



REPUBLIC OF GUINEA-BISSAU
MINISTRY OF AGRICULTURE AND FISHERIES (MAF)

**Support to the Building of Guinea-Bissau's National Capacity in Sustainable
Land Management and Desertification Control**

**FINAL EVALUATION OF THE CAPACITY BUILDING PROJECT IN SUSTAINABLE
LAND MANAGEMENT AND DESERTIFICATION CONTROL**

Final Version

Consultants

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January 2013

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Name of project UNDP/GEF: Support to the Building of Technical, Human and Financial Capacity in Sustainable Land Management and the Fight against Desertification in Guinea-Bissau

Project ID UNDP and GEF: GNB 00043166 and PIMS 3386 and GEF ID (PMIS) 3481

Evaluation schedule and date of evaluation report: from 19 November to 20 December 2012

Regions and countries included in the report: Africa, Guinea-Bissau

GEF Operational Programme / strategic programme: Land degradation OP 15/SP 1 Building of targeted capacities

Executing agency and project partners: Government of Guinea-Bissau via the Ministry of Agriculture and Fisheries (ex-Ministry of Agriculture and Rural Development), PRESAR-BAD, CILSS, Government of Portugal

Members of Evaluation Team: Roger SOUBEIGA, international consultant and team leader, and Alfonso Ildo LOPES, national consultant

Acknowledgements: The Evaluation Team would like to thank the entire UNDP Bissau staff and the project team who demonstrated their willingness in the attainment of the objectives of this evaluation. The Team is singularly grateful to the following people who put in a lot of effort for the success of the Evaluation Team: Junko NAKAI, Environment Programme Officer UNDP Bissau, Braima EMBALO, Coordinator of the evaluated project, and Satene Sylla SANE, agriculture regional delegate for Gabú.

The Evaluation Team also wishes to express gratitude to Moises LOPES, interpreter for the field mission, and Aires MENDES, driver of the vehicle provided for the mission.

EXECUTIVE SUMMARY

Table 1: Project Summary

Title of project	Support to the Building of Technical, Institutional, Human and Financial Capacity in Sustainable Land Management and the Fight against Desertification in Guinea-Bissau			
GEF Project ID:	3481		<i>at endorsement</i> <i>(US\$)</i>	<i>at completion</i> <i>(US\$)</i>
UNDP Project ID:	PIMS 3386 GNB00043166	GEF financing:	US\$ 475 000	US\$ 475 000
Country:	Guinea-Bissau	UNDP:	US\$ 200 000	US\$ 200 000
Region:	Africa	Government:	US\$ 30 000	US\$ 0
Focal sector:	Land degradation	Other:	US\$ 856 561	US\$ 543 423
Operational Programme:	Sustainable Land Management (SLM)	Total Co-funding:	US\$ 1 086 561	US\$ 743 423
Executing agency:	Ministry of Agriculture and Fisheries, Government of Guinea-Bissau	Total Project Cost:	US\$1 561 561 (including \$ 70 000 in kind)	US\$1 218 423
Other partners involved :	ADB, CILSS, Government of Portugal	ProDoc Signature (date of project began):		21 March 2008
		(Operational) Closing Date:	Planned: 30 June 2012	Actual: 31 May 2013 (planned)

Source: Project description

The natural environment of Guinea-Bissau has suffered a process of multiform continuous degradation, varying only in intensity. This degradation puts the country's medium and long term social and economic development at risk, since development has for a long time been based essentially on the rural sector. The most significant factors that contribute to soil degradation are: soil salinization, bushfires and agricultural deforestation which are linked to shifting cultivation, overgrazing, excessive use of firewood, water erosion and irregular and uneven rainfall.

It is within this context that the technical, institutional, human and financial capacity building project in sustainable land management and desertification control was elaborated. The project was implemented from September 2009 to November 2012 and was funded by GEF and UNDP, and co-financed by the Government of Guinea-Bissau and PRESAR-ADB.

The problems addressed by this project are ecological (climate change), human, institutional and organizational, as well as insufficient technical capacity and financial resources.

The development objective of the project is *to contribute to the reduction of soil degradation through reinforcement of individual and institutional capacities, as well as through integrating the principle of sustainable land management in development strategies, so that the living conditions of the local population of Guinea-Bissau would be improved.* The objective of the project or the immediate objective is: *"to reinforce the national capacity of Guinea-Bissau in sustainable soil management."*

Table 2: Evaluation Ratings

Evaluation Ratings:			
1. Monitoring & Evaluation	Rating	2. IA & AE Execution	Rating
M&E design at entry	Satisfactory	Quality of UNDP Implementation	Satisfactory
M&E plan implementation	Moderately Satisfactory	Quality of Execution – Executing Agency	Moderately Unsatisfactory
Overall quality of M&E	Moderately Satisfactory	Overall quality of Implementation /Execution	Moderately Unsatisfactory
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	Relevant	Financial resources:	Moderately likely
Effectiveness	Moderately Unsatisfactory	Socio-political:	Moderately unlikely
Efficiency	Moderately Unsatisfactory	Institutional framework and governance:	Moderately unlikely
Overall Project Outcome Rating	Moderately Unsatisfactory	Environmental:	Moderately likely
		Overall likelihood of sustainability	Moderately unlikely

Source: Evaluation team, with the framework outlined in the TOR

Summary of conclusions, recommendations and lessons

Project performance

Performance is evaluated according to the criteria below.

Coherence

There is a good level of coherence between the objectives and the project outcomes. However, as observed on page 20, a number of important indicators do not meet the quality criteria for good indicators. The project team was not supported by the Ministry of Agriculture (notably by the Directorate General of Forestry and Wildlife), contrary to expectations, and had to take care of a volume of activities that proved overwhelming for its small size.

Relevance

In summary, the objectives of the project are consistent with the three major documents of Guinea-Bissau (DENARP, LDPA, PNIA) and with the PAPP of UNDP Bissau.

Also, the project was relevant to the targeted beneficiaries: technical services and state institutions, NGOs and civil society, CBOs and rural communities.

Effectiveness

The project registered insufficient effectiveness on the attainment of: project outcomes and objective; resource mobilization for co-funding; targeting of persons for training; collaboration among stakeholders; gender consideration with regards to technical officials from the government and NGOs; monitoring-evaluation; and implementation of demonstrative activities. However, we found that sensitization, training (of good quality and by very competent trainers), and gender consideration for CBOs and communities were very effective. Nonetheless, the areas that were lacking in effectiveness were numerous, and thus, it is concluded that the project was overall not effective enough.

Efficiency

Many weaknesses were noted in terms of efficiency as well: 1) highly dispersed locations of the target villages increased project management and monitoring costs; 2) great difference between the

average results achievement rate (43.00%) and the budgetary execution rate (87.43%). However, evaluation of this difference should take into account that the project did not obtain a greater part of the expected co-funding; and, 3) many activities were started later than specified in the schedule that was elaborated during project execution. Besides these weaknesses, the quality of certain achievements (training, studies, material and equipment) was good and satisfactory. But this does not outweigh the weaknesses; the Evaluation Team considers the global efficiency of the project moderately unsatisfactory.

Impact

Four factors greatly restricted the impact of the project: insufficient ownership by the national counterpart; non-adoption by Government of important documents updated or elaborated in the scope of the project; little utilization of knowledge and skills obtained through training; and, delayed execution of demonstrative activities (nurseries, reforestation, etc.). These factors considerably limited the impact of the project which is still in the budding stage.

Sustainability

Certain results remain in place after the closure of the project: equipment acquired for the benefit of CBOs for the establishment of nurseries and for reforestation; GIS equipment whose protocol for use is being written; training of CBO members on bush fires; production/multiplication of plants and reforestation which are gradually taking place; training given to NGOs which is put into action; effective training for technical personnel of the government. However, the fact that the government lacks equipment and an operational budget could lead to loss of the knowledge gained by the technical personnel.

