - Action 2: Train monitoring and evaluation staff in best practices.
 - Action 3: Review the various memorandums of understanding signed with partners, define the roles expected of the parties, and agree, if necessary, on a joint plan or timetable for executing the tasks incumbent on each party.
 - Importance: High
 - Priority: High
5. **Strengthening local capacities for climate risk management :**
 - Action 1: Organize more training and awareness-raising sessions at community level.
 - Action 2: Facilitate access to risk management tools and resources.
 - Action 3: Support the actions of CPAs, CDAs and CLAs, particularly those aimed at raising the awareness of local political and administrative authorities so that climate change issues are considered in local development plans and strategies.
 - Importance: Medium
 - Priority: High
6. **Promote collaboration with government institutions:**
 - Action 1: Strengthen coordination with key ministries such as the Ministry of Agriculture, DRE, ANAM; SISAAP
 - Action 2: Facilitate the integration of PGCRCCT priorities into national policies.
 - Importance: Medium
 - Priority: Medium
7. **Intensify surveillance and early warning efforts :**
 - Action 1: Strengthen meteorological and hydrological monitoring networks.
 - Action 2: Set up early warning and rapid response mechanisms for climate risks.
 - Importance: High
 - Priority: Medium
8. **Start now to develop a program based on community response options to climate risks:**
 - Action 1: Set up a committee to reflect on the content and modalities of the community response program to climate risks and draw up a concept note.
 - Action 2: Draft and have validated by all stakeholders the content of the community response program.
 - Importance: High
 - Priority: High

Lessons learned

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

1. **Importance of multi-stakeholder coordination:** One of the key lessons of the PGCRCT is the crucial importance of coordination between different stakeholders. Effective interventions require close collaboration between local governments, international agencies, NGOs, local communities and other key players. Coordination efforts must be supported by information-sharing mechanisms, dialogue platforms and clearly defined collaboration strategies.
2. **Flexibility and adaptation to local contexts:** The PGCRCT has highlighted the importance of program flexibility and adaptability to local realities. Effective interventions must be designed with the cultural, social, economic and environmental specificities of each community in mind. A "one size fits all" approach is not always appropriate, and programs must be flexible enough to adapt to changing needs and local challenges.
3. **Local capacity building:** Another key lesson from the PGCRCT is the importance of local capacity building. Climate resilience programs must invest in developing the skills, knowledge and resources of local communities. This can include training in sustainable farming techniques, access to appropriate technologies, and strengthening early warning and emergency response mechanisms.
4. **Integrating traditional knowledge:** The PGCRCT emphasized the importance of recognizing and integrating traditional knowledge into climate risk management initiatives. Local knowledge and practices can often offer effective and sustainable solutions to environmental challenges. Programs must therefore build on this ancestral knowledge and work in partnership with communities to integrate it into resilience strategies.
5. **Community engagement and local ownership:** A major lesson from the PGCRCT is the importance of community engagement and local ownership of climate risk management initiatives. Successful programs are those that actively involve communities in all phases of the process, from planning to implementation and evaluation. Community involvement promotes accountability, sustainability and long-term success.
6. **Rigorous monitoring and evaluation:** The PGCRCT has highlighted the importance of rigorous monitoring and evaluation to measure the impact of interventions and inform decision-making. Climate risk management programs need to invest in robust monitoring systems, collect relevant and reliable data, and regularly assess progress against targets. This helps to identify successes, challenges and opportunities for improvement.
7. **Risk management and crisis anticipation:** Another important lesson from the PGCRCT is the importance of proactive risk management and crisis anticipation. Programs must identify and assess potential risks, develop contingency plans and put in place early warning mechanisms to enable a rapid and effective response to extreme weather events. Preparedness is essential to mitigate the negative impacts of crises.
8. **Sustainability and continuity of interventions:** Finally, the PGCRCT stressed the importance of sustainability and continuity of interventions over time. Climate resilience programs must be designed with a long-term vision, taking into account economic, social, environmental and institutional aspects. This means building institutional capacity, ensuring adequate funding and fostering local ownership to guarantee sustainable results.

Introduction

This document is the mid-term evaluation report of the Projet Gestion Communautaire des Risques Climatiques au Tchad (PGCRCT). The evaluation team conducted the exercise between February and March 2024. The six-year project started in June 2020. The PGCRCT is financed by the Global Environment Facility (GEF: 5,250,000 USD), the UNDP (500,000 USD), the Government of Chad and other partners (12,000,000USD in co-financing). The project focuses on three (2) mutually reinforcing components. These are :

- **Component 1:** Community-based Early Warning System for climate-related disaster risk preparedness
- **Component 2:** Strengthening risk management capacities

1. Evaluation goals and objectives

This is a mid-term evaluation of the PGCRCT project. The evaluation covers the project launch period up to January 2024. The geographical scope of the evaluation covers the project's seven target provinces: N'Djamena, Chari Baguirmi, Mayo Kebbi Est, Mayo Kebbi Ouest, Tandjilé, Logone Oriental, Logone Occidental. The target groups are the Project Management Unit, steering committee members, the main implementing partners, community radios, watch committees, communal and traditional authorities and beneficiaries. The evaluation will cover the following main themes: The project's operational components, objectives and results, activities, implementation strategy and technical, administrative and financial management, stakeholder involvement and participation, cooperation and partnership, monitoring-evaluation, planning, gender...

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 so as 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 PGCRCT project was carried out in accordance with 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, and each component 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 project components.

More specifically, while the evaluation's document review made it possible to assess the state of implementation in all project sites, the data collection work in the field took place in four out of seven 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 taken into account.

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

Chad. 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 from Project and UNDP

A scoping meeting was held on Monday, February 8, 2024. It provided an opportunity for the project coordinator to explain the context and purpose of the exercise and UNDP requirements for mid-term evaluations of GEF projects. A second scoping meeting was then held in person with the project coordinator and part of his staff at project headquarters. 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 and reporting documents, studies carried out and other documents relating to adaptation, biodiversity conservation and combating the effects of climate change in Chad.

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 also used direct observation for the achievements (infrastructures, reforestation, etc.) that have been put in place. These direct observations will enable us to determine the adoption, functionality and level of interest of the beneficiaries.

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 sets out the next steps in the process. The Inception Report, once approved by the project PMU and UNDP, was the framework followed during the evaluation.

Data collection

The international consultant and the national consultant visited the project stakeholders in Ndjamaena, followed by data collection in the field by the national consultant.

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

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.

Time constraints: Given the vastness of the project area and the difficulties of accessing the sites, the time allocated to 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 appraisal report

The review report is based on the following plan:

- I. Basic *report* information (*for opening page or title page*)
 - GEF-funded project title supported by UNDP
 - PIMS# and UNDP FEMFEM# project ID
 - MTR calendar and MTR report date
 - Region and country included in the project
 - GEF operational focal area/strategic program
 - Executing agency/ Implementing partner and other project partners
 - MTR team members
 - Acknowledgments
- II. Table of contents
- III. Acronyms and abbreviations
1. Summary
 - Project information table
 - Project description (brief)
 - Summary of project progress
 - MTR evaluation and success summary table
 - Concise summary of conclusions
 - Summary table of recommendations
2. Introduction
 - MTR goals and objectives
 - Scope & Methodology: MTR design and implementation principles, MTR data collection approach and methods, MTR limitations
 - MTR report structure
3. Project description and background
 - Development context: environmental, socio-economic, institutional and political factors relevant to the objective and scope of the project
 - Problems and obstacles addressed by the project
 - Project description and strategy: objective, results and expected outcomes, description of field sites (if applicable)
 - Project implementation arrangements: brief description of the project committee, main agreements with implementing partners, etc.
 - Project schedule and milestones
 - Key players: checklist
4. Results
 - 4.1 Project strategy**
 - Project design
 - Results framework/Logical framework
 - 4.2 Progress towards results**
 - Progress towards results analysis
 - Remaining obstacles to achieving the project objective
 - 4.3 Project implementation and adaptive management**
 - Management procedures
 - Work planning
 - Financing and co-financing
 - Monitoring and evaluation systems at project level

- Stakeholder engagement
- Social and environmental standards (safeguards)
- Reporting
- Communication and knowledge management

4.4 Sustainability

- Financial risks for sustainability
 - Socio-economic to sustainability
 - Institutional framework and governance are risks for sustainability
 - Environmental risks for sustainability
5. Conclusions and recommendations
- 5.1 Conclusions
- Comprehensive and balanced statements (evidence-based and linked to MTR findings) highlighting project strengths, weaknesses and results
- 5.2 Recommendations
- Corrective measures for project design, implementation, monitoring and evaluation
 - Follow-up or reinforcement of initial project benefits
 - Proposed future directions highlighting key objectives
6. Appendices

Project description

1. Project start and duration

This project, funded by UNDP, GEF, and the Government of Chad, is being implemented under the technical direction of the Ministry of Agriculture.

The project started in June 2021 and has just entered its third year of implementation over a total duration of four years. This mid-term evaluation was held between February and March 2024.

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

The Climate Risk Management Project in Chad (PGCRCT) operates in a context where environmental, socio-economic, institutional, and political factors are interconnected and influence communities' resilience to climate change.

1. Environmental factors: Chad faces a variety of environmental challenges, including desertification, land degradation, and climate variability. Recurrent drought and sandstorms severely affect agricultural land, reducing yields and threatening food security. In addition, deforestation and land degradation exacerbate the effects of climate change, increasing the vulnerability of populations to environmental shocks.
2. Socio-economic factors: Chad's socio-economic context is marked by widespread poverty, lack of basic infrastructure and over-reliance on subsistence farming. Rural populations, who depend heavily on natural resources for their survival, are particularly vulnerable to the impacts of climate change. Poor economic diversification and a lack of social safety nets further exacerbate the situation, exposing communities to a heightened risk of destabilization in the event of an environmental shock.
3. Institutional factors : Chad's institutional landscape is characterized by institutional fragmentation and weakness, which often hampers the effective implementation of policies and programs. Limited institutional capacity in key sectors such as agriculture, meteorology and the environment makes coordination and cooperation between the various stakeholders

difficult. In addition, as elsewhere, Chad is confronted with the phenomenon of corruption and poor governance, which undermine public confidence in government institutions, thus compromising the effectiveness of development initiatives.

4. **Political factors:** On the political front, Chad has faced governance challenges and chronic political instability. Frequent political transitions, ethnic tensions and armed conflicts have hampered the country's socio-economic development and undermined efforts to build resilience to climate change. In addition, shifting political priorities and electoral cycles can affect the continuity of policies and programs, making long-term planning and coherent implementation of development initiatives difficult.

Chad's development context presents a series of complex challenges that affect the ability of communities to cope with climate risks. The PGCRCCT operates within this context, seeking to strengthen the resilience of vulnerable populations. However, to succeed, the program must take account of these environmental, socio-economic, institutional and political factors, and adopt a holistic approach that integrates the social, economic and environmental dimensions of sustainable development.

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

The Climate Risk Management Project in Chad (PGCRCCT) was designed to respond to a series of threats and obstacles facing Chadian communities as a result of climate change. This detailed analysis examines these specific problems and explores the strategies deployed by the PGCRCCT to address them.

1. **Introduction to Climate Threats:** Climate change has triggered a series of extreme weather events in Chad, exacerbating existing challenges to food security, public health and people's livelihoods. Prolonged droughts, flash floods and frequent sandstorms have jeopardized the stability of rural and urban communities, requiring an adapted and proactive response.
2. **PGCRCCT response to climate threats:** The Climate Risk Management Project in Chad (PGCRCCT) was designed to mitigate the threats posed by climate change. To achieve this, the project is deploying a series of measures aimed at strengthening community resilience to environmental shocks. This includes the implementation of sustainable, climate-adapted agricultural practices, as well as the promotion of crop diversification to reduce dependence on crops vulnerable to climatic hazards.
3. **Food insecurity and the PGCRCCT response:** Recurrent drought and land degradation have led to growing food insecurity in many parts of Chad. In response, the PGCRCCT has implemented initiatives to promote crop diversification and improve access to drought-resistant seeds. In addition, strengthening irrigation systems and the efficient management of water resources are essential to guaranteeing sustainable and secure food production.
4. **Vulnerability of rural populations and PGCRCCT actions:** Rural populations, whose livelihoods depend largely on agriculture, are particularly vulnerable to the effects of climate change due to their low-income levels and limited access to resources. In order to reduce this vulnerability, the PGCRCCT implements awareness-raising and training programs aimed at building the capacity of communities to anticipate, manage and adapt to climate risks, thanks to early warnings of meteorological phenomena and the subscription to agricultural insurance to cover risks.

5. **Environmental degradation and PGCRCCT solutions:** Deforestation, desertification and soil degradation threaten the sustainability of ecosystems in Chad. The PGCRCCT tackles these problems by promoting the sustainable management of natural resources, supporting reforestation and encouraging the adoption of environmentally-friendly agricultural practices. By investing in land preservation and ecosystem restoration, the program contributes to the protection of biodiversity and the regeneration of degraded soils.

PGCRCCT

The PGCRCCT addresses a series of interconnected issues that threaten the security and well-being of Chad's people. By adopting a holistic approach that integrates climate risk management, food security, community resilience and environmental sustainability, the program aims to transform challenges into opportunities for sustainable development and prosperity for all.

4. Immediate objectives and project development

The project has been designed to strengthen the response capacity of vulnerable populations to enable them to cope effectively with climate shocks through rapid responses to early warnings and the introduction of financial mechanisms to better absorb climate change-related shocks through the implementation of the following two (2) main components:

Component 1: Community-based early warning system for climate-related disaster risk preparedness. Expected Outcome 1: Relevant and timely climate information is produced and disseminated to improve the preparedness of national and local stakeholders and communities at risk to respond appropriately, effectively and in a timely manner to climate-related disaster risks. This component will strengthen Chad's operational capacity to produce and deliver hydrometeorological early warning services that can improve risk information for the agricultural sector. Emphasis is also placed on building capacity and improving cooperation with key sectoral ministries, departments and other stakeholders working on climate risk management at local level.