Conclusion/lessons learnt/recommendations

Conclusion

In general, the project's performance has not been satisfactory. Certainly, some satisfactory points do exist: great relevance of the project to the Bissau-Guinean context, to the global or sectorial policies and strategies of the country, and to the UNDP Bissau programmes. However, besides these few satisfactory points, many weaknesses could be noted: weak project logical framework; poor operational capacity of the project team which was not compensated by the line ministry, the Directorate General of Forestry and Wildlife, or the focal points; significant delay in the implementation of demonstration activities; non-adoption of important documents updated or elaborated within the scope of the project by the Government; poor ownership of the project by the national counterpart.

Despite the numerous weaknesses, the project played a precursory role in SLM/CD and revealed the technical, institutional and organizational limitations of the country in terms of project execution at the national level.

The successes and impact of the project were curtailed by a number of constraints: weak state authority; poor functioning of public administration; poor ownership by the national partners; weak local enterprises; inadequate local expertise, etc.

Lessons learnt

The major lessons learnt from the implementation of the Capacity Building for Sustainable Land Management Project are as follows:

- Ownership by the national counterpart and involvement of technical services and CBOs at the local level are necessary for a successful SLM/CD project. While it is possible to strengthen the capacity of CBOs in order to cause a bottom-up change, but experience has shown that this strategy is time-consuming; and,

- Capacity building is most likely ineffective, if it is for employees of an administration that does not work well.

Recommendations

Recommendations for corrective actions for the design, implementation, monitoring and evaluation of the project

1. Support the teams of future projects in implementing simple and efficient monitoring and evaluation mechanisms, through the development of a monitoring and evaluation manual and the establishment of a data base in order to contribute to better orientation and a better capitalization of the actions and results.

Recommendations for actions to accompany or reinforce the initial benefits of the project

2. Initiate a second phase of the project with focuses on: continuation of sensitization; support to the communities in the establishment of nurseries and reforestation; establishment of management committees of community forests in villages that do not have one (all the project villages except Burro and Candjambari); support to communities to formalize the status of community forests in order to guarantee their rights to these forests; assistance to communities in conducting mapping of community forests, etc.

Recommendations for future directions

3. Considering the critical situation of project pilot zones, forest inventory for these zones that includes classification must be established.

Recommendations on practices to address issues related to relevance, performance and success

4. Initiate entry-point actions in the villages where CBOs are less dynamic: aid in development of non-timber forest products, provision of facilities to process agricultural products (e.g. rice threshers), etc. These actions may help mobilize communities to develop and implement greater impact SLM/CD actions.

ACRYNOYMS AND ABBREVIATIONS

AD	Action for Development
ADB	African Development Bank
ADP	Agricultural Development Policy
CCO	Common Country Overview
CDC	Convention on Drought Control
CILSS	International Committee for the Control of Drought
CPAP	Country Programme Action Plans
CPLP	Community of Portuguese speaking countries
DENARP	National Document on Poverty Reduction
DGFF	Directorate General of Forestry and Wildlife
FAO	Food and Agriculture Organisation of the United Nations
FMP	Forestry Master Plan
GCO	Grassroots Community Organization
GEF	Global Environment Facility
GEF	Global Environment Fund
GIS	Geographical Information System
IBAP	Institute for Biodiversity and Protected Areas
IFS/IIF	Integrated Financial Strategy/Integrated Investment Framework
INEP	National Environment Institute
MARD	Ministry of Agriculture and Rural Development
MDG	Millennium Development Goal
MSP	Medium Size Project
NAP/CD	National Action Plan to Combat Deforestation
NEX	National Execution
NGO	Non-Governmental Organizations
NRM	National Resource Management
PNIA	National Agricultural Investment Programme
PNUAD	United Nations development assistance framework Plan
PRESAR	Project for the Rehabilitation of the Rural Agrarian Sector
SLM	Sustainable Land Management
SSM	Sustainable Soil Management
UNDP	United Nations Development Programme
USD	United States Dollar

1. INTRODUCTION

1.1 Objective

The aim of the evaluation is to:

- Evaluate the overall performance in relation to the objectives as defined in the project document and other related documents;
- Evaluate the project's relevance in relation to national priorities as well as UNDP and GEF strategic objectives;
- Evaluate the efficiency and effectiveness of the project;
- Perform critical analysis of the measures taken to implement and manage the project;
- Evaluate the sustainability of project interventions and consider project impact; and,
- Document the lessons learnt and the best practices related to project design, implementation and management, which could be useful to other projects in the country and elsewhere in the world.

1.2 Scope of activity and method

1.2.1 Scope of activity

The evaluation covers the entire duration of the project implementation (from September 2009 to November 2012) and all actions carried out or supported by the project irrespective of the funding source.

1.2.2 Method

The evaluation method used can be summarized as follows:

1.2.2.1 Briefing Meeting

This provided the consultants with the opportunity to explain their work method with regards to the evaluation; the Project Coordinator gave additional information on the realities on the ground to allow better planning of site visits and interviews with CBOs, technical personnel in the regions and NGOs. The UNDP Bissau staff also asked the consultants some clarifications.

1.2.2.2 Review of Documents

The consultants reviewed documents in order to study the project and the context of its evolution, its development, its results, etc. This was centered on the ProDoc, quarterly and annual reports, training reports, global or sectorial country policy documents (DENARP, PNIA, LPDA), UNDP or UN reference documents (PAPP, BCP), etc.

1.2.2.3 Sampling

Based on the information obtained during the briefing meeting and from the documents reviewed, the consultants selected the sites to visit, the CBOs, the technical personnel and the NGOs to meet. Out of the 5 (five) project intervention regions, the consultants chose three and out of the 10 (ten) project intervention sites, the consultants chose seven (7) (see the details on sampling in the annexes).

1.2.2.4 Elaboration of a detailed interview schedule

Based on the information gathered through the document review and the briefing meeting as well as on the sampling, the team established a detailed time schedule of interviews in Bissau and in the regions in order to inform the concerned parties and to make the necessary appointments.

1.2.2.5 Conduct of interviews and surveys

Interviews were conducted with the technical personnel and NGOs concerned in Bissau and in the regions, and with the CBOs and the local communities on site. The interviews with these actors were aimed at finding out the project actions that they benefitted from, as well as the quality of these actions, their appreciation of the project's impact on the structure of capacity building, their appreciation of the strengths and weaknesses of the project, etc. These interviews were conducted according to the interview guides and the survey questionnaires tailored to the actors concerned. Besides the interview guides, the Evaluation Team used a tool named "Successes, Failures (or Insufficiency), Opportunities and Threats".

In addition to the interviews, individual surveys were conducted with the technical personnel and NGO agents, and with CBO members and other producers who had benefitted from trainings conducted by the project. The main aim of these surveys was to capture the effectiveness of the trainings and to their application in practice.

1.2.2.6 Debriefing

On return from the field mission, the Team reported the primary observations on the ground during the debriefing session that brought together the Environment Programme Officer, the UNDP Monitoring-Evaluation Specialist, the Project Coordinator and the consultants.

1.2.2.7 Elaboration of reports

Following the debriefing, the Evaluation Team analyzed all interviews and surveys in order to obtain complete information for drafting an interim report and eventually a final report.

1.3 Difficulties Encountered and Limits of the Study

1.3.1 Difficulties Encountered

The Evaluation Team did not face major difficulties that hindered its progress; nonetheless it encountered the following problems: (i) Scant availability of technical service agents, NGOs and CBO members who benefitted from trainings held under this project. This led to a limited sample size of individual respondents, (ii) Tardy submission by certain stakeholders of requested information and, (iii) Insufficient data base for the project.

1.3.2 Limits of the study

Some survey data---for example, the level of knowledge acquired---were established solely from survey declarations and not from a test on the relevant subjects. They may therefore be biased.

The second limitation is that the sample size of trainees from the CBOs and NGOs was not large enough, which did not allow us to draw definitive conclusions on some analysis.

1.4 Structure of the evaluation report

The evaluation report is structured as follows:

- Summary
- Introduction
- Description of project and development context
- Observations and analysis

- Conclusions, lessons and recommendations

2. DESCRIPTION OF PROJECT AND DEVELOPMENT CONTEXT

This chapter describes the project, its objectives, the expected outcomes, the problems it sought to address, the stakeholders and the reference indicators.

2.1 Start of Project and Duration

The project started in September 2009 with an inaugural workshop held on September 17, 2009 and was intended to be three years long. The inaugural workshop brought together different stakeholders such as the technical personnel of different ministries and public institutions (agriculture, livestock, water resources, the directorates general of fisheries, mines, etc.), IBAP, INEP, the partner NGOs, the project coordination team, UNDP, ADB, FAO, the CCD focal point, the Indian and Portuguese embassies, the representatives of the CPLP, etc.

2.2 Problems that the Project Sought to Address

The problems that the project sought to address are diverse in nature---ecological (those linked to climate change) and human-induced (those caused by the activities of people), institutional and organizational, financial---in addition to those related to inadequacy in technical capacity.

Ecological and man-induced problems: Salinization/degradation of soil, deforestation;

Institutional and organizational problems: Lack of capacity within the communities and local CBOs to manage their own forests, absence of coordination between different organisms involved in sustainable land management, inadequate laws, regulatory and advisory texts for SLM;

Problems related to inadequate technical capacity: Inadequate human resources within the state technical services in relation with SLM, lack of technical capacity among NGOs in relation with SLM, use of inappropriate techniques by producers/communities; and,

Financial problems: Insufficient funds allocated by the State for sustainable land management.

2.3 Immediate and Development Objectives of the Project

2.3.1 Development Objective

To attenuate soil degradation through institutional and individual capacity building and through integration of the concept of sustainable land management in development strategies so that the living conditions of the Bissau-Guinean population is improved.

2.3.2 Immediate Objective

To reinforce the national capacity of Guinea-Bissau in sustainable soil management.

2.4 Established Reference Indicators

The main established reference indicators are four (4) in number: 1) the NAP/CD serves as the reference document for sustainable land management; 2) institutions have the capacity to manage issues related to SSM and to direct the population toward the best use of and sustainable management of natural resources; 3) development strategies, policies and programs take SSM issues into account; 4) a medium-term investment plan exists and serves as a basis for SSM interventions.

2.5 Principal Stakeholders

The main stakeholders of the project are as follows: the Government of Guinea-Bissau, MADR, UNDP, GEF, and PRESAR-ADB.

2.6 Expected results

According to the Prodoc, the expected results are the following five (05):

1. The National Action Plan against Desertification (PAN/LCD) is finalized and implemented;
2. The institutional, technical, organizational and legal capacities of the country in the field of GDS/LCD are strengthened ;
3. GDS/LCD is integrated into policies, as well as into planning and development framework ;
4. A medium-term investment plan for GDS/LCD is developed and implemented ; and,
5. A team for management and adaptive learning is put in place.

3. OBSERVATIONS AND ANALYSIS

3.1 Project design/formulation

Important aspects related to the project design will be analyzed here: the relevance of the characteristics of the logical project framework.

3.1.1 Analysis of the Logical Framework Approach of the Project

3.1.1.1 Coherence between objectives and expected outcomes

The overall objective, or development objective of the project, is to: *“to contribute to the reduction of soil degradation through reinforcement of individual and institutional capacities as well as through integrating the principle of sustainable land management in development strategies so that the living conditions of the local population of Guinea-Bissau would be improved.”* The objective of the project, or the immediate objective, is *“to reinforce the national capacity of Guinea-Bissau in sustainable soil management.”* A comparison of these two objectives enables us to ascertain that the attainment of the immediate objective contributes effectively to the attainment of the stated development objective. In fact, reinforcing national capacity in sustainable soil management (immediate objective) contributes logically and necessarily to the reduction of soil degradation targeted by the development objective. Therefore the development objective is coherent with the immediate project objective.

The project document puts forward five (5) expected results deriving from the immediate objective. Firstly, we note that the attainment of five expected results certainly leads to that of the immediate project objective. Secondly, Result 3 forms part of Result 2 as institutional capacity building also covers the harmonization of SLM/LCD and its integration in development policies, plans and frameworks (Result 3). Thus, Result 3 becomes superfluous and even redundant, as the aspects it treats are already taken care of by Result 2 in practice. Also, Result 1 (finalization and implementation of the National Action Plan against desertification) and 4 (mid-term SLM/LCD investment plan is elaborated and executed) could be combined into a single result. Consequently, there should have been three project results and not five.

3.1.1.2 Project indicators

A great number of indicators in the logical framework did not adhere to the criteria for good indicators. In effect, certain indicators are not precisely defined and difficult to measure. For example, this is the case of the following indicator: *the national management committee plays a*

more efficient role in the coordination of SLM. When can one say that the management committee efficiently plays its role? This is also the case of the following indicator: *ten (10) training sessions on SLM are organized.* This does not indicate the number of people to be trained. As such, 10 training sessions for 50 people or 10 training sessions for 300 people could be organized.

Other indicators are not realistic. The following two could be cited as examples: (1) *building the capacity of at least 300 MARD agents throughout the duration of the project,* (2) *all project results are achieved.*

However, we recognize that certain indicators are well formulated and respect the quality standards of a good indicator, namely “*specific, measurable, achievable, realistic, time bound,*” or SMART.

3.1.1.3 Analysis of Project Strategy

The project strategy can be summarized as follows:

- Act at the macro level by encouraging elaboration, adoption and effective application of plans, strategies, legal codes and texts that are capable of globally and positively influencing sustainable land management;
- Build the capacity of actors at all levels: technical service agents at the central level, technical service agents at the decentralized level, NGO agents, grassroots CBO members and representatives of the population;
- Sensitize actors at different levels: technical service agents at the central level, technical service agents at the decentralized level, NGOs, local leaders (traditional and religious leaders), CBOs, local communities on issues relating to the degradation of natural resources and sustainable land management;
- Perform demonstrative actions related to sustainable soil management with CBOs and local communities in ten villages spread over five different regions in the country;
- Contribute to better access to information and sharing of data between technical services agents; and,
- Encourage collaboration at different levels: the project performed with a view to encourage collaboration between actors involved in sustainable soil management at the central and decentralized levels.

The strategy as described is clear and logical enough, but has weaknesses that are worth highlighting. It is the failure to take into account: (1) weak state authority; (2) poor functioning of public administration due to disorganization and lack of logistical and financial means; (3) poor adoption of result-led management both at public administration and civil society levels; and, (4) negligence of economic or technical alternatives for groups whose practices are the most harmful to the forests.

3.1.2 Assumptions and risks

The project document identified eight (8) principal assumptions on page 26.

Table 4: Project assumptions

Assumption 1	The necessary political support to the integration of SLM/LCD into the national development plan and national legislation is obtained
Assumption 2	Institutional, social and political stability is ensured in the country
Assumption 3	Counterpart and co-financing funds are available at an opportune moment
Assumption 4	Project beneficiaries and various project actors have the necessary will and availability to work together for the integration of SLM/LCD in their plans

Assumption 5	The MSP approach is adopted by different authorized parties and agencies involved in the implementation
Assumption 6	The issue of delays in administrative procedures and project adoption is resolved
Assumption 7	Institutional collaboration (access to information systems and knowledge share) between departments and technical services is efficient in SLM/LCD
Assumption 8	The Government and donors continue to provide the needed funds to pursue SLM/LCD activities beyond the initial duration of the MSP by UNDP/GEF

Source: ProDoc

Certain assumptions formulated were not realistic, as in the case of:

- Assumption 2: Considering the turbulent socio-political situation of Guinea-Bissau over the last ten years as well as the latent conflicts between socio-political actors, it was unrealistic to count on institutional, social and political stability during the entire execution period of the project;
- Assumption 6: For a country like Guinea-Bissau where state institutions and authority are weak, it was unrealistic to expect a quick resolution to the issue of slow administrative procedures and project adoption;
- Assumption 7: For many years, public administration has found it hard to function efficiently. Also, it was not realistic enough to count on efficient institutional collaboration between departments and technical services in SLM/LCD in so short a time.