Component 2: Strengthening risk management capabilities and introducing new options for managing financial risks. Expected Outcome 2: Promoting the use of financial risk transfer mechanisms (e.g., systems combining microfinance and microinsurance) to help rural households minimize losses and provide safety nets to cope with climate shocks. This component should allow setting up financial mechanisms for climate risk management, including index-based agricultural insurance.

5. Expected results

The main expected results are :

Component 1:

Output 1.1: A decentralized, reliable and functioning organizational system for managing climate risk and disasters, and for coordinating response is established

Output 1.2: A communication and dissemination system to reach all end users is established

Output 1.3: Reliable agromet advisory and Early Warnings by DREM and the NDM to target population are generated and disseminated

Output 1.4: Personnel from the NDM and DGRE, ministries and communities are trained to run the Community Based-Early Warning systems

Component 2:

Output 2.1: Structural analysis of market and institutions to determine demand for micro-insurance and related risk-transfer mechanisms is conducted

Output 2.2: Appropriate schemes and instruments for climate insurance are designed and implemented

Output 2.3: Target communities were trained on financial services, index-based agricultural microinsurance and climate risk management

6. Key players: summary list

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

- Ministry of Agriculture
- ANAM
- The DRE
- Other relevant ministries (Energy, Environment, Land Administration, Water, etc.)
- Local NGOs,
- Community radios
- Local communities
- Producer groups
- The GEF Agency

Results

1. Project strategy

Program design

The Projet Gestion Communautaire des Risques Climatiques au Tchad (PGCRCT) aims to strengthen the response capacity of vulnerable populations to climate shocks, by setting up early warning mechanisms and financial risk management options. This critical analysis examines the project's components, expected results, and the strengths and weaknesses of its strategy, based on its logical framework.

Component 1 of the PGCRCT aims to establish a community-based early warning system for climate-related disaster risk preparedness. This component is essential for strengthening the response capacity of vulnerable populations to climate shocks, and for improving the preparedness of national and local stakeholders and communities at risk. However, despite its strengths, it also has a number of shortcomings.

One of Component 1's main strengths is the establishment of a decentralized, reliable, and functional organizational system for climate risk and disaster management and response coordination. This initiative enables better coordination between the various stakeholders at both national and local levels, which in turn promotes a more rapid and effective response to climate risks.

In addition, the establishment of a communication and dissemination system to reach all end-users is another highlight of this component. This initiative ensures that early warnings and relevant information on climate risks are disseminated effectively and rapidly to vulnerable communities, enabling them to take preventive action.

The generation and dissemination of reliable agrometeorological alerts and early warnings by the Direction de la Météorologie (DNM; now ANAM) and the Direction de la Gestion des Risques et des Urgences (DREM, now DRE) are also positive aspects of Component 1. This provides early warning of imminent climate-related threats to target populations, giving them time to prepare and respond appropriately.

Another important aspect of this component is the training of ANAM staff, DRE, ministries and community members to operate the community-based early warning system. This training strengthens local capacities and empowers communities to manage climate risks, helping to increase their resilience.

However, despite these strengths, Component 1 also has a number of shortcomings that could compromise its effectiveness. One of these gaps is the lack of financial and technical resources to ensure the smooth running of the early warning system. Without adequate funding, it can be difficult to maintain the necessary equipment and provide ongoing training for staff and communities.

In addition, there may be challenges related to coordination between the various stakeholders involved in implementing the early warning system. Tensions or potential conflicts between national and local players hamper cooperation and compromise the system's effectiveness. Coordination mechanisms have been put in place, but the problem remains one of sustainability and the conflict of competences between state institutions, and above all the resources to ensure continuity.

In addition, there may be gaps in the collection and dissemination of weather and climate data, which could affect the accuracy of early warnings. Without reliable, up-to-date data, it becomes difficult to accurately forecast climate risks and effectively warn communities.

Finally, it is important to stress that the success of Component 1 will largely depend on the commitment and active participation of local communities. If communities are not fully involved in implementing the early warning system, its effectiveness could be compromised. Therefore, it is essential to raise awareness and mobilize communities to actively participate in climate risk management.

The risk table drawn up during project design does not consider all these dimensions, which could, in the long term, influence the sustainability of the results.

Component 2 of the PGCRCCT focuses on strengthening risk management capacities and introducing new options for managing the financial risks associated with climate change. This component is crucial to helping communities minimize losses and cope with climate shocks through financial risk transfer mechanisms such as index-based agricultural insurance. However, despite its strengths, it also has a number of shortcomings.

One of the main focuses of Component 2 is to carry out a structural analysis of the market and institutions to determine the demand for microinsurance products and related risk transfer mechanisms. This analysis provides essential information on community needs and preferences for agricultural insurance, enabling the design of appropriate programs and instruments to meet these needs.

In addition, the design and implementation of appropriate climate insurance programs and instruments are positive aspects of this component. These programs provide farmers with financial safety nets to help them cope with losses caused by extreme weather events, helping to build their resilience and capacity to adapt to climate change.

Training target communities in financial services, index-based agricultural microinsurance and climate risk management is also a positive aspect of Component 2. This training enables farmers and community members to understand the benefits of agricultural insurance and develop the skills needed to use it effectively as a risk management tool.

However, despite these strengths, Component 2 also has a number of shortcomings that could compromise its effectiveness. One of these is the lack of awareness and understanding among farmers

and community members of index-based agricultural insurance and other financial risk transfer mechanisms. Added to this is the lack of incentives. Without a clear understanding of the benefits of these mechanisms, farmers may be reluctant to adopt them, limiting their usefulness.

In addition, there may be challenges associated with setting up financial risk transfer mechanisms in a context where financial infrastructures are limited and microfinance institutions are underdeveloped. The availability of insurance products tailored to farmers' needs and their accessibility at affordable rates are important concerns to consider to ensure these mechanisms' success.

Finally, it is important to stress that the success of Component 2 will largely depend on collaboration and coordination between the various stakeholders, including governments, financial institutions, civil society organizations, and local communities. Without effective coordination between these actors, it may be difficult to implement financial risk transfer mechanisms efficiently and sustainably.

Results framework and logical framework

The project is designed around 2 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:

Component 1: Community-based early warning system for climate-related disaster risk preparedness.

Expected Outcome 1: Relevant and timely climate information is produced and disseminated to improve the preparedness of national and local stakeholders and communities at risk to respond appropriately, effectively and in a timely manner to climate-related disaster risks. This component will strengthen Chad's operational capacity to produce and deliver hydrometeorological early warning services that can improve risk information for the agricultural sector. Emphasis is also placed on building capacity and improving cooperation with key sectoral ministries, departments and other stakeholders working on climate risk management at local level. The project will establish early warning systems to provide relevant information to end-users and communities.

For component 1, the following results and activities are planned:

- Outcome 1.1: A decentralized, reliable and functional organizational system for climate and disaster risk management and response coordination is in place
- Outcome 1.2: A communication and dissemination system to reach all end-users is set up
- Result 1.3: Reliable agrometeorological alerts and early warnings by the DREM and DNM addressed to the target population are generated and disseminated
- Outcome 1.4: DNM, DGRE and ministry staff and community members are trained to operate the community-based early warning system.

Component 2: Strengthening risk management capabilities and introducing new options for managing financial risks.

Expected effect 2: The use of financial risk transfer mechanisms (e.g. systems combining microfinance and microinsurance) is promoted to help rural households minimize losses, and safety nets are provided to cope with climate shocks. This component should make it possible to set up financial mechanisms for climate risk management, including index-based agricultural insurance.

For component 2, the following results and activities are planned:

- Outcome 2.1: A structural analysis of the market and institutions to determine the demand for microinsurance products and related risk transfer mechanisms is carried out.
- Outcome 2.2: Appropriate climate insurance programs and instruments are designed and implemented

- Outcome 2.3. Target communities trained in financial services, index-based agricultural microinsurance and climate risk management
- Result: 2.4: Financial risk mechanisms are tested and evaluated
- Outcome 2.5: Mechanisms for peer review, learning and sharing at intercommunity level to support replication and scaling up in other vulnerable communities are in place.

The project has five key indicators:

Indicator 1: A model for mainstreaming climate risk management, with particular emphasis on the gender dimension.

Indicator 2: Number of direct project beneficiaries

Indicator 3: Number of people with access to climate information and early warning messages

Indicator 4: Policies and plans incorporating priority climate change adaptation options

Indicator 5: Number of beneficiaries taking out agricultural insurance (capacity)

A SMART grid was used to see how SMART these indicators are. The results are shown in the following table:

Indicator	Criteria					Decision
	S	M	A	R	T	
Indicator 1: A model for mainstreaming climate risk management, with particular emphasis on the gender dimension.	█	█	█	█	█	YES
Indicator 2: Number of direct project beneficiaries	█	█	█	█	█	YES
Indicator 3: Number of people with access to climate information and early warning messages	█	█	█	█	█	YES
Indicator 4: Policies and plans incorporating priority climate change adaptation options	█	█	█	█	█	YES
Indicator 5: Number of beneficiaries taking out agricultural insurance (capacity)	█	█	█	█	█	YES

Indicator 1: An integrated climate risk management model, with special emphasis on the gender dimension: This indicator has clear specificity and measurement aspects. It aims to assess the implementation of an integrated climate risk management model, with a specific focus on the gender dimension. This means that the expected result is clear and defined, making it specific. It is also measurable, as it will enable us to assess whether the proposed model is effectively implemented and whether it adequately integrates the gender dimension.

However, the achievability and reality of this indicator could vary according to cultural and social considerations. It may be difficult to ensure that the climate risk mainstreaming model effectively integrates the gender dimension, particularly in the context of Chad where gender roles are deeply entrenched and inequalities persist.

As far as timing is concerned, the model for integrating and managing climate risks must be finalized during the project.

Indicator 2: Number of direct project beneficiaries: This indicator is specific and measurable, as it aims to quantify the number of people who benefit directly from the project. It provides a clear measure of success in terms of direct impact on target populations. What's more, its measurement is relatively simple and straightforward, making it easy to measure.

As far as reachability is concerned, it would be important to define exactly who the beneficiaries are, and the minimum package of services they must receive to be counted. Otherwise, there is a risk of mixing up those who have heard a rare awareness-raising message with others who benefit fully from a consistent package of project activities.

In terms of realism, this indicator seems realistic insofar as it is possible to identify and reach a specific number of beneficiaries. However, it is essential to take into account potential challenges related to logistics, coordination and other factors that could affect the ability to reach the planned number of beneficiaries.

In terms of timing, the following is defined for the duration of the project

Indicator 3: Number of people with access to climate information and early warning messages: This indicator is specific and measurable as it aims to quantify the number of people with access to climate information and early warning messages. It provides a clear measure of the scope of the project's communication efforts and its potential impact on climate risk awareness.

Achievability will depend on the establishment of effective and accessible communication channels for disseminating climate information and early warnings. It is essential to ensure that this information is available and accessible to target populations, particularly in areas most vulnerable to climate risks.

In terms of realism, this indicator seems achievable insofar as it is possible to set up effective communication systems to disseminate climate information. However, it is important to take into account potential challenges related to the accessibility of target populations, language or cultural barriers and other factors that could limit the reach of early warning messages.

In terms of timing, the indicator and its target are defined for the duration of the project.

Indicator 4: Policies and plans integrating priority climate change adaptation options: This indicator aims to assess the extent to which policies and plans integrate priority climate change adaptation options. It is specific in that it focuses on a clear and defined outcome: the integration of adaptation options into existing policies and plans.

This indicator can be measured by assessing policies and plans to determine the extent to which they integrate priority adaptation options. However, it can be difficult to quantify this process, which can make its measurement less accurate.

The achievability of this indicator will depend on a number of factors, including political will, institutional capacity and the commitment of stakeholders to integrate adaptation options. The project is striving to achieve this.

As far as timing is concerned, the deadline is the duration of the project.

Indicator 5: Number of beneficiaries enrolled in agricultural insurance (capacity) : This indicator is specific in that it focuses on the number of beneficiaries who have taken out agricultural insurance.

It clearly measures the project's impact on farmers' ability to protect themselves against climate change-related risks.

In terms of measurement, this indicator can be easily quantified by counting the number of beneficiaries who have taken out agricultural insurance. However, it is important to bear in mind that uptake of agricultural insurance can be influenced by a variety of factors, including cost, understanding of the benefits and confidence in the system.

The attainability of this indicator will depend on the availability and accessibility of agricultural insurance for farmers. At the time of this assessment, agricultural insurance is not available.

In reality, this indicator seems unattainable, since agricultural insurance is not known to producers in Chad, and take-up will depend primarily on the introduction of the product in regulatory texts, and on producers' level of confidence in this new strategy.

In terms of timing, it is fixed for the life of the project.

Assumptions and risks

At the design stage, a set of five assumptions and risks was identified, along with their level of probability, severity and accompanying measures. These risks are as follows:

- Risk of land disputes over the installation of measuring instruments such as automatic rain gauges
- Potential conflicts between herders and farmers in project areas
- Risk that the definition and development of early warning systems and financing and insurance mechanisms are not focused on vulnerable groups such as women and young people.
- Risks of extreme weather and climate events occurring during project implementation
- Weak political will to adjust governance frameworks (policies, plans, programs, strategies)

1. **Risk of land disputes for the installation of measuring instruments:** This risk arises from the need to install measuring instruments such as automatic rain gauges on land that could be subject to land disputes. Tensions over land ownership could lead to delays in the installation of equipment, or even its destruction. To mitigate this risk, it is always crucial to engage in consultations with local stakeholders, including landowners and local authorities, to obtain their consent and resolve any disputes before equipment is installed.
2. **Risk of conflicts between herders and farmers:** The project areas are often the scene of tensions between herders and farmers due to competition for natural resources such as pasture and water. These conflicts could jeopardize the collaboration needed to implement the PGCRCT. To mitigate this risk, it is essential to actively engage the communities concerned in dialogue and mediation processes, promote integrated natural resource management and put in place effective conflict resolution mechanisms.
3. **Risk that the definition and development of early warning systems and financing and insurance mechanisms are not focused on vulnerable groups:** It is essential that early warning systems and financing and insurance mechanisms take into account the specific needs of vulnerable groups such as women and young people. Ignoring these populations could exacerbate their vulnerability to climate shocks. To mitigate this risk, it is necessary to carry out in-depth gender and generational analyses to identify specific needs, and to actively integrate these perspectives into the design and implementation of interventions.