Moreover, the project document identified no risk, which is not at all realistic for a country like Guinea-Bissau where country risk is high.

An assessment of the assumptions shows that very few of them were justified. In effect, Assumptions 1, 6 and 7 were not fulfilled whilst Assumptions 2, 3, 4, 5 and 8 were partially fulfilled.

We conclude that there is a good link between the objectives and the project outcomes. However, the indicators were quite poorly formulated. Furthermore, a significant number of the assumptions were unwarranted. Finally, the project document identified no risks, which cannot be justifiable for a country like Guinea-Bissau.

3.1.3 Lessons from other similar projects that were integrated into project design

The authors of the project had enumerated national and regional projects with direct or indirect interventions on the environment. For these projects, the areas of intervention, the objectives and budgets of these projects were reviewed. However, it seems that there was no profound capitalization or systematic consideration of the lessons learnt from these different projects. It should nonetheless be noted that at the time of the design of this project, the majority of national and regional projects were either awaiting funding or ongoing. Given this situation, there was not enough objectivity to draw pertinent lessons to be integrated into the design of the project.

3.1.4 Planned participation of stakeholders

It was anticipated that the Government of Guinea-Bissau would participate in the project by providing a National Director, focal points in the relevant ministries (Agriculture and Fishery, Secretariat of State for Environment and Tourism) and in the relevant public institutions (National Environment Institution, Institute for Biodiversity and Protected Areas). These different agents were to be part of the Technical and Management Committees.

These agents were in fact nominated. However, the National Director, who is also the Director General of Forests and Wildlife (DGFF), was not engaged enough in supporting the execution and steering of the project. Also, he participated very little in the meetings of the Technical and Management Committees and neither did he provide strategic advice to the national Project Coordinator regarding implementation and orientation of the project. The focal points also failed to play their role, and mentioned the lack of financial motivation to explain their behavior.

UNDP Bissau was to engage in the project by: recruiting and setting up the project coordination team; participating in the Management and Technical Committees; and, supporting the project coordination team in activities' planning, financial management and reporting, and monitoring/supervision.

3.1.5 Approach for replication

The project did not elaborate any strategy for replication. However, the approach used in the actual intervention zones can be used in other parts in the country by taking into consideration the lessons learnt and the recommendations made in this report.

3.1.6 UNDP's comparative advantage

UNDP's comparative advantage in the scope of this project can be found at three levels:

- Securing funds : In the context of Guinea-Bissau's socio-political and institutional instability, UNDP appears as a stable institution capable of ensuring the safety and accountability of the funds allocated to this project ;
- Good knowledge of sustainable development in general, and sustainable land management in particular: UNDP as an institution is at the forefront of sustainable management, of which sustainable land management constitutes an aspect. It therefore possesses institutional capital of knowledge on the issue dealt by the project;
- Long experience in capacity building: UNDP as an institution has wide experience in capacity building of national actors.

3.1.7 Linkages between the project and other interventions within the sector

The project is interdependent with another project, the Rehabilitation of the Rural Agrarian Sector (PRESAR), which is funded by the ADB and operates exactly in the same regions (Gabú, Bafatá, Oio, Biombo and Cacheu) and targets the same public, namely CBOs and the support structures. The main objective of PRESAR is to *revive agricultural production through rehabilitation and hydro-agricultural development of rural infrastructure, capacity building of farmer organizations and supervisory structures in the project intervention zones*. This project entails elements (hydro-agricultural rehabilitation and development, capacity building of farmer organizations) which could complement and strengthen the project's actions in capacity building regarding SLM/LCD. For example, the hydro-agricultural development planned by PRESAR could lead the producers to abandon shifting cultivation on the forest plateau (one of the causes of forest degradation) in favor of improved rice plains;

3.1.8 Management provisions

They emanate to a large extent from the execution strategy of the project. The management provisions mainly comprise the following:

- Management Committee tasked with providing orientation, general supervision, and cross-sectorial coordination of the project;
- Technical Committee charged with providing technical support to project management;
- Executing agency---the Directorate General of Forests and Wildlife, representing the Ministry of Agriculture and Rural Development---to coordinate project implementation and to ensure timely presentation of outcomes and products. It also provides administrative and technical support to the project;
- Project Management Unit in charge of coordination and daily management of project's activities; and,
- UNDP as the implementing agency for GEF in charge of providing orientation for execution of project activities and administrative and technical assistance to the project.

The management provisions as described above have many advantages that augment the relevance of the project. First, they allow every party involved in execution and monitoring to be in charge of activities for which it has technical or institutional competence. Secondly, they allow through the sessions of the Management Committee to bring together all stakeholders to exchange information on progress and difficulties. Thirdly, the management provisions allow other departments or institutions concerned with the subject (Ministry of Natural Resources and Industry, National Environment Council, Institute for Biodiversity and Protected Areas) to associate in the execution and follow-up of the project, giving them the opportunity to provide added value to the project.

3.2 Project Implementation

Project funding, adaptive management, monitoring-evaluation, partnerships developed in the course of the execution of the project will be examined below.

3.2.1 Adaptive Management

The implementation of the project revealed the inconsistencies in the logical framework, and some changes were made to rectify the situation; Results 1 and 2 were combined to form a single Result, and the indicators were revised. However, the project team did not understand the need for such changes early enough, and hence, they were not reflected in the implementation. The budget was also revised during the course of implementation to reflect the changes in context and constraints.

3.2.2 Partnership Agreements

There were no partnership agreements signed in the strict sense in the scope of the project. However, organizations which committed themselves to co-funding (CILSS, PRESAR-ADB, Government of Portugal through its Embassy) wrote letters of confirmation of their co-funding. The project also developed partnerships with NGOs and other associations, but they did not lead to formal partnership agreements due to lack of means. Indeed, the project resources were not sufficient to formalize the partnership with NGOs as initially hoped.

3.2.3 Feedback on Monitoring-Evaluation Activities for Adaptive Management

Monitoring and evaluation activities that were useful for adaptive management were carried out at complementary levels:

Site visits: Periodical visits were made by the project team to exchange information with the stakeholders (technical service agents, NGOs, CBOs) on the progress of project implementation, difficulties encountered and alternative solutions. These visits provided useful information, and it was included in the reports.

Budgetary follow-up: This was to a great extent carried out by UNDP programme officers in collaboration with the project team. Through this exercise, the team was informed regularly of the amounts of expense and balance per budget line. It also served as the basis for periodic financial statements.

Elaboration of reports: The obligatory reports were all elaborated (at times with much delay) and submitted. UNDP rendered significant support to the project team in the production of the different reports.

Meetings of the Technical and Management Committees: The meetings scheduled for the Technical Committee and the Management Committee were not adequately respected, especially in the last year of the project. Nevertheless, these two structures held some meetings that contributed in the analysis of the progress of the project, difficulties encountered and alternative solutions.

3.2.4 Project Finance

Was the funding of the project carried out according to the initial plan? This is the question that will be examined through the co-funding balance sheet.

Table 5: GEF Grants and Co-financing

Funding partners	Amount committed (in USD)	Amount mobilized and made available to project (in USD)	% of amount mobilized and made available	Gap (in USD)
GEF	475 000	475 000	100%	00
ADB-PRESAR	590 000	152 500	25.85%	437 500
CILSS	128 461	00	0%	128 461
Government in kind	70 000	70 000	100%	00
Government in cash	30 000	00	0%	30 000
UNDP	200 000	200 000	100%	00
Portugal	68 100	00	0%	68 100
TOTAL	1 561 561	897 500	57.47%	646 061

Source: Project team

The project only succeeded in mobilizing 57% of the planned budget. This weak financial mobilization could be explained by various activities which were not eventually made part of the project: CILSS funds to finance NGOs; the funds from the Embassy of Portugal to support a fruit production center; PRESAR funds for GDT/ LCD for their pilot sites.