4. **Risks of extreme weather and climate events:** Extreme weather and climate events such as droughts, floods and storms can compromise project implementation by causing infrastructure damage, crop losses and population displacement. To mitigate this risk, it is crucial to strengthen communities' resilience to climate shocks by implementing appropriate adaptation measures, such as building resilient infrastructure, diversifying livelihoods and strengthening risk management capacities.
5. **Weak political will to adjust governance frameworks:** The success of the PGCRCCT largely depends on the political commitment and willingness of the authorities to adjust policies, plans and programs to effectively integrate climate change adaptation measures. Lack of political support could hamper the project's implementation and compromise its long-term sustainability. To mitigate this risk, it is crucial to actively engage political decision-makers at all levels, raise awareness of climate change issues and demonstrate the economic and social benefits of adaptation.

Risks are updated in the UNDP system, but it is important to set up a systematic system for measuring them. The project's M&E system does not include a systematic method of data collection and analysis.

Lessons learned from other relevant projects into project design

The project has benefited from lessons learned from the implementation of several other projects in the field:

PADLFIT offered valuable insights into how to promote local development and inclusive finance in regions affected by climate change. The PGCRCCT drew on its approaches to mobilizing local resources, building community capacity and fostering stakeholder participation in climate risk management. Incorporating lessons from PADLFIT, the PGCRCCT has adopted participatory governance and cross-sectoral coordination mechanisms to ensure local ownership of interventions and efficient use of resources.

Similarly, PARSAT offered valuable insights into how to strengthen the resilience of agricultural systems to climate shocks. The PGCRCCT was able to capitalize on strategies to diversify livelihoods, improve sustainable farming practices and build farmers' capacity to cope with changing weather conditions. Building on the success of PARSAT, the PGCRCCT has integrated similar initiatives to promote climate-smart agriculture and sustainable natural resource management.

As for the PNA, the PGCRCCT benefited from its in-depth analyses of the impacts of climate change at national and regional level. The integration of PNA data and information into the design of the PGCRCCT enabled the identification of priority areas and the most vulnerable populations, as well as the adaptation strategies best suited to each specific context. By aligning its objectives with the national priorities established by the PNA, the PGCRCCT has strengthened its legitimacy and relevance at political and institutional levels.

SISAAP has provided lessons on the collection, analysis and dissemination of climatic and agricultural information. By integrating SISAAP best practices into its own early warning system, the PGCRCCT has improved the quality and relevance of information provided to communities, enhancing their ability to make informed decisions in the face of climate risks. The use of information and communication technologies (ICT) to disseminate early warnings and weather information may also have been inspired by SISAAP's efforts to improve access to climate data.

In this regard, a representative of the group of state actors notes that: "SISAAP, through the focal point, regularly provides information bulletins on agricultural data and acts as a transmission belt for early warning between the grassroots and the authorities, but it alone will not be able to cover all villages, hence the need to involve agricultural advisors and forestry inspectors".

Finally, the NAPA provided strategic guidance for the development of the PGCRCT's policy and institutional framework. By aligning itself with the priorities and objectives of the NAPA, the PGCRCT ensured coherence and complementarity with broader national efforts to adapt to climate change. The integration of the NAPA's principles of good governance, community participation and social equity into the design of the PGCRCT strengthened its legitimacy and credibility at local and national levels.

Planned stakeholder participation

UNDP plays a crucial role as the project's implementing agency, providing financial, technical and institutional support. As the main donor and technical partner, the UNDP facilitates coordination between the various stakeholders and ensures that the project's activities are aligned with its objectives and priorities. Its involvement also ensures compliance with international standards and practices in terms of sustainable development and climate risk management.

The Ministry of Agriculture is a strategic partner in the implementation of the PGCRCT, given its central role in promoting climate-smart agriculture and natural resource management. As a key player in the agricultural sector, the Ministry of Agriculture contributes to the development of policies, plans and programs aimed at strengthening the resilience of farming communities to climate shocks. Its involvement ensures that farmers' needs and priorities are taken into account in the design and implementation of project interventions.

The team notes that the necessary and appropriate partnerships have been established with the main partners through agreements signed between the project's supervisory ministry and the sectoral ministries. The participation of the Délégation de la Production et de la Transformation Agricole, ANADER and SISAAP is satisfactory, while that of other sectors is moderately unsatisfactory. Close coordination is therefore necessary to ensure that each structure plays its part through precise protocols. The Direction des Ressources en Eau (DRE) is responsible for managing and monitoring the country's water resources, making it an essential partner for the PGCRCT. By working closely with the DRE, the project can integrate hydrological and meteorological data into its early warning system, enabling communities to better anticipate and respond to water-related climate risks. The involvement of the DRE also ensures sustainable use of water resources and effective management of droughts and floods.

The Agence Nationale de la Météorologie (ANAM) provides valuable climate information and weather forecasts to communities and project stakeholders. Its involvement in the PGCRCT ensures the reliability and relevance of climate data used to establish early warnings and adaptation plans. By strengthening ANAM's capacity to collect and analyze meteorological data, the project is helping to improve the quality of climate services provided to farmers and other end-users.

Local communities are at the heart of the PGCRCT, as they are the ones most affected by climate risks and suffer the most serious consequences. Their active participation in the design, implementation and evaluation of the project is essential to ensure its relevance and effectiveness. By involving communities in planning activities, decision-making and resource management, the project strengthens their capacity to adapt to climate change and reduce their vulnerability to natural disasters. A representative of non-state actors points out that "the project has

enabled us to take part in several training and awareness-raising workshops on climate risk prevention. Furthermore, it was emphasized that preparing to respond to risks does not prevent these risks from occurring, hence the need to move on to concrete achievements such as the recovery of floodwater for off-season crops".

Community radio stations play a crucial role in disseminating climate information and early warnings to local populations. Their involvement in the PGCRCCT ensures effective and timely communication of climate risk messages, enabling communities to take appropriate action to protect themselves and their livelihoods. By building the capacity of community radios to produce and broadcast climate-related content, the project enhances their effectiveness as tools for awareness-raising and social mobilization.

He adds: "We suggest that the project continue to raise awareness among decentralized state technical services, local and administrative authorities, to make themselves available when needed to help community radio stations organize interactive programs in the form of advertising magazines and talk shows on early warning themes".

Local NGOs play an essential role in implementing the PGCRCCT, providing technical expertise, practical experience and community roots. Their involvement in the planning, implementation and evaluation of project activities ensures a participatory and inclusive approach, taking into account the specific needs and priorities of local communities. By strengthening partnerships with local NGOs, the project benefits from their in-depth knowledge of the field and their ability to mobilize local resources and stakeholders to support climate change adaptation efforts.

Links between the project and other interventions in the sector

The PGCRCCT maintains close links with several initiatives and programs, including the Food Security and Early Warning Information System (SISAAP), the National Adaptation Plan Project (PNA) and the Lake Chad Basin Commission (LCBC). These links strengthen collaboration and synergy between the projects, maximizing their effectiveness and impact in combating climate risks and promoting food security in the region.

Firstly, the PGCRCCT and SISAAP work closely together to collect, analyze and make available relevant information on food security. SISAAP is a surveillance and early warning system that aims to provide up-to-date information on the food and nutritional situation of vulnerable populations in Chad. By collaborating with SISAAP, the PGCRCCT benefits from valuable data on climate trends, agricultural conditions and food security levels in the project's target areas. This information enables the PGCRCCT to better anticipate climate risks and adapt its interventions to meet the needs of local communities, thus strengthening their resilience in the face of climatic shocks.

Similarly, the PGCRCCT has strategic links with the Plan National d'Adaptation (PNA) project and the Lake Chad Basin Commission (LCBC) for the acquisition and installation of meteorological and hydrological stations. The PNA is a national framework that aims to strengthen Chad's resilience to the impacts of climate change, while the LCBC is a regional organization responsible for the sustainable management of water resources in the Lake Chad Basin. Together, these initiatives are working to improve the collection of climate and hydrological data, providing essential information for decision-making on climate risk management and food security.

As part of this collaboration, the PGCRCCT will continue to install meteorological and hydrological stations purchased by the PNA and CBLT but not yet installed. This approach optimizes the use of

resources and avoids duplication of investment, while ensuring maximum coverage in terms of climate and hydrological monitoring. By combining the data collected by these different initiatives, the PGCRCCT is able to provide robust and reliable information on climate trends, weather risks and hydrological conditions, enabling local communities to better prepare for climate shocks and adapt their farming practices accordingly.

In addition, the PGCRCCT draws on the analyses and reports produced by SISAAP, PNA, CBLT and other similar initiatives to underpin its interventions and guide its actions. By integrating the results of these analyses into its strategic and operational planning, the PGCRCCT benefits from a solid base of data and information to design programs and projects tailored to the specific needs of vulnerable populations. This evidence-based approach guarantees the relevance and effectiveness of the PGCRCCT's interventions, reinforcing its credibility and impact in the country.

2. Progress towards results

Analysis of progress towards achievements

Component 1: Community-based early warning system for disaster preparedness

climate-related disaster risks

Effect 1 of PGCRCCT Component 1 is fundamental to its mission of providing relevant and timely climate information to strengthen the preparedness of national and local stakeholders and communities at risk to respond appropriately and effectively to climate-related disaster risks. This component is of crucial importance in a context where climate change presents increasingly pressing challenges, threatening food security, economic stability and the safety of populations.

In the context of this component, the objectives have been almost entirely achieved, but further action is needed to consolidate gains and maximize the effectiveness of the early warning system. Achievements during this period are grouped by expected output, highlighting significant progress made and areas requiring further attention.

Output 1.1, which concerns the establishment of a decentralized, reliable and functional organizational system for climate risk and disaster management, as well as response coordination, has spearheaded efforts under this component. Complementary actions carried out in 2023 made it possible to accurately assess the maintenance needs of the hydrometeorological observation network, thus guaranteeing the reliability and accuracy of the data collected. In addition, the collection of observers' training needs has strengthened local monitoring and early warning capacities. A significant step forward has been taken with the installation in 2023 of some of the hydrometeorological equipment acquired in 2022, thus strengthening the system's operational capabilities. At the same time, the design of a guide to improve the management and communication of hydro-climatic data testifies to the project's commitment to ensuring effective dissemination of information to relevant stakeholders. Finally, the technical assistance provided to strengthen public policies on early warning systems has helped raise awareness among political decision-makers and integrate climate considerations into national risk management strategies.

A closer look at each component of Output 1.1 clearly shows that significant progress has been made. However, certain shortcomings persist and require ongoing attention. For example, although an assessment of the maintenance needs of the hydrometeorological observation network has been carried out, it remains crucial to guarantee regular monitoring to ensure the continued smooth operation of the system. Similarly, the training of observers is an essential step but needs to be supported by long-term capacity-building programs to ensure effective monitoring at all levels. In addition, the installation of hydrometeorological equipment is a positive step forward, but it is imperative to ensure that this equipment is maintained and used optimally to ensure the quality of the data produced. Finally, the development of a guide to improve the management and communication of hydro-climatic data is a

commendable initiative, but its practical implementation and integration into existing processes must be closely monitored to ensure its long-term effectiveness.

Effective implementation of the PGCRCCT requires creating and deploying robust communication and dissemination systems to ensure that vital climate information reaches all end-users. PGCRCCT Output 1.2 covers this task and also encompasses the establishment of a multi-hazard early warning system, the identification of key risk monitoring indicators, the development of a climate risk response plan, and the elaboration of a communication strategy on climate-related disaster risk reduction.

Efforts to strengthen and consolidate the PGCRCCT's achievements have laid the foundations for this ambitious initiative. One of the first steps was to carry out a feasibility study to assess the viability and requirements of a multi-hazard early warning system. This study involved analyzing the needs of the various stakeholders, mapping the areas at risk, and assessing the resources required to set up and maintain such a system.

In addition, the capacity-building process has identified key indicators that will be used to monitor and assess climate risks. These indicators will serve as early warning signals, enabling authorities and communities to take proactive measures to mitigate the impacts of extreme weather events.

Once the foundations had been laid, the PGCRCCT set about developing a climate risk response plan. This plan details the measures to be taken in the event of imminent climate threats, including mobilizing resources, coordinating responders and communicating alerts to the populations concerned. In addition, a communication strategy has been drawn up to raise community awareness of climate-related disaster risks and encourage them to adopt risk-reduction practices.

This initiative focuses on the dissemination of reliable agrometeorological alerts and early warnings by the Agence Nationale de l'Aviation Civile et de la Météorologie (ANAM) and the Direction de la Météorologie et de l'Hydrologie (DRE). These warnings are essential to enable farmers and rural communities to make informed decisions about their farming activities and livelihoods.

As part of Output 1.3, additional actions have been undertaken to enhance the skills of staff responsible for collecting, analyzing and disseminating hydro-climatic information. Training sessions have been organized to familiarize staff with the use and application of weather forecasting models, and to raise awareness of the impacts and risks of climate change. This training will help guarantee the quality and reliability of the warnings issued by ANAM and DRE, thereby strengthening community confidence in these early warning systems.

Output 1.4 aims to train staff from ANAM, DRE, ministries and community members to operate community-based early warning systems. This training is crucial to ensure that communities have the necessary skills to understand and respond to alerts issued by the authorities. Complementary action has been taken to develop a comprehensive training program, including awareness-raising workshops and practical training sessions, to ensure a thorough understanding and effective implementation of community-based early warning systems.

Result 2: Strengthened risk management capabilities.

Component 2 of the Projet Gestion Communautaire des Risques Climatiques au Tchad (PGCRCCT) represents a crucial step in the overall strategy to build local capacity in climate risk management. Its central objective is to promote the use of financial risk transfer mechanisms, notably systems combining microfinance and microinsurance, to mitigate the effects of climate shocks on vulnerable rural households. Faced with the growing impact of extreme climatic events and unpredictable weather phenomena, it is becoming imperative to equip communities with the tools they need to face up to these challenges.