3.2.5 Monitoring and Evaluation: Design at Entry and Implementation

An overview of the implementation of the monitoring-evaluation as designed at the onset is given in the table below.

Table 6: State of Execution of Planned Monitoring-Evaluation Activities

Planned monitoring and evaluation activities	State of execution	Comments
Inaugural report	The inaugural report is available	The inaugural report was drafted at the end of the inaugural workshop
Annual report / analysis of project execution	The annual reports are available	Annual reports were all submitted but several weeks late
Tripartite meetings and report	Tripartite meeting has not been held	Elaboration of the final report is ongoing and will soon be available
External mid-term review	External mid-term review was not carried out	The non-realization of the mid-term review could be explained by the political and institutional instability and late start of the project
Final external evaluation	Final external evaluation is ongoing	The interim report is available and the final report shall be elaborated as soon as the observations by stakeholders are received by the consultant
Final Report	Draft of the Final Report (of the project) is available	The Final Report should have been available a month before the end of the project but has been delayed
Audit	Only one audit was done	An annual audit would have been superfluous considering the size of the project. A single audit towards the end of the project would have been enough
Site visits	Several site visits (at least 5 per site) were made by the Coordinator ; The Ministry of Agriculture carried out 2 monitoring mission for all the projects under its care, including the SLM project	A main reason for the insufficient number of site visits is the poor ownership by the national counterpart
Lessons learnt	These are contained in the Final Report under elaboration	Lessons learnt should have been formulated along the way but this was not the case
Technical reports	Technical reports are available	The reports contain enough information to assess the real progress and the difficulties encountered.

Source: Review of documents and interviews

The design of monitoring and evaluation at the outset was “satisfactory” in that it planned monitoring activities---such as reporting, site visits, tripartite meeting---to ensure good understanding of the project status and the difficulties encountered so that corrective actions could be taken. However, the implementation in this area was “moderately satisfactory” (recurring delay in the submission of reports, insufficient follow-up visits made by the national counterpart, not formulating lessons learned during the implementation of project, etc.). Hence, the Evaluation Team concluded that overall monitoring and evaluation were “moderately satisfactory.”

3.2.6 UNDP and Executing Agency implementation, execution, coordination and operations

The project was of national execution; its implementation should have been ensured by the national party. However, because of the institutional weakness of Guinea Bissau, UNDP provided significant support. UNDP was in charge of financial management, bill payment and procurement in order to ensure the safety of funds and transparency. It also supported development of work plans and reports. Finally, it provided directions. Implementation and coordination of the project were conducted by the project team in consultation with the Director General of Forests and Wildlife, with

the help of a steering committee and a technical committee. The Steering Committee approved the work plans and budgets, and the annual activity reports prepared by the project team in consultation with the DGFF. Once the work plans were approved, their implementation should have been carried out by the project team with the support of the DGFF and focal points. But the support by the DGFF was intermittent while focal points did not give the necessary support at all, resulting in significant execution delays of activities. On technical aspects such as the development of TDR and approval of research reports, the team benefited from the support of the Technical Committee. However, the Committee meetings were irregular especially towards the end of the project.

In summary, the implementation and coordination of the project encountered significant difficulties largely due to the weak commitment of the national counterpart. The Evaluation Team concludes that the implementation by UNDP was “satisfactory” but the implementation of executive agency was “moderately unsatisfactory”; the overall implementation was “moderately unsatisfactory.”

3.3 Analysis of Project Results and Performance

The analysis of the results and the performance of the project will be done in two major steps and will be based essentially on three documents: the project baseline document approved by the Government of Guinea-Bissau, UNDP/GEF and other stakeholders; the annual activity reports; and, primary data gathered by the consultants on the ground through the different interviews and surveys.

3.3.1 Analysis of the overall results

The attainment of the expected results will first be analyzed. Secondly, the attainment of the objective of the project will be examined. Please refer to Tables 3 and 4 of Annex 3 for the detailed appraisal.

In summary, the estimated rate of achievement of the results was obtained as follows:

- Firstly, to simplify the calculation, all the results were considered to bear the same weight,
- Next, for each indicator planned in the project document, its achievement rate was appraised by comparing what was planned with what was effectively achieved. For example, we consider the following indicator: 200 copies of the NAP/LCD are distributed before the 12th month. If in reality, 25 copies of the NAP/LCD are distributed, then the rate of achievement would be: $(25/200)*100 = 12.5\%$. Another example of an indicator is: 03 training sessions, each of which trains 30 NGO agents, are held. If in reality 68 NGO agents were trained, the calculation of the achievement rate will be as follows: $\{68/(3*30)\}*100 = 75.55\%$.
- Finally, to obtain the achievement rate of a given result, the achievement rates of all the indicators of this result are added and then divided by the number of indicators of the given result. In other words, it is the arithmetic average of the achievement rates of the indicators of a given result that constitutes the achievement rate of that result.

It is also worth emphasizing that, for certain indicators, we were obliged to give an estimate that was not very precise. For the indicator “a geographic information system is created to supervise SLM: the installation of the GIS shall be completed before the end of the 18th month,” for example, we considered that the fact that the GIS equipment was already acquired constitutes 25% of achievement for this indicator. But other ways of appraisal are possible.

3.3.1.1 Result 1 review

Table 3: State of Progress - Result 1

Result 1	Indicators	Rate of progress achieved on Result 1
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Finalization and implementation of the national action plan on desertification control (NAP/DC)	-The NAP/CD is finalized	-100%: The NAP/CD has been updated and technically approved by relevant authorities. -0%: The NAP/CD has not yet been approved by the Government Rating: Moderately Unsatisfactory (3)
	-The Government approves the NAP/CD before the end of the 6th month of the project	
	200 copies of the NAP/CD are distributed before the 12th month	12.5%: The updated NAP/CD is translated into French for broader use. Tentatively, 25 copies including ten in French and 15 in Portuguese were distributed to stakeholders of the project. Wider dissemination cannot be undertaken before its approval by the Government. Rating: Unsatisfactory (2)
	Monitoring and evaluation system of the NAP/CD is implemented	25%: A single institutional framework for the monitoring and evaluation of the implementation of the NAP/CD and the IFS/IIF was developed with the participation of all concerned and submitted to the line Ministry, but not yet operationalized. Rating: Highly Unsatisfactory (1)
	The NAP/CD is monitored and evaluated throughout the project	0%: Because of the fact that the NAP/CD is not yet implemented, its monitoring and evaluation has no raison. Rating: Highly Unsatisfactory (1)
	The NAP/CD is used by various institutions and actors to plan for SLM	0%: As the NAP/CD is not yet formalized, it cannot serve as a reference for national GDT interventions except informally Rating: Highly Unsatisfactory (1)
	The NAP/CD serves as reference document for at least two national interventions before the end of the 2nd year and two others before the end of the 4th year	0%: As the NAP/CD is not yet formalized, it cannot serve as a reference for national SLM interventions except informally Rating: Highly Unsatisfactory (1)
An investment plan for the SLM/DC, including a plan to mobilize resources, is developed	100%: An integrated financing strategy (IFS) with an investment integrated framework (IIF) for SLM has been developed and approved. The IFS/IIF has been translated from Portuguese to French and 30 copies in the language Portuguese version and 50 copies in French were produced and distributed to key project stakeholders and development partners in Guinea-Bissau. Rating: Highly Satisfactory (6)	

Source: Evaluation Team, from project documents and interviews

The overall rating of progress under Result 1 is **Unsatisfactory**, based on the average of the rating of the progress toward the individual indicators' targets. The low rating is mainly due to the lack of government approval of PAN/LCD. This had a negative impact on other actions that depended on the approval.

3.3.1.2 Result 2 review

Table 4: State of progress - Result 2

Result 2	Indicators	Rate of progress achieved on Result 2
Institutional, technical, organizational and legal Capacities on the SLM/DC in the country are	A SLM mechanism exists and allows active promotion and integration of SLM principles:	

Result 2	Indicators	Rate of progress achieved on Result 2
strengthened	<p>-Official creation of SLM mechanism in the 1st year;</p> <p>-Its members meet every 3 months after its creation</p>	<p>-25%: A partnership program with its operating structure is developed and submitted to the authorities, but has not yet led to the official creation of the SLM mechanism. Rating: Highly unsatisfactory</p> <p>-0%: The SLM mechanism is not yet formally established, and hence, it does not have members that can meet. Rating: Highly unsatisfactory</p>
	<p>-Strengthening the capacity of at least 300 officers for the duration of the project</p> <p>-At least 02 training manuals are developed by the MARD before the end of the 3rd year</p> <p>-At least 03 information notes are prepared by the MARD before the end of the 3rd year</p> <p>-One (1) guide on SLM is developed by the MARD before the end of the 3rd year</p>	<p>-28.33%: 85 officers and institutions public were trained on various themes on SLM. Rating: Highly unsatisfactory</p> <p>-100%: 02 Training manuals (bushfires and production of organic fertilizer, soil fertilization, restoration and conservation) were developed Rating: Highly satisfactory</p> <p>-33.33%: One (1) concept note on SLM was developed. Rating: Unsatisfactory</p> <p>-100%: 02 Guides on good practices (agricultural and pastoral) were developed Rating: Highly satisfactory</p>
	<p>The technical capacities in SLM and sustainable agriculture are reinforced for representatives of local NGOs: three (3) training sessions bringing together each 30 employees of NGOs on GIS, bush fires, farming and sustainable pasture, rehabilitation of degraded areas of dry forest, savanna and coastal zones, management of watershed areas, monitoring and evaluation of SLM/DC indicators are organized during the 2nd and 3rd years</p>	<p>80%: Seven (07) training sessions involving altogether 68 agents of NGOs on bush fires (11 participants), organic fertilization (12 participants), installation of nurseries (9 participants), establishment and management of CBOs (11 participants), monitoring and evaluation of SLM indicators (12 participants), use and handling of the GIS software (1 participant), use and manipulation of GPS and PDA (12 participants) were organized</p> <p>In addition, an exchange trip on experiences in SLM in Senegal (4 participants from NGOs) was organized</p> <p>Rating: Highly satisfactory</p>
	<p>Key stakeholders are aware of the best practices in SLM: at least 250 best practice guides in 02 local languages are distributed to key stakeholders</p>	<p>20%: 50 copies of guides on good practices (including 35 in Portuguese and 15 in French) were produced, but not yet distributed</p> <p>In addition, an exchange trip to Senegal on experiences on best practices in SLM was organized. This trip involved 18 people including 06 officers from public institutions, 04 agents from NGOs and 06 members from CBOs. Rating: highly unsatisfactory</p>
	<p>The capacity of grassroots communities in SLM are improved: -10 training sessions in sustainable agriculture and grazing, management of watershed divides, bush fires, etc. are</p>	<p>-100%: 14 training sessions on SLM were organized on the following topics: prevention and fight against bush fires (32 participants), installation of nurseries and production of forest plants (24 participants), structuring and management of farmer organizations</p>

Result 2	Indicators	Rate of progress achieved on Result 2
	<p>organized for the benefit of the communities during the 3rd and 4th years</p> <p>-08 field exchange visits between the various partners during the 2nd and 3rd years</p>	<p>(10 participants), monitoring and evaluation of SLM indicators (02 participants), methodology on theatre of the oppressed (203 participants).</p> <p>Rating: Highly satisfactory</p> <p>-0%: There were no field exchange visits between the various partners. Rating: Highly unsatisfactory</p>
	<p>The cooperation between partners is improved through local, regional and national SLM networks: SLM information is exchanged between partners in the framework of regional and local annual meetings on the project sites from the 2nd year</p>	<p>25%: An institutional framework for national and regional partnership on SLM is developed, but it is not yet operational. There have been no exchanges of information on SLM between partners in the framework of regional and local annual meetings on the project sites</p> <p>Rating: Highly unsatisfactory</p>
	<p>A geographic information system is created to monitor SLM: the installation of GIS will be completed before the end of 18th month</p>	<p>25%: A set of GIS machinery and equipment is acquired and two offices built for the laboratory. A legal and management partnership framework is developed but the GIS mechanism is not yet created</p> <p>Rating: Highly unsatisfactory</p>

Source: Evaluation Team, from document review and interviews

Based on the average of the rating of the progress toward the individual indicators' targets, the overall rating of progress under Result 2 is **moderately unsatisfactory**.

3.3.1.3 Result 3 review

Table 5: State of progress - Result 3

Result 3	Indicators	Rate of progress achieved on Result 3
Harmonization of SLM/DC and its integration into development policy, plans and framework	<p>SLM issues are taken into account in all development plans, strategies, policies and programmes:</p> <p>-The SLM is integrated to the MDGs and national poverty reduction strategy processes before the end of the 2nd year</p> <p>-SLM-related issues are integrated into 2 additional national policy initiatives before the end of the 3rd year</p>	<p>100%: SLM/DC issues have been taken into account in the revision of certain major policy documents and sectorial development plans: DENARP II, PNIA, PDFN, PDF, forestry code, farming code, mining code.</p> <p>Rating: Highly satisfactory</p>
	<p>The Management Committee plays a more effective role in the coordination of the SLM:</p> <p>-The Management Committee meets every two months</p> <p>-The Management Committee actively monitors the project</p>	<p>The Management Committee for the project has been set-up by ministerial order</p> <p>-11.11%: The Management Committee met only twice during the duration of the project</p> <p>-11.11%: Follow-up of the project by the Management Committee has been little, evidenced by the number of meetings it held (02 times only for the duration of the project)</p> <p>Rating: Highly unsatisfactory</p>
	<p>A public sensitization campaign is conducted:</p> <p>-A national sensitization campaign is organized before the 12th month</p>	<p>100%:</p> <p>-Two lots of T-shirts of 1000 prints with messages on SLM were</p>

Result 3	Indicators	Rate of progress achieved on Result 3
	-Local and regional awareness-raising campaigns are held on 06 pilot sites before the end of the 2nd year	<p>produced and distributed</p> <p>-600 copies of Fact-sheets describing mainly the importance of trees from the economic, social and environmental points of view were elaborated and distributed</p> <p>-200 copies of flyers containing information on the CCD were produced and distributed</p> <p>-300 leaflets containing information about the project were produced and distributed;</p> <p>-Sensitization sessions were conducted at 10 project sites.</p> <p>These materials have been distributed to officers of public services, NGO agents, members of CBOs and CSOs during the commemoration of the International Day against Desertification and the Tree Month</p> <p>Rating: Highly satisfactory</p>
	<p>-Five laws (namely on agriculture, pastures, forests, hunting, bush fires, land ownership, etc.) are to be reviewed before the end of the 24th month.</p> <p>-amendments on at least two of these laws are submitted to the Government before the 36th month;</p> <p>-Amendments on a supplementary law are submitted before the 48th month</p>	<p>-60%: 03 laws including one on forest, wildlife and livestock have been revised.</p> <p>Rating: satisfactory</p> <p>-50%: A Forestry Act was adopted by the Government</p> <p>Rating: satisfactory</p> <p>-0%: Amendments on supplementary Acts were not adopted by the Government</p> <p>Rating: Highly unsatisfactory</p>

Source: From documentary review and interviews conducted

The overall rating of progress under Result 3 is **moderately satisfactory**, based on the average of the rating of the progress toward the individual indicators' targets.