Output 2.1 of this component consists of an in-depth market and institutional analysis to determine the demand for microinsurance products and related risk transfer mechanisms. In 2023, this analysis was successfully completed, enabling an assessment of the market structure, the capacity of rural

households to take out insurance policies, and the offers available on the market. Complementary activities have also been undertaken, including a detailed assessment of supply and demand for microinsurance products, as well as an in-depth analysis of gender issues related to access to microfinance and climate information. These efforts aim to ensure an inclusive approach to risk management, taking into account the specific needs of women and men in rural areas.

Output 2.2 focuses on the design and implementation of appropriate programs and instruments for climate insurance. In 2023, significant progress has been made in this area, notably with the development of indices based on rainfall data to insure crops, the introduction of a technical premium that takes specific risks into account, and the completion of an in-depth study of existing microfinance institutions. However, certain key activities, such as consultation with stakeholders for the nationwide adoption of agricultural insurance and technical assistance to strengthen public policy on agricultural insurance, still require further preparation for effective implementation.

The importance of these initiatives cannot be underestimated, as they not only offer financial protection to vulnerable rural households, but also help to strengthen their resilience in the face of climate shocks. By enabling farmers to secure their income and investments, these mechanisms help to stabilize livelihoods and prevent the deterioration of living conditions in the regions most affected by climate change.

Yet despite the progress made, challenges remain. Institutional barriers and financial constraints can hamper the effective implementation of these initiatives. In addition, gender issues, although taken into account in initial analyses, require ongoing attention to ensure an equitable and inclusive approach to climate risk management. Continued efforts in awareness-raising, capacity-building and collaboration between the various stakeholders are therefore essential to ensure the long-term success of Component 2 of the PGCRCCT.

Output 2.3 of this component consists of training target communities in financial services, index-based agricultural microinsurance and climate risk management. This training proved successful, with the development of training guides and specific programs on climate risk management. In addition, exchange and experience-sharing visits have been organized to enable communities to benefit from best practices and lessons learned in this field. However, further capacity-building in terms of training and awareness-raising is imperative to ensure that the majority of community members fully understand the importance of these strategies and are able to make informed decisions for their own well-being and that of their environment.

As for Output 2.4, which focuses on the testing and evaluation of financial risk mechanisms, partial progress has been made. A set of schemes and instruments to reduce the vulnerability of rural households has been selected, representing a significant step forward in the implementation of climate risk management strategies. However, the testing and evaluation of financial risk mechanisms in the selected pilot areas was not carried out, mainly due to the fact that this activity was not planned for the past year. This underlines the importance of rigorous planning and effective coordination to ensure the success of such initiatives in the future.

Finally, Output 2.5 aims to establish mechanisms for peer review, learning and sharing at the inter-community level. Although some progress has been made, including participation in provincial and international events to share project results, other activities, such as the development of a knowledge management strategy and a communications strategy, have not been undertaken as they were not planned for the current year. These activities remain essential to ensure the sustainability and effectiveness of climate risk management interventions over the long term.

At the time of this mid-term review, agricultural insurance had not yet been introduced in Chad, and discussions are still ongoing with stakeholders in the sector.

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

	Indicator description	Level at 1 st PIR	Mid-term target	Mid term value	Target at the end of project	Level and mid-term assessment	Rating obtained ³	Assessment rationale
Objective: Improve the ability of people in vulnerable communities to cope with various climate risks.								
	A model for integrating climate risk management, with particular emphasis on the gender dimension.	0	1	0	10		MS	The impact indicator is on track and could be achieved by the end of the project. However, it is important to note that the model for integrating climate risk management, including the gender dimension, is not yet in place and has, therefore, not been tested. Work in this area is still ongoing and should continue in the second part of the project. Similarly, the option of introducing and adopting agricultural insurance seems compromised by the slow progress of this activity. To ensure the achievement of this objective, changes to the project's plans are needed now.
	Number of direct project beneficiaries Sex-disaggregated data (age and wealth) with targets for women		1,458,470 (40% of the total population of targeted areas) direct beneficiaries	909 859	2,187,706 (60% of the total population in targeted areas) direct beneficiaries		MS	The total number of direct beneficiaries of the community-based climate risk management project reported by the project is 1,819,718, representing a diversity of social categories. This composite target includes individuals residing in the project area as well as

³ Use the 6-level progress assessment scale: HS, S, MS, MU, U, HU

							those who participated in or benefited from project activities. This figure includes 40% of the project area's population, who are automatically counted as having heard the project's radio messages. In reality, these people are second-line indirect beneficiaries who may never have seen a project agent or partner, and may never have participated in a single project activity. The evaluation team corrected the figure by halving it to remove these people, giving an estimate of 909,859. This figure is all the more justified given that several of the stations purchased are not yet operational, and that agricultural insurance is not yet effective in the field.
Outcome 1: Producing and disseminating relevant and timely climate information to enhance preparedness of national and local stakeholders and threatened communities to act appropriately and effectively in a timely manner in response to climate-related disaster risks							
	Indicator 3: Number of people with access to climate information and early warning messages Sex-disaggregated data (age and education) with targets for women		1,458,470 (40%) of project beneficiaries in target areas (30% of whom are women)	1815116	2,187,706 (60%) of project beneficiaries in target areas, 30% of whom are women.		S A total of 1,815,116 direct beneficiaries, or 34% of the population in the target areas, have access to climate information and early warning messages. Although this indicator is progressing favourably and has already exceeded expectations at 124% of the initially planned beneficiaries, it nevertheless represents 34% of the total population in the target

							<p>areas, down from the initial target of 40%. This decrease is due to an insufficient initial estimate of the population in all project provinces, particularly in the Chari Baguirmi region, which was added to the project at a later date.</p> <p>Of the 1,815,116 beneficiaries, 399,440 are women, representing 27% of medium-term forecasts but only 7% of the total population. These figures are based on reports from partner NGOs and listening reports from partner radio stations, after careful analysis broken down by gender.</p> <p>To achieve this goal, the project has signed seven memorandums of understanding in 2022 for the production and dissemination of climate information, as well as three memorandums of understanding in 2023 with partner NGOs for local awareness-raising and training, with an emphasis on the gender dimension.</p>
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	Policies and plans incorporating priority climate change adaptation options		5 climate risk response plans have been drawn up, one in each targeted department	1	5 climate risk response plans have been adopted, one in each targeted department		S	1 comprehensive Community Climate Risk Response Framework Plan has been drawn up for the PGCRC zone, comprising seven (7) of the country's administrative provinces. A monitoring committee has now been set up in each department, and NGOs have been recruited to support communities, following a diagnostic phase, in drawing up an annual action plan for community response to climate risks at departmental level (in the departmental chief towns) that are most sensitive to climate risks. It should be noted that the project's intervention zone includes 26 departments plus the city of N'Djamena, and not five (5) as indicated in the forecasts.
Outcome 2:								
Promote financial risk transfer mechanisms (e.g. combining microfinance and micro-insurance) to help rural households minimize losses and build safety nets against climate shocks.								
	Number of beneficiaries taking out agricultural insurance (capacity) Sex-disaggregated data (age and education) with targets for women		1,000 project beneficiaries enrolled in agricultural insurance schemes	0	2,000 project beneficiaries signed up for agricultural insurance		U	0 This indicator is being pursued, but delayed: the first study has been completed to assess supply and demand for micro-insurance products and the associated risk transfer mechanisms in the project area, and the other feasibility studies, training workshops and awareness-raising

								sessions to encourage people to take out agricultural insurance are underway. All the terms of reference have been drawn up, and the process of recruiting the consultants responsible for carrying them out has begun. The various initiatives to promote agricultural microinsurance in the project area are underway and awaiting their actual launch, so activities in the field have not yet begun.
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Remaining obstacles to achieving the project objective

Strengthening the ability of vulnerable populations to respond to climate shocks is the central objective of the PGCRCCT. This lofty ambition, however, faces a series of complex and persistent obstacles to its full realization. In this text, we will explore in detail these challenges that compromise the PGCRCCT's mission and hinder vulnerable populations' ability to effectively cope with the impacts of climate change.

One of the main obstacles is the limited financial resources available to implement the programs and mechanisms set out in the PGCRCCT. Despite efforts to mobilize funds, financing remains insufficient to fully meet the needs of vulnerable communities. This financial constraint hinders the rapid and effective implementation of financial mechanisms designed to cushion climate shocks and strengthen the resilience of populations. Another major challenge is the limited access to reliable climate information and early warnings in vulnerable areas. Populations affected by climate change need access to accurate and timely information to make informed decisions and develop adaptation strategies. However, communication infrastructures and early warning systems are often deficient or underdeveloped, leaving communities unaware of impending dangers and exposing them to increased risks.

At the same time, gaps in the technical and institutional capacities of local players represent another major obstacle. For climate risk management mechanisms to be effective, it is essential that local authorities, community organizations and civil society players have the necessary skills to design, implement and supervise them. However, in many regions, these capacities are limited, compromising the effectiveness of interventions.

Cultural and social barriers can also hinder the adoption of adaptation measures recommended by the PGCRCCT. Traditional beliefs, cultural practices and social structures can sometimes conflict with modern approaches to climate risk management, making it difficult to raise awareness and mobilize communities. Further efforts are needed to understand and overcome these obstacles to ensure the effective participation of local populations.

Another major challenge lies in the coordination and collaboration between the various players involved in implementing the PGCRCCT. Climate risk management efforts require a multi-sectoral approach and close coordination between governments, international organizations, NGOs, the private sector and local communities. However, the fragmentation of initiatives and lack of synchronization between stakeholders can compromise the overall effectiveness of interventions.

Finally, the sustainability of the mechanisms put in place by the PGCRCCT remains a major concern. To ensure long-term resilience in the face of climate change, it is essential that interventions are environmentally, economically and socially sustainable. This requires long-term strategic planning, as well as investment in environmentally-friendly technologies and practices while ensuring the active participation of local communities.

3. Project implementation and adaptive management

Management procedures

The project has a robust management structure, with the Ministry of Agriculture as the main implementing partner. The project is being implemented under a National Implementation Modality (NIM) to ensure effective management, promoting better coordination with national stakeholders and greater ownership of initiatives. A project manager/coordinator has been appointed to oversee the overall execution of the project and ensure that its objectives are fully achieved.

Regarding financing, the project has a clearly defined budget, including funds from the GEF Trust Fund, UNDP TRAC resources and parallel co-financing from various partners. This budget covers all aspects of the project, and is based on sound estimates at current rates. Measures have been taken to ensure efficient use of resources, including exploring different options to maximize results, adopting innovative approaches and technologies, and coordinating with other similar projects.

In addition, the project identified and assessed potential risks, and developed a risk management plan to mitigate and manage these risks. Efforts were also made to promote gender equality and social inclusion, notably through the active involvement of target groups in project design and developing and implementing an integrated gender strategy.

Work planning

The PGCRCCT planning process begins with the preparation of a detailed annual budget, which is then submitted to the program's Steering Committee for review and approval.

Annual budgeting begins with a careful analysis of the needs and priorities identified in the Prodoc. The Prodoc serves as a reference for determining the activities to be undertaken in the coming year, taking into account the program's overall objectives and available resources. Once the annual budget has been drawn up, it is presented to the Steering Committee for review. This committee made up of representatives of the various stakeholders involved in the program, scrutinizes the budget to ensure that it is in line with established priorities and that it allocates available resources efficiently.

During this review, the budget may be subject to adjustments or amendments to better meet identified needs or to account for unforeseen changes in circumstances. Steering Committee members may propose modifications to the budget based on their expertise and understanding of local needs. Once the budget has been reviewed and amended, it is then validated by the Steering Committee. This validation is essential, as it gives the Program Management Unit the green light to implement the activities set out in the budget.

The Management Unit is responsible for overseeing the implementation of program activities, ensuring that they are carried out in accordance with established standards and guidelines. It also coordinates the various stakeholders involved in the program and ensures effective communication between them. The activities included in the annual budget may vary according to the specific needs of each year, but they are generally aligned with the program's long-term objectives, as defined in the Prodoc. These activities can include awareness-raising campaigns, training courses, capacity-building initiatives, etc.

Reporting

Reporting involves several key stages, including data collection, report writing and submission to project governance bodies.

First and foremost, data collection is an essential step in the reporting process. The various stakeholders involved in the project are responsible for collecting relevant information on activities carried out, results achieved and performance indicators. This data is generally collected from activity reports, field surveys, surveys and other relevant sources. Once the data has been collected, it is analyzed and compiled into reports. These reports can take various forms, including progress reports, quarterly reports or annual reports.

To date, an Interim Reporting Plan (IRP) and an annual report have been submitted within the framework of the PGCRCCT. These reports provide a summary of the activities carried out during the period in question, as well as an assessment of the progress made in relation to the objectives set.

Once the reports have been drafted, they are submitted to the Project Steering Committee for review and approval. This committee is made up of representatives of the various stakeholders involved in the project, including the donor, implementing partners and beneficiaries. The Steering Committee carefully examines the reports to ensure that they are complete, accurate and comply with the set requirements. Once the reports have been approved by the Steering Committee, they are then submitted to the donor in accordance with the agreed deadlines. This stage is crucial, as it enables the donor to monitor the project's progress and make informed decisions on future funding.

Communication and knowledge management

In terms of 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.

Financing and co-financing

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

	Budget forecast	Expenditure actually incurred				% used
		2021	2022	2023	Total	
Component 1	2 847 925	315 780	979 819	494 272	1 819 775	63 %
Component 2	2 284 075	45 007	461 971	908 456	1 415 434	61 %
Component 3	119 000	33 848	10 241	15 072	58 256	49%
Component 4	499 000		138 815	115 422	254 237	50%
Total	5 750 000	394 634	1 590 846	1 533 222	3 547 702	62%

The financial execution rate has averaged 62% annually since inception.

According to data shared by the project, the level of disbursements at the halfway point is satisfactory. However, reviewing financial planning and reallocating resources strategically is essential to ensure that the PGRCT achieves its objectives effectively and efficiently. Expenditure also needs to be closely monitored, and plans adjusted in line with emerging needs and lessons learned as the project is implemented.

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
Government of Chad	In Kind	US\$8,000,000	8.000.000
UNDP (PADLFIT)	Grant	US\$4,500,000	4.500.000
UNDP	grant	500.000	-
Total co-financing		13.000.000	12.500.000

All of the co-financing identified at the outset has been mobilized, as for both the government and the UNDP, it mainly concerns projects already financed and personnel. The direct contribution of ministries through the mobilization of personnel or the availability of project headquarters was not included. In the case of UNDP, the contribution has been rigorously documented 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 targeted projects still have activities scheduled for the future.