3.3.1.4 Result 4 review

Table 6: State of Progress - Result 4

Result 4	Indicators	Rate of progress achieved on Result 4
SLM/CD mid-term investment Plan is elaborated and implemented	The medium term SLM investment plan is elaborated: the mid-term investment plan will be available before the end of the 24th month	100%: The Investment Plan (integrated financing strategy and integrated investment framework) was developed and approved by way of a national workshop and submitted to the line authorities. Rating: Highly satisfactory
	<p>- SLM/CD Investment Plan GDTLCD is linked to the priority actions identified in the NAP/CD</p> <p>-Concept notes are available on at least 5 projects before the end of the 24th month</p> <p>-A ratification workshop of the concept notes is organized before the end of the 30th month of the project</p>	<p>-100%: The SLM/CD investment plan was prepared taking into account the priority actions identified in the NAP/CD</p> <p>Rating: Highly satisfactory</p> <p>-0%: The concept notes were not prepared</p> <p>Rating: Highly unsatisfactory</p> <p>-0%: The workshop for ratification was not held</p> <p>Rating: Highly unsatisfactory</p>

	-A series of donor meetings is organized during the 3rd year	-0%: No meeting of donors has been so far organized for the mobilization of financial resources for the NAP Rating: Highly unsatisfactory
	-At least 10% of financing of the investment plan is committed before the end of the project	-0%: No funding from the investment plan has been committed Rating: Highly unsatisfactory
	The monitoring and evaluation system is established and operational: the Investment Plan is monitored and evaluated annually	25%: The partnership program for the monitoring of the implementation of the IFS/IIF was developed, but the monitoring and evaluation of the investment plan is not completed ¹ . Rating: Highly unsatisfactory

Source: Evaluation Team, from document review and interviews

Based on the average of the rating of the progress toward the individual indicators' targets, the overall rating of progress under Result 4 is **moderately unsatisfactory**.

3.3.1.5 Result 5 review

Table 7: State of progress - Result 5

Result 5	Indicators	Rate of progress achieved on Result 5
Setting-up of management and adaptive learning team	All the results of the project are achieved: the results and expected outcomes are accomplished All project reports are written	38.92%: This figure represents the average achievement rate of the first 04 results of the project. Rating: Unsatisfactory -100%: Annual, quarterly and technical reports have been drafted but late. Rating: Highly satisfactory -100%: The Management Committee, Technical Committee monitoring reports are not available. Training reports are elaborated. Rating: Highly satisfactory
	Annual audits are carried out: a financial audit is performed annually	33.33%: One financial audit was carried out under the project Rating: Unsatisfactory
	Lessons learnt are documented and disseminated: relevant lessons are collected and disseminated	25%: Some lessons learned are identified but they are not disseminated. Rating: Highly unsatisfactory

Source: Evaluation Team, from document review and interviews

The overall rating of progress under Result 5 is **satisfactory**, based on the average of the rating of the progress toward the individual indicators' targets.

Table 7: Achievement Rates of Planned Results²

	Rating	Comments
Result 1	Unsatisfactory	This low achievement rate is mainly due to the non-approval of the NAP/SLM by the Government, which had negative repercussions on other actions as they depended on the approval of the NAP/CD.
Result 2	Moderately unsatisfactory	The achievement rate was affected by the delay in: the establishment of an SLM mechanism; the distribution of guidelines on good practices; the setting-up of

¹ A document describing this program was elaborated in November 2011 and is in Portuguese ; it is entitled Programa Nacional de Parceria para seguimento e Avaliação da Implementação de NAP/CD e a EFI/QII na Guiné - Bissau

² See estimation details in annex 3

		local, regional and national SLM networks; and, the operationalization of GIS.
Result 3	Moderately satisfactory	The achievement of this result was limited by the weak performance of the Technical Committee and the Management Committee.
Result 4	Moderately unsatisfactory	Full achievement of the result was hindered by: non-development of concept notes; failure in obtaining financing for the NAP/CD; non-funding of the investment plan; and, delay in operationalizing the partnership program for monitoring the IFS/IIF implementation.
Result 5	Satisfactory	The relative weakness of this result is due to the failure in the identification and dissemination of lessons learned and the low number of audits.

Source: Estimation by the Evaluation Team, based on document review and interviews

The overall rating of the achievement of the project results is **moderately unsatisfactory**.

3.3.2 Relevance

Relevance is about the links between the problems addressed by the project and the concerns of Guinea-Bissau at both national and sectorial levels. The main national concerns are contained in the National Strategy Document for the Reduction of poverty (DENARP) (cf. updated DENARP version of September 2006).

3.3.2.1 Relevance of the project with regard to major documents of Guinea-Bissau

Relevance of the project to the National Strategy Document for the Reduction of poverty (DENARP)

Goal 3 of the DENARP is as follows: **"to accelerate the achievement of the Millennium Development Goals that had been considerably delayed so far."** However, Goal 7 of the Millennium Development Goals aims to **"ensure environmental sustainability"** and Target 2 of Goal 7 is to **"integrate the principles of sustainable development into national policies and programmes and reverse the current trend of loss of natural resources."** So we can say that the objectives of the project that are *"to contribute to the reduction of soil degradation through reinforcement of individual and institutional capacities as well as through integrating the principle of sustainable land management in development strategies so that the living conditions of the local population of Guinea-Bissau would be improved"* (development goal of the project) and *"to reinforce the national capacity of Guinea-Bissau in sustainable soil management"* (immediate objective of the project) are well compatible with Goal 3 of DENARP.

Relevance of the project to the Agricultural Development policy letter (LPDA)

Objective 3 of the Government regarding the agricultural sector is as follows: **"to ensure the sound management and preservation of agro-sylvo-pastoral resources."** According to the LPDA, this objective implies **"the preservation of the national capital of natural resources (forest, soil, water, fisheries) through an appropriate level of exploitation."** The objectives of the project are very relevant to Objective 3 of the LPDA and its implication.

Relevance of the project to the National agricultural investment Programme (PNIA)

It should be noted that PNIA is in its preliminary version and therefore is not yet official.

In the forest and natural resource management areas, the first three specific objectives of the PNIA (which has 04) read as follows: (1) recovery of 5,000 ha/year forest surface against 29,000 ha/year lost annually, (2) reduction by 75% of timber and rough wood exportation by the end of the program, (3) increase in the number of community forests by 15% and protected areas by 20%. Considering the abovementioned objectives of the PNIA, it could be said that the project is relevant.

In summary, the objectives of the project are consistent with three (03) major documents of Guinea-Bissau (DENARP, LPDA, PNIA). This allows us to conclude that the project was “relevant.”

3.3.3 Effectiveness

The analysis of effectiveness will be done in two steps. Firstly, the elements used to appraise the effectiveness of the project will be analyzed. As a second step, the analysis will focus on the overall effectiveness of the project.

3.3.3.1 With respect to achievement of project results and objective

The first element which allows the assessment of the effectiveness of a project is the attainment of its results and objectives.

Table 8: Average Achievement Rates of Expected Results

Results	Result 1	Result 2	Result 3	Result 4	Result 5	Average
Achievement rate	Unsatisfactory	Moderately unsatisfactory	Moderately satisfactory	Moderately unsatisfactory	Satisfactory	Moderately unsatisfactory

Source: Evaluation Team, based on document review and interviews

The average achievement rate of the results (moderately unsatisfactory) represents the achievement rate of the project’s objective. Several constraints have had negative impacts on the achievement rate of the results and the project objective (see the list below). It should be noted that the achievement rate of the project objective was decreased by Results 1 and 4 that registered the lowest achievement rates. As mentioned above, the achievement of results was “moderately unsatisfactory.” Therefore, the attainment of the project goal is “moderately unsatisfactory.”

In general, three main factors explain the low achievement rates of the results and the project objective: (i) the delay in starting the project that resulted in a shortening of its execution time, (ii) the Government’s non-approval of the main documents elaborated in the scope of the project, which did not allow implementation of these documents, (iii) the poor performance of the implementation of the project due to the small size of the executing team and the low level of commitment of the Ministry representing the national counterpart.