4. Project-level monitoring and evaluation system

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

To date, the project has provided the Donor with a PIR. This PIR provides a clear overview of the program's results in the main dimensions of its design and execution, including program and financial management as well as 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. The M&E system does not properly account for the people reached by the project. For example, with regard to beneficiaries, it considers that 40% of the area's population automatically has access to the project's benefits, as they are in areas covered by community radios that play the messages.

5. Stakeholder engagement

Halfway through the project, a review of the situation reveals varying degrees of participation by the various stakeholders, with strengths and challenges to be overcome in order to optimize their contribution.

The Ministry of Agriculture plays a central role in the implementation of project activities. Its active involvement testifies to a strong political will to respond to climate challenges and improve the resilience of agricultural populations. However, despite its involvement, further efforts are needed to strengthen communication and coordination with other government entities such as the Direction des Ressources en Eau (DRE) and the Agence Nationale de la Météorologie (ANAM). In particular, it is crucial to improve the involvement of these bodies to ensure the rapid installation and efficient operation of meteorological and hydrological stations, in order to provide valuable data for decision-making and climate risk management.

Community radio stations and local NGOs also play an essential role in raising awareness and communicating with local populations. However, their impact is limited due to budgetary constraints that restrict their ability to reach a sufficient saturation level to effectively disseminate messages on climate risk management. It is imperative to explore ways of strengthening their funding and capacities to maximize their contribution to the project.

Local communities are also actively involved through local climate change committees. These committees play a crucial role in raising awareness, planning and implementing activities at local level. However, funding for their activities is often insufficient, compromising their ability to carry out their missions. Further efforts are needed to mobilize adequate and sustainable resources to support community initiatives related to climate risk management.

Similarly, the Climate Change Adaptation Information System (SISAAP) plays a crucial role in collecting, analyzing and disseminating relevant information to support decision-making and action on the ground. However, its effectiveness is compromised by financial and technical constraints. There is a need to strengthen SISAAP's capacities and ensure adequate funding to guarantee its proper functioning and usefulness to project stakeholders.

6. Sustainability

Financial risks for sustainability

Analysis of the financial risks to the sustainability of the PGCRCT's results reveals several major challenges that could jeopardize the sustainability of efforts to strengthen community resilience in the face of climate change. These risks are exacerbated by the changing priorities of the Chadian government, which does not always place climate change issues at the top of its agenda.

One of the main financial risks to the sustainability of the PGCRCT lies in its heavy dependence on external funding, particularly from international donors such as the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP). While crucial to project start-up and implementation, such funding is not guaranteed in the long term. Funding cycles may be affected by political changes, shifting international budget priorities, or global economic crises, which could compromise the continuity of project activities.

In addition to external funding, the sustainability of the PGCRCT also depends on the availability of national resources, including financial support from the Chadian government. However, the government's changing priorities, which may have to reallocate its resources according to national emergencies or political pressures, represent a major risk. Aspects related to climate change may not be considered a top priority, which could lead to reduced investment in climate risk management.

Chad faces persistent economic challenges, including excessive dependence on extractive industries and macroeconomic instability. These factors make the country vulnerable to economic shocks, such as fluctuations in commodity prices or international financial crises. In the event of an economic crisis, the resources available for initiatives such as the PGCRCT could be reduced, jeopardizing business continuity and the implementation of climate risk management measures.

Sociopolitical sustainability

Political instability is a major risk that could affect the sustainability of the PGCRCT's results. Chad has historically faced periods of political instability, with government changes, coups d'état, and internal conflicts. Such political instability can lead to disruption of project activities, reduced stakeholder engagement, and uncertainty about continued government support for climate change initiatives.

Moreover, social pressures and community conflicts represent another socio-political risk to the sustainability of the PGCRCT. Chad is an ethnically and culturally diverse country, and tensions between ethnic groups, land disputes and political rivalries can jeopardize the smooth implementation of the project. Such conflicts can disrupt project activities, divert resources, and create a hostile environment for community cooperation and collaboration.

In addition, corruption and poor governance are major socio-political risks that can affect the sustainability of the PGCRCT's results. Chad faces persistent corruption challenges, with low levels of transparency and accountability in the management of public resources. Poor governance can lead to misallocation of resources and inefficiency in the implementation of activities. This can compromise stakeholder confidence and undermine the credibility of the project.

Finally, reluctance to change within Chadian society may also be an obstacle to the sustainability of the PGCRCCT. The behavioral changes and innovative practices needed to cope with climate risks may be met with resistance, particularly in rural communities where traditional ways of life are deeply rooted. Awareness-raising and education are essential to overcome this reluctance to change and promote the adoption of sustainable practices.

Environmental sustainability

As far as environmental risks are concerned, climate change and weather variability constitute one of the main environmental risks to the sustainability of the PGCRCCT. Chad faces extreme weather events such as droughts, floods and sandstorms, which can have devastating effects on rural communities. These unpredictable climatic events can compromise the progress made in climate risk management, making populations more vulnerable to environmental shocks or resulting in displacement to other areas not affected by the project.

Similarly, land degradation and desertification are major environmental risks that threaten the sustainability of the PGCRCCT's results. Chad is one of the countries most affected by desertification in Africa, with desert expansion affecting agricultural land and the livelihoods of rural populations. Deforestation, overgrazing and soil degradation all contribute to this problem, making communities more vulnerable to the impacts of climate change, which can lead to conflict and subsequent displacement.

Risks related to the institutional framework

One of the main risks to the sustainability of the PGCRCCT is the weakness of institutions and institutional capacities. In Chad, institutions in charge of climate risk management may face challenges such as a lack of qualified human resources, adequate funding and effective governance systems. This institutional weakness can hamper the effective implementation of the PGCRCCT and compromise its long-term sustainability.

In addition, political instability and changes in governance can also pose a risk to the sustainability of the PGCRCCT. Changes in government and political transitions can affect climate risk management policies, priorities and commitments. The PGCRCCT could be affected by these changes, which could compromise their continuity and effectiveness.

Finally, the lack of coordination between government institutions, civil society organizations and development partners may represent a risk to the sustainability of the PGCRCCT. In Chad, coordination between the various stakeholders involved in climate risk management may be insufficient, leading to overlaps, gaps and inconsistencies in interventions. This fragmentation could compromise the effectiveness and sustainability of climate risk management initiatives.

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.

Conclusions and recommendations

Conclusions

The PGCRCCT is an essential initiative in the fight against the devastating consequences of climate change in the region. By addressing the growing vulnerability of local communities to climate-related hazards, the PGCRCCT acts as a vital bulwark, aiming to strengthen their resilience while promoting sustainable development and improving the livelihoods of the populations most at risk.

Through this evaluation, various key aspects of the PGCRCCT were scrutinized, revealing both significant advances and pressing challenges. Notable achievements include the program's success in establishing effective climate risk management mechanisms. This has materialized in the strategic installation of meteorological and hydrological stations, enabling increased monitoring of local climatic conditions. In addition, community awareness-raising efforts have contributed to greater awareness of climate issues and the adoption of adaptive practices. In addition, local capacity-building in risk management has provided communities with the tools they need to face climate challenges proactively.

However, despite these successes, significant challenges remain and require sustained attention. Coordination between the various stakeholders involved in the program remains below expectations, limiting the coherence and effectiveness of interventions. Budgetary constraints also persist, hindering the full realization of the program's potential and limiting its impact. In addition, socio-political and environmental risks pose a tangible threat to the sustainability of the PGCRCCT's results. Political instability, social tensions and environmental degradation can jeopardize progress and undermine community resilience efforts.

Insufficient coordination between stakeholders is one of the main obstacles to the success of the PGCRCCT. Although the program involves a variety of actors, including local governments, non-governmental organizations (NGOs), international agencies and local communities, communication and collaboration between them often remains lacking. This fragmentation can lead to overlapping activities, unnecessary duplication and inefficient use of available resources. To overcome this challenge, it is imperative to establish formal coordination mechanisms, such as regular meetings between stakeholders, information-sharing platforms and clear communication protocols. By fostering greater collaboration, the PGCRCCT can optimize its impact and increase its effectiveness in the fight against climate risks.

Budgetary constraints persist as a major challenge to the successful implementation of the PGCRCCT. Although the program has benefited from substantial funding, both nationally and internationally, available resources often remain insufficient to fully meet the needs of affected communities. Budget cuts, economic fluctuations and changing government priorities can compromise the continuity of activities and the sustainability of results achieved. To mitigate this obstacle, it is essential to explore alternative funding sources and diversify the program's revenue streams. This may include seeking public-private partnerships, exploring innovative financing mechanisms such as private sector partnerships or socially responsible investments. In addition, effective and transparent financial management is necessary to ensure the judicious use of available funds and to reinforce the confidence of donors and stakeholders in the program.

In addition, socio-political and environmental risks represent significant threats to the sustainability of the PGCRCCT's results. Political instability, social conflicts and ethnic tensions can jeopardize the smooth implementation of the program and hamper the progress achieved. Similarly, environmental degradation, including desertification, deforestation and biodiversity loss, is exerting increasing pressure on Chad's fragile ecosystems, threatening the livelihoods of rural communities. To mitigate these risks, an integrated and holistic approach is required, encompassing political, social and environmental interventions. This can include promoting good governance, building community resilience and implementing sustainable natural resource management practices. In addition, raising

awareness of socio-political and environmental issues can help mobilize greater public support and strengthen stakeholder commitment to environmental protection and the promotion of sustainable development.

In addition, shortcomings in the monitoring and evaluation of program activities were identified, underlining the imperative need to improve data collection and reporting. Better integration of monitoring and evaluation mechanisms would not only enable us to better assess the impact of our interventions, but also ensure more efficient use of available resources. This implies setting up robust data collection systems, training monitoring and evaluation staff, and adopting quality standards and protocols. In addition, transparent communication of results and lessons learned is essential to inform future decisions and guide strategic program actions. By investing in M&E capacity building, the PGCRCCT can increase its effectiveness and maximize its impact in the fight against climate risks.

Recommendations

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

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

- 1. Strengthen coordination between stakeholders:**
 - Action 1: Organize regular coordination meetings between local governments, NGOs, international agencies and local communities.
 - Action 2: Set up platforms for sharing information and best practices.
 - Importance: High
 - Priority: High
- 2. Finalize the installation of Hydro and Meteo stations already purchased and make functional those that are out of order:**
 - Action 1: Update Hydro and Meteo stations without delay.
 - Action 2: Recruit the necessary human resources, install the stations and retrain the technicians in charge of maintenance.
 - Importance: High
 - Priority: High
- 3. Finalize discussions with insurance stakeholders and introduce the documents required for the advent of index insurance in Chad.**
 - Action 1: Finalize negotiations with insurance companies on the introduction of farm insurance
 - Action 2: Work with the Direction des Assurances to provide the necessary documents for the approval of this insurance in Chad.
 - Action 3: Halve the current target for agricultural insurance subscribers
 - Importance: High
 - Priority: High
- 4. Improve monitoring and evaluation of program activities :**
 - Action 1: Put in place a robust system for collecting data and monitoring performance indicators, especially with regard to beneficiaries.
 - Action 2: Train monitoring and evaluation staff in best practices.
 - Action 3: Review the various memorandums of understanding signed with partners, define the roles expected of the parties and agree, if necessary, on a joint plan or timetable for carrying out the tasks assigned to each party.
 - Importance: High
 - Priority: High
- 5. Strengthening local capacities for climate risk management :**
 - Action 1: Organize more training and awareness-raising sessions at community level.
 - Action 2: Facilitate access to risk management tools and resources.

- Action 3: Support the actions of CPAs, CDAs and CLAs, in particular those aimed at raising awareness among local political and administrative authorities so that climate change issues are taken into account in local development plans and strategies.
 - Importance: Medium
 - Priority: High
- 6. Promote collaboration with government institutions:**
- Action 1: Strengthen coordination with key ministries such as the Ministry of Agriculture, DRE, ANAM and SISAAP.
 - Action 2: Facilitate the integration of PGCRCCT priorities into national policies.
 - Importance: Medium
 - Priority: Medium
- 7. Intensify surveillance and early warning efforts :**
- Action 1: Strengthen meteorological and hydrological monitoring networks.
 - Action 2: Set up early warning and rapid response mechanisms for climate risks.
 - Importance: High
 - Priority: Medium
- 8. Start now to develop a program based on community response options to climate risks:**
- Action 1: Set up a committee to reflect on the content and modalities of the community response program to climate risks and draw up a concept note.
 - Action 2: Draft and have validated by all stakeholders the content of the community response program.
 - Importance: High
- Priority: High

Lessons learned

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

- 1. Importance of multi-stakeholder coordination:** One of the key lessons of the PGCRCCT is the crucial importance of coordination between different stakeholders. Effective interventions require close collaboration between local governments, international agencies, NGOs, local communities and other key players. Coordination efforts must be supported by information-sharing mechanisms, dialogue platforms and clearly defined collaboration strategies.
- 2. Flexibility and adaptation to local contexts:** The PGCRCCT has highlighted the importance of program flexibility and adaptability to local realities. Effective interventions must be designed with the cultural, social, economic and environmental specificities of each community in mind. A "one size fits all" approach is not always appropriate, and programs must be flexible enough to adapt to changing needs and local challenges.
- 3. Local capacity building:** Another key lesson from the PGCRCCT is the importance of local capacity building. Climate resilience programs must invest in developing the skills, knowledge and resources of local communities. This can include training in sustainable farming techniques, access to appropriate technologies, and strengthening early warning and emergency response mechanisms.
- 4. Integrating traditional knowledge:** The PGCRCCT emphasized the importance of recognizing and integrating traditional knowledge into climate risk management initiatives. Local knowledge and practices can often offer effective and sustainable solutions to environmental challenges. Programs must therefore build on this ancestral knowledge and work in partnership with communities to integrate it into resilience strategies.
- 5. Community engagement and local ownership:** A major lesson from the PGCRCCT is the importance of community engagement and local ownership of climate risk management initiatives. Successful programs are those that actively involve communities in all phases of

the process, from planning to implementation and evaluation. Community involvement promotes accountability, sustainability and long-term success.

- 6. Rigorous monitoring and evaluation:** The PGCRCCT has highlighted the importance of rigorous monitoring and evaluation to measure the impact of interventions and inform decision-making. Climate risk management programs need to invest in robust monitoring systems, collect relevant and reliable data, and regularly assess progress against targets. This helps to identify successes, challenges and opportunities for improvement.
- 7. Risk management and crisis anticipation:** Another important lesson from the PGCRCCT is the importance of proactive risk management and crisis anticipation. Programs must identify and assess potential risks, develop contingency plans and put in place early warning mechanisms to enable a rapid and effective response to extreme weather events. Preparedness is essential to mitigate the negative impacts of crises.
- 8. Sustainability and continuity of interventions:** Finally, the PGCRCCT stressed the importance of sustainability and continuity of interventions over time. Climate resilience programs must be designed with a long-term vision, taking into account economic, social, environmental and institutional aspects. This means building institutional capacity, ensuring adequate funding and fostering local ownership to guarantee sustainable results.

Appendices

Terms of reference for the mid-term evaluation

1. INTRODUCTION

This document describes the Terms of Reference (ToR) for the mid-term review (MTR) of the *large-scale* GEF-financed project with UNDP support, entitled *Projet gestion communautaire des risques climatiques au Tchad* (PIMS 5430), which is being implemented through Chad's Ministry of Agricultural Production and Transformation. As of its official launch (September 16, 2021) at the national level, the project started late compared to its creation date in ATLAS (September 25, 2020) and the project document signature date (in March 2021). The present ToR defines the expectations for this **mid-term review of the project**. The mid-term review process must follow the guidelines set out in the document "[Guidelines for conducting the mid-term review of UNDP-supported projects financed by GEF](http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance_Midterm%20Review%20_FR_2014.pdf)", available at the address below.
http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance_Midterm%20Review%20_FR_2014.pdf.

2. BASIC PROJECT INFORMATION

The project has been designed to strengthen the response capacity of vulnerable populations to enable them to cope effectively with climate shocks through rapid responses to early warnings and the introduction of financial mechanisms to better absorb climate change-related shocks through the implementation of two (2) main components. The table below describes the project's rationale, objectives, main expected results, location, timetable, total budget and expected co-financing.

Country: Chad			UNDP Implementing Partner: Ministry of Agricultural Production and Transformation (MPTA)			Management agreements: National Implementation Modalities (NIM)		
UNDAF/Country Program output: UNDAF output: by 2021, farms, fishing communities and small-scale producers, particularly young people and women in target regions, will be using sustainable production systems that enable them to meet their needs, market their food and adopt a lifestyle more resilient to climate change and other environmental challenges.								
UNDP Strategic Plan Outcome: <u>Outcome 2:</u> Accelerate structural transformations for sustainable development; <u>Signature solution 3:</u> Resilience; <u>Output 2.3.1:</u> Data- and risk-based development policies, plans, systems and financing incorporate integrated, gender-sensitive solutions for disaster risk reduction, climate change adaptation and mitigation, and conflict risk prevention.								
Country Program Document (CPD) Outcome: <u>Outcome 3.4:</u> Institutional, legal and policy frameworks (national and sub-national) for Disaster Risk Reduction (DRR) are operational and include the specific needs of women. Indicator integrated results and resources framework (IRRF) 3.4.1 <i>Number of national and regional plans that take gender into account and address disasters and/or climate risks;</i> Indicator IRRF 3.4.2. <i>Extent to which gender issues are integrated into the national action plan, DRR strategy and multi-stakeholder coordination mechanism.</i>								
Justification and objectives : Chad is one of the countries where the effects of climate change are most marked. These changes are reflected in the variability of climatic parameters, with a marked increase in temperature, and a disruption of the rainfall regime, leading to a significant shortfall in rainfall, the spatio-temporal distribution of which is now subject to significant modification. Recent decades have been marked by an upsurge in floods, droughts and other extreme meteorological events, which have undermined the agro-sylvo-pastoral and fishing systems on which almost 80% of the Chadian population directly depends. To support the country's efforts to equip itself with instruments, strategies and response mechanisms that will enable it to adapt to climate change, the Government of Chad, in collaboration with the UNDP, and with funding from the Global Environment Facility (GEF), is setting up the "Community-based climate risk management project in Chad". The main aim of the project is to strengthen the response capacity of vulnerable populations to enable them to cope effectively with climate shocks through rapid responses to early warnings and the introduction of financial mechanisms to better absorb climate change-related shocks. The planned activities will help to achieve the expected results formulated in the project components: i) the establishment of a community-based early warning system for climate-related disaster risk preparedness; and ii) the strengthening of risk management capacities. Main expected results : Component 1: Community-based early warning system for climate-related disaster risk preparedness. Expected Outcome 1: Relevant and timely climate information is produced and disseminated to improve the preparedness of national and local stakeholders and communities at risk to respond appropriately, effectively and in a timely manner to climate-related disaster risks. This component								

will strengthen Chad's operational capacity to produce and deliver hydrometeorological early warning services that can improve risk information for the agricultural sector. Emphasis is also placed on building capacity and improving cooperation with key sectoral ministries, departments and other stakeholders working on climate risk management at local level. The project will establish early warning systems to provide relevant information for end-users and communities.

For component 1, the following results and activities are planned:

Outcome 1.1: A decentralized, reliable and functional organizational system for climate and disaster risk management and response coordination is in place

- ✓ Evaluate the hydro-climatic observation network in the project areas;
- ✓ Acquire and install meteorological equipment in the project areas;
- ✓ Design a guide to improve the management and communication of hydroclimatic data ;
- ✓ Provide technical assistance to strengthen public policies on SAP ;
- ✓ Coordinate early warning activities with other projects, UN agencies and government institutions.

Outcome 1.2: A communication and dissemination system to reach all end-users is set up

- ✓ Undertake a feasibility study for a multi-hazard early warning system in the project areas;
- ✓ Set up monitoring indicators for identified risks;
- ✓ Draw up a climate risk response plan for each of the five departments concerned;
- ✓ Develop a communication strategy on climate-related disaster risk reduction to inform an information management and sharing platform for media and communication channels.

Result 1.3: Reliable agrometeorological alerts and early warnings by the DREM and DNM addressed to the target population are generated and disseminated.

- ✓ Organize training courses for SISAAP, CDIG, DGRE and DNM staff on collecting, analyzing and disseminating hydro-climatic information and issuing alerts through the appropriate channels;
- ✓ Organize training sessions for SISAAP, CDIG, DGRE and DNM staff on the use and application of forecasting models;
- ✓ Strengthen the scientific knowledge of SISAAP, CDIG, DRWR and DNM through training workshops and seminars on the impacts and risks of climate change;

Outcome 1.4: DNM, DGRE and ministry staff and community members are trained to operate the community-based early warning system.

- ✓ Develop a training program on early warning systems for the project areas;
- ✓ Organize training workshops on early warning systems for DNM, SISAAP, CDIG, DGRE, local authorities and communities.

Component 2: Strengthening risk management capabilities and introducing new options for managing financial risks. Expected Outcome 2: The use of financial risk transfer mechanisms (e.g. systems combining microfinance and microinsurance) is promoted to help rural households minimize losses, and safety nets are provided to cope with climate shocks. This component should make it possible to set up financial mechanisms for climate risk management, including index-based agricultural insurance.

For component 1, the following results and activities are planned:

Outcome 2.1: A structural analysis of the market and institutions to determine the demand for microinsurance products and related risk transfer mechanisms is conducted.

- ✓ Carry out a structural analysis of the market and institutions to determine the demand for microinsurance products and related risk transfer mechanisms;
- ✓ Assess supply and demand for microinsurance products and related risk transfer mechanisms;
- ✓ Conduct an analysis of gender issues applicable to access to microfinance and climate information, and develop a gender action plan;
- ✓ Prepare guidelines for the provision of public financial incentives to encourage the involvement of microfinance institutions;
- ✓ Update the social and environmental screening model (SESP) and conduct relevant studies (including a conflict sensitivity analysis).

Outcome 2.2: Appropriate climate insurance programs and instruments are designed and implemented

- ✓ Develop indices based on rainfall data for the insurance of the main crops identified by the communities;
- ✓ Introduce a risk-based technical premium for each index situation;
- ✓ Carry out a survey of existing microfinance institutions
- ✓ Implement an insurance policy management model in collaboration with microfinance institutions;
- ✓ Consult with the various national stakeholders (public and private) to draw up a framework document for the country-wide adoption of agricultural insurance;
- ✓ Provide technical assistance to strengthen public policy on agricultural insurance.

Outcome 2.3. Target communities trained in financial services, index-based agricultural microinsurance and climate risk management

- ✓ Develop three training guides on index-based agricultural microinsurance, financial education and community-based climate risk management;
- ✓ Develop training programs and modules on community-based climate risk management, as well as practical guides on adapting to climate change;

- ✓ Promote exchange visits and the sharing of experience in capacity building for institutions and communities.

Result: 2.4: Financial risk mechanisms are tested and evaluated

- ✓ Select a set of devices and instruments to reduce the long-term vulnerability of rural households and promote their resilience to future climate shocks;
- ✓ Test and evaluate financial risk mechanisms in selected pilot areas.

Outcome 2.5: Mechanisms for peer review, learning and sharing at intercommunity level to support replication and scaling up in other vulnerable communities are in place.

- ✓ Developing a knowledge management strategy ;
- ✓ Developing a communication strategy ;
- ✓ Participate in provincial and international meetings and events to share project results and lessons learned;
- ✓ In partnership with other ongoing adaptation projects, develop an online platform for sharing lessons learned on climate change adaptation in Chad.

Impact of COVID-19 :

Delays in project implementation remain difficult to make up and are mainly due to the late recruitment of Project Management Unit staff and government measures to combat the COVID-19 pandemic declared in March 2020 in Chad. These measures are tightened and relaxed according to the peaks of the pandemic. Among other measures, we would highlight the ban on bringing more than 50 people together in a single location, the closure of N'Djaména international airport to international flights, the slowdown of activities in the public administration, restrictions on inter-city travel and transport, the assignment of project staff to work from home, as all other UNDP staff members are required to telework until they are effectively back in the office, physical and social distancing, recommended hygiene measures (hand washing, wearing masks, etc.), the imposition of a strict work schedule, and the imposition of a work permit.), the imposition of a curfew, the establishment of a state of health emergency throughout Chad by the government, etc. We should also mention the psychosocial impact of COVID-19 on the project's staff, who are mainly national staff and do not have optimal teleworking conditions.

With the major or critical risks identified for the project in the Quantum risk register, we need to implement appropriate mitigation measures to ensure the continuity of activities, hence the importance of supporting stakeholder institutions and beneficiaries with awareness-raising tools, technology and materials essential to the prevention and mitigation of the Covid-19 pandemic with a percentage of women, inevitably leading to the introduction of new activities in the implementation of the project.

UNDP social and environmental screening category: Low	UNDP gender marker: 2
ATLAS Project ID/award ID: 00113793	ATLAS result ID/ project ID: 00112042
UNDP-NCE PIMS identification number: 5430	GEF identification number: 8001
Scheduled start date: July 2021	Scheduled completion date: July 2026
LPAC date: August 2020	
GEF Trust Fund or LDCF or SCCF or other vertical fund	USD 5,250,000
Resources UNDP TRAC	500,000 USD
(1) Total budget administered by UNDP	USD 5,750,000
Government	USD 8,000,000
PADLFIT (UNDP)	USD 4,000,000
(2) Total co-financing	12,000,000 USD
(3) Total project financing (1) +(2)	USD 17,750,000

3. OBJECTIVES OF THE MID-TERM REVIEW

The mid-term review will assess the progress made towards achieving the objectives and results as specified in the project document. It will assess early signs of success or failure, with the aim of identifying any 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 will be monitored on an annual basis, 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 MTR findings and responses 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 must comply with the [standard guidelines drawn up by the UNDP IEO](#), as well as the [guidelines for conducting mid-term reviews of UNDP-supported projects financed by the GEF](#). As stated in these guidance documents, the evaluation will be "independent, impartial and rigorous". The consultants to be hired

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 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 UNDP Inception 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 for Nature, Climate and Energy (NCE), direct beneficiaries and other key stakeholders.

Stakeholder engagement is vital to the success of the MTR. Stakeholder 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, as far as possible, the mid-term review team is to carry out field missions in N'Djamena and in the sites in the project intervention zone, particularly in the six (6) provinces, depending on the actions already undertaken in the field.

The specific design and methodology of the MTR should 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. 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 timing of interviews, 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 MTR team.

The mid-term review team must be able to determine the best methods and tools for data collection and analysis. It should be able to propose and discuss the approach to consultation with the project evaluation manager 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.

Any limitations encountered during the MTR process and any adjusted assessment approach/methodology, if any, that may be required to implement the assessment effectively, including safety advice, in-depth desk reviews, primary use of national consultants, virtual stakeholder meetings and virtual interviews by assessors, should be detailed in the initial inception report and final MTR report.

5. DETAILED SCOPE OF THE MTR

The mid-term review 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 :

- Examine 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 meets 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 mid-term reviews of UNDP-supported GEF-funded projects" for further guidance.
 - 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 framework / 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 :

Review logframe indicators against progress towards end-of-project targets using the progress-to-results matrix and following the guidelines for conducting mid-term reviews of UNDP-supported, GEF-funded projects; color-code progress in a "traffic-light system" according to the level of progress achieved; assign a progress score for each result; make recommendations based on areas marked as "Not on target" (red).

Table. Progress matrix (achievement of results against end-of-project objectives)

Project strategy	Indicator ⁴	Reference level ⁵	Level 1 ^{er} PIR (self-declared)	Medium-term target ⁶	End of project objective	Level and medium-term assessment ⁷	Success rating ⁸	Assessment rationale
Objective:	Indicator (if applicable) :							
Result 1:	Indicator 1:							
	Indicator 2:							
Result 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Key to indicator evaluation

Green= Completed	Yellow= On the objective to be reached	Red= Not on target
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In addition to the progress made in achieving results :

- Compare and analyze the GEF baseline monitoring tool/indicators with those completed just prior to the mid-term review.
- Identify the remaining obstacles to achieving the project objective in the future.
- By examining 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?

iii. Project implementation and adaptive management

⁴ Fill in with data from logical framework and scorecards

⁵ Fill in with data from project document

⁶ If available

⁷ Color code for this column only

⁸ Use the 6-point progress evaluation scale: HS, S, MS, MU, U, HU

Management procedures :

- Review the overall effectiveness of project management as described in the project document. Have 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.
- 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 (COFIL)? What measures have been taken to ensure gender balance on the project board?

Work planning :

- Examine any delays in project start-up and implementation, identify their 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 the changes that have been made to it since the project began.

Financing and co-financing :

- Examine the project's financial management, in particular the cost-effectiveness of interventions.
- Review changes to funding allocations following budget revisions, and assess the relevance 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 Adjudicating 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
Government	MPTA	Nature	8 000 000	Nature	
UNDP/PADLFIT	UNDP	Nature	4 000 000	Nature	
		Total	12 000 000	Nature	

- Include the separate GEF co-financing template (completed by the Awarding Unit and the project team) which classifies each amount of co-financing 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 document "Guidelines for conducting mid-term reviews of UNDP-supported and GEF-financed projects" for further guidelines.

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 risks identified (in the SESP).
 - Individual risk scores (in SESP).
- Describe and assess progress in implementing the project's social and environmental management measures as described in the SESP submitted at the time of 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.

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.

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 DG approval).

iv. Sustainability

- Validate whether the risks identified in the project document, periodic reports/IRP and risk register in 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?

- The institutional framework and governance present risks 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, lessons learned and recommendations

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

Based on the results, the team should also draw up a list of lessons learned from the project's mid-term implementation. In addition, the consultant/mid-term review 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 "*Guidelines for conducting the mid-term review of UNDP-supported and GEF-funded projects*" for guidance on the recommendations table.

The mid-term review team **should make no more than 15 recommendations** in all.

Ratings and notations

The MTR team will include in the summary of its report, its assessments of the project results as well as brief descriptions of the associated achievements in a summary table of assessments and achievements below. See Appendix E for rating scales.

No rating of the project strategy and no overall rating of the project is required.

Table. Summary table of MTR ratings and achievements for the National Adaptation Plan project

Project strategy	N/A	
Progress towards results	Objective achievement rating: (score on a 6-point scale)	
	Result 1 Pass mark: (mark on a 6 pt. scale)	
	Result 2 Pass mark: (mark on a 6 pt. scale)	
	Result 3 Pass mark: (mark on a 6 pt. scale)	
	Etc.	
Project implementation and adaptive management	(Score on a 6 pt. scale).	
Durability	(Score on a 4 pt. scale).	

6. Delay

The total duration of the MTR will be thirty (30) working days over a period of six (6) calendar weeks, i.e. from January 08 to February 18, 2024, and will not exceed three (3) months from the time the consultants are engaged. The provisional timetable for the mid-term review is as follows:

Activity	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and preparation of the inception report. This report is due no later than two (2) weeks before the MTR mission.	3 days	15/01/2024
Mid-term review mission: meetings with stakeholders, interviews, field visits <i>NOTE: Stakeholder interviews, if conducted virtually, may take longer than usual. Please adjust the number of days and completion date accordingly.</i>	12 days	29/01/2024
Presentation of initial results - last day of mid-term review mission	1 day	30/01/2024

Preparation of the draft final report to be submitted no later than three (3) weeks after the mid-term review mission.	10 days	10/02/2024
Finalization of the mid-term review report/ Integration of an audit trail based on comments on the draft report (within one week of receipt of UNDP comments on the project). <i>Note: take into account the time required to circulate and review the draft report.</i>	4 days	15/02/2024

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 REVIEW DELIVERABLES

#	Deliverable	Description	Calendar	Responsibilities
1	MTR inception report	MTR team clarifies examination objectives and method	After the kick-off meeting and no later than 2 weeks before the MTR mission: date: 15/01/2024	The MTR team submits the report to the Adjudicating Unit and the Project Management Unit.
2	Presentation	Initial findings	End of MTR mission: 10/2/2024	MTR team presents to Adjudicating Unit and 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, no later than 15/2/2024	Sent by the MTR team to the Adjudicating 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	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 no later than 15/3/2024	Sent by the MTR team to the Adjudicating Unit
5	Feedback to the steering committee	A PowerPoint presentation summarizing the main findings of the evaluation will be presented to members of the steering committee by videoconference.	After delivery of the final report and according to the schedule of the steering committee meeting not exceeding a period of 6 months	The MTR team will virtually present the final conclusions to the members of the steering committee.

*The final MTR report must be in English. Where appropriate, the Awarding Unit may choose to organize a translation of the report into a language more widely shared by national stakeholders.

8. PROVISIONS FOR THE MID-TERM REVIEW

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

Valuation contractor :

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

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

Evaluation team :

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

Evaluation co-managers :

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

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

Mission itinerary

The mission itinerary is given in the following table:

Date	Opening hours	Activities to be carried out	Locations	Entities/persons concerned	Manager
19/02/2024	12h00 16h00	Travel N'Djaména -Bongor	Bongor	PGCRCT, Consultant Team, Ministry	Mission Manager
	From 16h	Break	Bongor	PGCRCT, Consultant Team, Ministry	Free
	20/02/2024	8h30 9h00	Civility visit to the Governorate of Bongor	Bongor	Governor or his representative
	9h00 10h00	Civility + Interview with the Bongor Communal Council	Bongor	- Town Council NB: gender mainstreaming is mandatory	National Consultant
	10h00 11h00	Focus Group with technical departments	Bongor	- Agriculture Delegate (M/F) ; - Livestock Delegate (M/F) ; - Environmental Delegate (M/F) ; - Finance Delegate (M/F). - CA/CS ANADER (M/F) - PF/SISAAP. - CDA/CPA/CLA (M/F). NB: gender mainstreaming is mandatory	National Consultant
	11h00 12h00	Focus Group local community organizations	Bongor	- Women's organizations ; - Youth organization (M/F) ; - Producer organization (M/F) NB: gender mainstreaming is mandatory	National Consultant
	12h00 13h00	Interview with partner community radio(s)	Bongor	- Community radio representatives (M/F). NB: gender mainstreaming is mandatory	National Consultant
	13h00 14h00	Break	Bongor	PGCRCT, Consultant Team, Ministry	Free
	14h00 15h00	Visits to the premises and interviews with representatives of the partner NGO	Bongor	- NGO team (M/F). NB: gender mainstreaming is mandatory	National Consultant
	15h00 16h00	Focus Group with Watch Committee members	Bongor	- 2 Watch Committee members (M/F). NB: gender mainstreaming is mandatory	National Consultant
	16h00 17h00	Interview with the Zone Coordinator	Bongor	- Mayo ebbi zone coordinator	National Consultant
	From 17h00	End of day and mission	Bongor	PGCRCT, Consultant Team, Ministry,	Free
21/02/2024	7h00 10h00	Travel Bongor-Lai	Lai	PGCRCT, Consultant Team, Ministry	Mission Manager
	10h00 11h00	Civility visit to the Governorate	Lai	Governor or his representative	Zone coordinator

	11h00 12h00	Civility + Interview with the Laï Local Council	Laï	- Local Council (M/F). NB: gender mainstreaming is mandatory	National Consultant
	12h00 13h00	Focus Group with technical departments	Laï	- Agriculture Delegate (M/F) ; - Livestock Delegate (M/F) ; - Environmental Delegate (M/F) ; - Finance Delegate (M/F), - CA/CS ANADER (M/F); - PF/SISAAP (M/F) ; - CDA/CPA/CLA (M/F). NB: gender mainstreaming is mandatory	National Consultant
	13h00 14h00	Break	Laï	PGCRCT, Consultant Team, Ministry	Free
	14h00 15h00	Visits to the premises and interviews with representatives of the partner NGO	Laï	- NGO team (M/F) NB: gender mainstreaming is mandatory	National Consultant
	15h00 16h00	Focus Group local community organizations	Laï	- Women's organizations ; - Youth organization (M/F) ; - Producer organization (M/F) NB: gender mainstreaming is mandatory	National Consultant
	From 16h00	End of the day	Laï	PGCRCT, Consultant Team, Ministry	Free
	22/02/2024	8h00 9h00	Interview with partner community radio(s)	Laï	- Community radio representatives (M/F) NB: gender mainstreaming is mandatory
	10h00 11h00	Focus Group with Watch Committee members	Laï	- 2 Watch Committee members (M/F) NB: gender mainstreaming is mandatory	National Consultant
	11h00 14h00	Travel Laï-Doba	Doba	PGCRCT, Consultant Team, Ministry	Mission Manager
	14h00 15h00	Visits and courtesies at the Governorate of Doba	Doba	Governor or his representative	Zone coordinator
	From 15H00	End of working day	Doba	PGCRCT, Consultant Team, Ministry	Free
23/02/2024	9h00 10h00	Civility (Governorate+ Interview with Doba Communal Council)	Doba	- Town Council (M/F) NB: gender mainstreaming is mandatory	National Consultant
	10h00 11h00	Focus Group with technical departments	Doba	- Agriculture Delegate (M/F) ; - Livestock Delegate (M/F) ; - Environmental Delegate (M/F) ; - Finance Delegate (M/F) - CA/CS ANADER (M/F); - PF/SISAAP (M/F) ; - CDA/CPA/CLA (M/F) NB: gender mainstreaming is mandatory	National Consultant
	12h00 13h00	Focus Group local community organizations	Doba	- Women's organizations ; - Youth organization (M/F) ; - Producer organization (M/F) NB: gender mainstreaming is mandatory	National Consultant
	13h00 1400	Break	Doba	PGCRCT, Consultant Team, Ministry	Free
	14h00 1500	Interview with partner community radio(s)	Doba	- Community radio representatives (M/F) ; NB: gender mainstreaming is mandatory	National Consultant
	From 15H00	End of working day	Doba	PGCRCT, Consultant Team, Ministry	Free

24/02/2024	9h00 10h00	Visits to the premises and interviews with representatives of the partner NGO	Doba	- NGO team (M/F) NB: gender mainstreaming is mandatory	National Consultant
	10h00 11h00	Focus Group with Watch Committee members	Doba	- 2 Watch Committee members NB: gender mainstreaming is mandatory	National Consultant
	11h00 12h00	Interview with the Zone Coordinator	Doba	- 2 Logone zone coordinator	National Consultant
	From 11h00	End of working day	Doba	PGCRCT, Consultant Team, Ministry,	Free
25/02/2024	The whole day	Journey Doba -Moundou and rest	Doba	PGCRCT, Consultant Team, Ministry	Mission Manager
26/02/2024	8h30 9h00	Visit and greetings at the Governorate of Moundou	Moundou	Governor or his representative	Zone coordinator
	9h00 10h00	Greetings + Interview with the Moundou Local Council	Moundou	- Town Council (M/F) NB: gender mainstreaming is mandatory	National Consultant
	10h00 11h00	Focus Group with technical departments	Moundou	- Agriculture Delegate (M/F) ; - Livestock Delegate (M/F) ; - Environmental Delegate (M/F) ; - Finance Delegate (M/F), - CA/CS ANADER (M/F), - PF/SISAAP (M/F) ; - CDA/CPA/CLA (M/F) NB: gender mainstreaming is mandatory	National Consultant
	11h00 12h00	Visits to the premises and interviews with representatives of the partner NGO	Moundou	- NGO team (M/F) NB: gender mainstreaming is mandatory	National Consultant
	12h00 13h00	Focus Group local community organizations	Moundou	- Women's organizations ; - Youth organization (M/F) ; - Producer organization (M/F) NB: gender mainstreaming is mandatory	National Consultant
	13h00 14h00	Break	Moundou	PGCRCT, Consultant Team, Ministry	Free
	14h00 15h00	Interview with partner community radio(s)	Moundou	- Community radio representatives NB: gender mainstreaming is mandatory	National Consultant
	15h00 16h00	Focus Group with Watch Committee members	Moundou	- 2 Watch Committee members (M/F) ; NB: gender mainstreaming is mandatory	National Consultant
	From 16h00	End of day and mission	Moundou	PGCRCT, Consultant Team, Ministry	Free
	27/02/2024	7h00 16h30	Back to N'Djamena	N'Djamena	PGCRCT, Consultant Team, Ministry, Governor or his representative

List of interviewees

List of documents reviewed

-Project identity sheet

-Project document

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

Evaluation matrix

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

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

		<ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments <p>Similar projects/programs in the same project areas</p>	Analysis of documents related to the mid-term review.
Compliance of project activities and outputs with the overall purpose and objectives of the project	of activity completion	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of documents related to the mid-term review.</p>
	of results achieved	idem	idem
	Qualitative analysis of % of results	idem	idem
	Alignment of the program with the national guidelines of the PNA and Plan Tchad Emergent	<p>Various Reports</p> <p>Actors :</p> <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of documents related to the mid-term review.</p>
Match between project activities and products and desired impact and effects	See logical framework Intervention logic Analysis of results and effects/impacts produced (comparison between effects produced and expected effects/impacts)	idem	Ditto

Conditions for success/impediments to projects and programs	- Success factors (internal, external) for projects and programs	idem	Ditto
	- Factors (internal, external) that have hindered the implementation of projects and programs	idem	Ditto
2 effectiveness: to what extent have the expected results and project objectives been achieved?			
Degree of achievement of project objectives	Activity implementation situation Degree of achievement of results Degree of target achievement	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments Similar projects/programs in the same project areas	Methods/techniques <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation Analysis of documents related to the mid-term review.
What were the main factors determining whether or not you achieved your objectives?	Stakeholder opinion and analysis of factors influencing (negatively or positively) the achievement of objectives	idem	Ditto
Meeting project objectives	Has the implementation of the project achieved or is it moving towards achieving its main objective?	idem	Ditto
Beneficiaries reached (in relation to forecasts)	- Number of beneficiaries reached (in relation to forecast)	idem	Ditto

3. Efficiency: has the project been implemented efficiently, in accordance with national and international norms and standards? Measurement of the relationship between project outputs and the resources deployed to obtain them			
Were the activities cost-effective?	<ul style="list-style-type: none"> - Comparison of budget allocation to personnel with investments (audit findings, findings on implementation of audit recommendations and supervisory visits) - Existence of procedure manuals (where necessary) - Level of application of procedure manuals. 	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments <p>Similar projects/programs in the same project areas</p>	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation <p>Analysis of documents related to the mid-term review.</p>
Were targets met on time?	<ul style="list-style-type: none"> - Comparison over time of objectives targeted and those achieved 	idem	idem
Has the program or project been implemented in the most efficient manner compared to other possible approaches?	<ul style="list-style-type: none"> - Cf. Existence and use of procedure manual and budget allocation rate for implementation. 	idem	Ditto
4. Pilot project impact: is there any evidence that the project has contributed to (or enabled) progress towards a reduction in environmental pressures and/or an improvement in ecological status? Positive and/or negative changes induced			
What happened after the project was implemented?	<ul style="list-style-type: none"> - Are there any effects whose combinations tend towards achieving 	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, 	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview

	the predicted impact?	<ul style="list-style-type: none"> o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments <p>Similar projects/programs in the same project areas</p>	- Information triangulation Analysis of documents related to the mid-term review.
What has the project really changed for beneficiaries?	<ul style="list-style-type: none"> - What a change to aim for. - What trend of change does the project induce? 		
How many people were affected?	<ul style="list-style-type: none"> - Number of people affected and their assessment of the change brought about by the project at their level 		
5. Viability/sustainability: to what extent are there financial, institutional, socio-political and/or environmental risks to maintaining the project's results over the long term? How likely is it that the project's positive results will continue after the project has ended?			
To what extent will the positive results of the pilot project continue after the program has ended (sustainability)?	<ul style="list-style-type: none"> - Project exit strategy? - What steps have beneficiaries taken to continue after the project? 	idem	Ditto
What are the main factors determining the viability or non-viability of the pilot project?	<ul style="list-style-type: none"> - See underlying elements : 		
Corporate sustainability	<ul style="list-style-type: none"> - Administrative recognition with texts governing the various local structures set up 	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries 	<p>Methods/techniques</p> <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation

		<ul style="list-style-type: none"> - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments Similar projects/programs in the same project areas	Analysis of documents related to the mid-term review.
	- Organization chart		
	- Infrastructure housing and ownership of local structures		
Technical Durability	- Mastery of well-adapted, environmentally-friendly techniques (in the various fields of activity of the Pilote ² project)		
Financial Sustainability	- Existence of an account in the name of and managed by local structure managers		
	- Account funding sources		
	- Current account level		
Socio-political effect/impact	- Increase in the level of local financial resources and income of individual direct or indirect beneficiaries	<ul style="list-style-type: none"> - Various Reports - Actors : <ul style="list-style-type: none"> o Sponsor's team (UNDP) o Management staff: UGP project team, o Direct individual/collective beneficiaries - Other implementing partners : <ul style="list-style-type: none"> o Regional Directorates/Decentralized Departments Similar projects/programs in the same project areas	Methods/techniques <ul style="list-style-type: none"> - Individual interviews - Group interview - Information triangulation Analysis of documents related to the mid-term review.

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

Data collection tools

Interview guides

A- Interview Guide - Project Management:

1. **Project background and objectives**
 - Can you provide details of the contextual factors that led to the initiation of the project?
 - Which key stakeholders helped define the project's objectives?
2. **Work Planning and Management**
 - Could you explain how work planning is aligned with overall project objectives?
 - What are the common planning challenges and how are they solved?
3. **Monitoring & Evaluation**
 - What key indicators are tracked to assess project progress?
 - How are monitoring results used to adjust project activities?
4. **Financial Management**
 - Could you provide details of financial management mechanisms, including how costs are allocated and monitored?
 - How are budget revisions justified and approved?
5. **Stakeholder Management**
 - What strategies are employed to develop and maintain positive relations with the various stakeholders?
 - How is stakeholder feedback integrated into day-to-day project management?
6. **Risk Management**
 - Can you identify the main risks that have been identified so far and the measures taken to mitigate them?
 - How are staff prepared to deal with unforeseen risks during implementation?
7. **Innovation and Adaptation**
 - How does the project encourage innovation in the implementation of activities?
 - What mechanisms are in place to adapt to changes in context or unforeseen events?
8. **Employee profit-sharing**
 - How are project staff involved in the decision-making process?
 - What strategies are in place to encourage staff participation and well-being?
9. **Alignment with Policies and Standards**
 - How does the project ensure ongoing alignment with national policies and sector standards?
 - What are the procedures for incorporating policy changes into the project?
10. **Gender mainstreaming**
 - How does the project integrate the gender dimension into its planning and implementation?
 - What specific initiatives are in place to ensure gender equity?
11. **Internal and external communications**

- How is communication managed within the project team?
- What external communication channels are used to inform stakeholders of project progress?

12. **Lessons learned and continuous improvements**

- Could you share some of the important lessons learned so far in implementing the project?
- How are the lessons learned used to make ongoing improvements to the project?

B- Implementation Partners :

Guide d'Entretien - Gestion Opérationnelle et Exécution des Tâches du Projet :

1. Operational Planning

- How are operational tasks planned to ensure efficient implementation?
- What specific factors are taken into account when planning day-to-day operations?

2. Activity Coordination

- How are different teams and departments coordinated within the project?
- What mechanisms are in place to avoid overlaps or gaps in task execution?

3. Assignment of responsibilities

- How are responsibilities assigned within the team to ensure smooth execution of tasks?
- What criteria are used to define the roles and responsibilities of each operational staff member?

4. Resource management

- Can you detail how resources, including personnel, are managed to meet operational requirements?
- What measures have been taken to ensure efficient use of available resources?

5. Monitoring milestones and deadlines

- How are deadlines and operational milestones monitored and evaluated throughout the project?
- How does the team react to deviations from the original schedule?

6. Operational Change Management

- What processes are in place to manage unforeseen operational changes?
- How are adjustments communicated and implemented within the operational team?

7. Quality of Task Execution

- How is the quality of task performance assessed and maintained?
- What mechanisms are in place to identify and resolve quality issues in a timely manner?

8. Internal communication and feedback

- How does internal communication facilitate the execution of operational tasks?
- Are there formal feedback mechanisms between operational team members?

9. Training and Staff Development

- What initiatives are taken to ensure the ongoing development of operational staff skills?

- How are new procedures or technologies introduced and taught to staff?
10. **Operational Problem Management**
 - How does the team deal with operational problems when they arise?
 - What were the main operational challenges faced by the project and how were they resolved?
 11. **Process Optimization**
 - Are there ongoing efforts to optimize the project's operational processes?
 - How is feedback used to improve operational efficiency?
 12. **Adapting to Changing Contexts**
 - How does the operational team adapt to changes in context or new requirements?
 - Are there any specific examples where adjustments were necessary, and how were they managed?

C- Technical Experts

1. **Technical Expertise and Innovative Skills**
 - a. How does the team manage technical skills to ensure high-quality interventions?
 - b. What initiatives are taken to encourage innovation in the project's technical approaches?
2. **Expert Selection and Quality Guarantee**
 - a. How are technical experts selected for their specific areas of expertise?
 - b. What measures are taken to guarantee the quality of interventions at each stage of the technical process?
3. **Application of New Technologies and Innovative Methods**
 - a. How does the team integrate new technologies or innovative methods into its work?
 - b. Are there any concrete examples where technological innovation has led to significant results?
4. **Continuing Education and Technical Skills Development**
 - a. How are staff trained to keep up to date with technical advances and best practices?
 - b. Are there specific professional development programs focused on technical innovation?
5. **Assessing the Technical Relevance of Interventions**
 - a. How does the team assess the technical relevance of its interventions in relation to project needs?
 - b. What criteria are used to determine whether a technical intervention is successful or not?
6. **Collaboration with External Experts and Innovative Partnerships**
 - a. How does the team leverage collaboration with external experts for innovative perspectives?
 - b. Are there any strategic partnerships that have added significant value in terms of technical expertise?
7. **Technical Risk Management and Innovative Solutions**

- a. How are potential technical risks identified and managed?
- b. What innovative solutions have been implemented to overcome specific technical challenges?
- 8. Using Data and Analysis to Improve Expertise**
 - a. How are data and analyses used to continually improve the team's technical expertise?
 - b. Are there examples where data have led to significant adjustments in technical approaches?
- 9. Evaluation of Customer Satisfaction with Technical Quality**
 - a. How is beneficiary satisfaction measured in terms of the technical quality of interventions?
 - b. What feedback mechanisms are in place to gather beneficiaries' opinions on the technical value added?
- 10. Incorporating Feedback for Continuous Innovation**
 - a. How does the team integrate feedback into its continuous innovation processes?
 - b. Are there formal mechanisms for sharing and capitalizing on lessons learned in the context of technical expertise?
- 11. Adapting to Technological Change with an Innovative Approach**
 - a. How does the team adapt to technological developments while maintaining an innovative approach?
 - b. What importance is attached to anticipating technological change when planning interventions?

D- Local Authorities

- 1. Engagement and coordination with local authorities**
 - a. How does the project engage with local authorities to ensure effective coordination?
 - b. What are the main measures taken to ensure close collaboration with local governments?
- 2. Alignment with Local Development Strategies**
 - a. To what extent are project activities aligned with existing local development strategies?
 - b. How does the project contribute to the objectives and priorities of local development plans?
- 3. Community Participation in the Decision-Making Process**
 - a. How are local communities involved in the project decision-making process?
 - b. Are there formal mechanisms for gathering community comments and suggestions?
- 4. Establishing local partnerships and collaborating with other projects**
 - a. What local partnerships have been established to strengthen the project's impact?
 - b. How does the project coordinate with other local initiatives to avoid duplication of effort?
- 5. Conflict Management and Strengthening Social Cohesion**
 - a. How does the project address potential conflicts at local level?

- b. What initiatives are in place to strengthen social cohesion within beneficiary communities?
- 6. Local Transparency and Accountability**
 - a. What mechanisms are in place to ensure the transparency of project activities at the local level?
 - b. How does the project report on its actions and results to local stakeholders?
- 7. Integrating local needs and priorities into planning**
 - a. How are the needs and priorities of local communities taken into account in project planning?
 - b. Are there any examples where adjustments have been made in response to specific community requests?
- 8. Monitoring Local Ownership and Sustainability of Initiatives**
 - a. How does the project measure local ownership of the initiatives implemented?
 - b. What strategies are employed to ensure the sustainability of results at the local level?
- 9. Promoting Inclusion and Equity in Local Governance**
 - a. How does the project promote inclusion and equity in local governance processes?
 - b. What specific measures are taken to ensure that all groups are represented in decision-making?
- 10. Measures to Mitigate Obstacles to Effective Local Governance**
 - a. What potential obstacles to effective local governance have been identified, and what steps have been taken to mitigate them?
 - b. How does the project adapt to changes in context that could influence local governance?
- 11. Local communication and awareness-raising**
 - a. How does the project communicate its activities and objectives to local communities?
 - b. What awareness-raising mechanisms are used to ensure mutual understanding between the project and local stakeholders?

E- Local communities

Project perception:

- 1. Understanding Project Objectives**
 - How well does the community understand the project's specific objectives?
 - Are there any special efforts to explain the project's main areas of intervention to the community?
- 2. Identifying Community Expectations**
 - How does the community express its expectations of the project's results?
 - Are there formal or informal channels for gathering the individual and collective expectations of community members?
- 3. Knowledge of Project Activities**
 - What is the community's general knowledge of the various activities implemented by the project?
 - Are there any gaps in our understanding of specific initiatives?
- 4. Communication and Community Awareness**
 - How does the project communicate regularly with the community?

- What awareness-raising mechanisms are used to maintain a high level of understanding and support within the community?

5. Opinion on the Relevance of the Project

- How does the community assess the relevance of project activities to its needs and priorities?
- Are there any adjustments suggested by the community to improve the project's relevance?

Participation and Commitments:

6. Level of Community Involvement

- To what extent are community members involved in project decision-making processes?
- Are there formal community participation structures, such as advisory committees?

7. The Community's preferred means of communication

- What are the preferred communication channels for community members to receive information about the project?
- Does the project adapt to these preferences to maximize the impact of its messages?

8. Feedback and Contributions from Community Members

- Are there formal mechanisms for gathering feedback from community members on project activities?
- How does the community actively contribute to the planning and implementation of initiatives?

9. Barriers to community participation

- What are the main barriers to community participation?
- Has the project implemented specific strategies to overcome these barriers?

Achievements and Concerns:

10. Community Benefits

- What are the main benefits perceived by the community as a result of the project's actions?
- Are community members reporting positive changes in their daily lives?

11. Notable achievements and impact on quality of life

- Can you identify any specific achievements of the project that have had a significant impact on the quality of life of community members?
- How are these achievements measured and evaluated from the community's point of view?

12. Concerns and Challenges Raised by the Community

- Are there any concerns or challenges expressed by the community regarding project activities?
- How does the project address the concerns raised by the community?

13. Overall Community Satisfaction

- Overall, how does the community rate the project in terms of satisfaction?
- Are there specific areas where the community would like to see improvements?

14. Perceived Sustainability of Project Initiatives

- How does the community perceive the long-term sustainability of the project's results and benefits?

- Are there any concerns about the continuity of benefits after the end of the project?

15. Future Community Expectations of the Project

- What are the community's future expectations of project activities?
- How can the project better meet the community's long-term aspirations?

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 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 Evaluator: _____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 July 15th 2024 (Date)

Signature:  _____

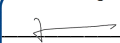
Signed MTR approval form

MTR Report Clearance Form

Mid-term review for (Title of the project titled: “ Community-based climate risks management in Chad” (PIMS 5430 – GEF ID 8001)) Reviewed and Cleared By:

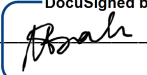
Commissioning Unit (DRR-Programme)

Name: _____Jos de la Haye_____

Signature: __________ Date: 18-Jul-2024

Regional Technical Advisor (Nature, Climate and Energy)

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Name: _____ Mulengera Bahal' _____	
DocuSigned by: Signature:  _____	Date: _____ 18-Jul-2024 _____
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Attached in a separate file: MTR audit trail