3.3.3.2 With respect to co-financing mobilization

In addition to UNDP and GEF funding, co-funding was expected from the PRESAR-ADB, CILSS, the Government of Guinea-Bissau and the Portuguese Government for the total amount of 886 561 USD. But the project could only mobilize 320 000 USD out of that amount, representing 36.09%. It can be concluded that the efficiency in the mobilization of co-financing has been unsatisfactory.

3.3.3.3 With respect to sensitization

Multiple sensitization channels were used by the project in order to reach the target audience and bring about behavioral change: (i) Village outreach meetings, (ii) Meeting with local opinion leaders (heads of villages, religious leaders), (iii) Broadcasting of debates and sensitization programs on national and local rural radio stations (07 total), (iv) Elaboration and distribution of sensitization leaflets, (v) Preparation and distribution of sensitization T-shirts, (vi) Television coverage of the trainings conducted on the SLM/LCD, (vii) Setting-up of internal sensitization animation groups in the villages, etc.

The elements above well testify that a major effort has been made in terms of sensitization. This was acknowledged by all stakeholders (technical services agents, NGOs, members of CBOs, etc.) encountered by the Evaluation Team. This outreach effort allowed reaching a large number of

technical service agents, NGOs and producers. For example, the Evaluation Team did not meet anyone in the villages visited that had not heard of SLM/LCD issues (bushfires, improper wood cutting, reforestation, etc.) under the project.

Therefore, we conclude that the project demonstrated satisfactory effectiveness in the sensitization of target groups.

3.3.3.4 With respect to capacity building

It should be noted that the conclusions for this part were drawn from trainee survey results.

It should be noted that the level of knowledge gained from the trainings was not measured by an examination but by self-evaluation by the beneficiaries. It is therefore to be taken with certain caution.

The quality of training assessed by technical services agents, NGOs and members of the trained CBO is contained in the following table.

Table 10: Assessment of the Knowledge Gained Through Trainings

Appreciation of the knowledge gained through the trainings by CBO members/producers					
Level of knowledge gained from the training	Weak	Moderate	Good	Very good	Total
Number	01	08	08	01	18
Percentage	5.56%	44.44%	44.44%	5.56%	100%
Appreciation of the knowledge gained through the training by agents of technical services and NGOs					
Level of knowledge gained from the training	Weak	Moderate	Good	Very good	Total
Number	02	07	17	04	30
Percentage	6.67%	23.33%	56.67%	13.33%	100%

Source: Survey conducted by the Evaluation Team, November-December 2012

The proportion of people who considered having acquired a good or a very good level of knowledge indicates that the trainings conducted were relatively effective. It is among the CBO members that the level of knowledge gained is mostly “moderate.” This could be explained by the fact that some of them are illiterate (44.44 % of the respondents). It implies that the knowledge given to some of the trainees would not be used as effectively as it could.

In sum, we conclude that the level of knowledge gained from the training is “satisfactory” for technical service and NGOs agents but this is not the case for CBO members; overall, it was “moderately satisfactory.”

3.3.3.7 With respect to community actions

Nurseries and reforestation

The project supported the CBOs in setting up nurseries and tree plantations by providing the materials and the necessary equipment. For villages having received the material and equipment, the Evaluation Team noted the following situations on the ground:

- Colondinto: Nothing has been done so far as regards the nursery and reforestation;
- Camandjaba: The nursery site was demarcated and cleared but the fence is not yet erected and plant production has not begun;
- Burro: The site of the nursery has been demarcated but is not cleaned nor closed. Some plants are produced but reforestation has not started; and,

- Candjambari: The site of the nursery was demarcated and cleared, the fencing has been erected, but plant production has not begun.

The sites of Samba Djau, Ondame and Bucomil have not yet received material and equipment for the creation of nurseries.

Altogether, nursery and reforestation actions are still at the start-up stage even in the villages that received the necessary material and equipment. In general, the Evaluation Team noted a great wait-and-see attitude of the OBCs concerning these actions. Many evoke the lack of wells at the nursery sites while in all cases there are water points in the villages, and it is possible to dig temporary wells since water can be found three (03) to four (04) meters below ground. Others evoke the lack of seeds while it is possible to acquire it at a relatively affordable price or harvest some from the respective forest trees. This wait-and-see can be explained either by lack of sensitization, lack of awareness, or both.

The gender of individuals trained under the project

Despite numerous requests, the Evaluation Team could not have comprehensive data on the number of persons trained through the project on the basis of sex. It therefore relied on data from the individual survey conducted among persons who received training.

Table 12: Gender of Persons Trained

Designation	Technical Services			NGO			CBO and communities Total		
	M	F	Total	M	F	Total	M	F	Total
Number	89	07	96	70	25	95	35	25	60
Percentage	92.71%	7.29%	100%	73.68%	26.32%	100%	58.33%	41.67%	100%

Source: Project team

Gender is fairly well taken into account in the training of men and women for the CBOs and the communities. Indeed, the imbalance between men and women is little. On the other hand, for the technical services and NGOs, the imbalance is very pronounced in favor of men, in particular for technical service agents.

This imbalance is explained in part by a predominance of men in the public administration and in NGOs, albeit to a smaller degree.

3.3.3.11 Assessment of overall effectiveness

In summary:

- The achievement of the project results and objective is “moderately unsatisfactory”;
- The mobilization of financial resources for co-financing is “unsatisfactory”;
- Effectiveness with respect to sensitization is “satisfactory”;
- The proportion of persons who obtained a good level of knowledge through trainings is more than 50%, and hence, “satisfactory”;
- Monitoring and evaluation have been “ineffective”;

To conclude, it is clear that, for most of the effectiveness elements analyzed, the project did not prove to be greatly effective. We can conclude that the overall effectiveness of the project is “moderately unsatisfactory.”

3.3.4 Efficiency

Efficiency will be rated from several angles.

3.3.4.1 With respect to the choice of the villages of intervention

The project chose to intervene in 10 villages in five (05) regions of the country. The advantage of this option is that it allows mobilizing more actors (technical service agents in the regions, local NGOs) on SLM/LCD issues. The other advantage is that this strategy provides the opportunity to obtain responses to the problems of SLM from different ethnic groups. The disadvantage is that it causes a considerable increase in distances to be covered, time spent for travelling, sensitization costs, etc. All this resulted in an increase of the unit cost of management and monitoring of the project. The Evaluation Team concludes that the choice of villages was “satisfactory.”

3.3.4.2 With respect to cost

A cost analysis of achievements requires data on costs for different outputs of the project. We identified some of them below.

Table 13: Costs of Achievements

Designation	Quantity	Cost (cfa)
Design of brochure on SLM	01	125.000
Printing of booklet on the SLM	500	562.500
Printing of poster	500	2.250.000
Fact-sheet printing	600	1.800.000
T-shirts	1000	1 250 000
Training of animation groups on theatre	10 groups	9 870 000
Television coverage of a forest management training	01	170 000
Hiring of a trainer/consultant for training on establishing and managing community-based organizations	12 days	4 400 000

Source: Project team

The table shows that the costs of the project's achievements are at reasonable levels. The cost for the engagement of a consultant for training on establishing and managing community-based organizations seems high with regard to the number of working days. This seems reasonable when we take into account that he was an international consultant.

In addition, we can say that, in general, the costs became higher due to engagement of international experts. Indeed, because of the lack of local expertise, the project resorted in many cases to international consultants to carry out training or studies. Similarly, materials delivered by companies (office, equipment for the realization of nurseries and reforestation, etc.) were mostly acquired from abroad, making them more expensive. Thus, the implementation costs of the project could have been lower if it were not for the lack of local capacity which forced the project to use outside expertise in many cases. In conclusion, the Evaluation Team concluded that the implementation costs of the project was “satisfactory.”

3.3.4.3 With respect to the quality of the work

Training conducted – “satisfactory”

As shown by the results of the survey conducted among the agents of technical services, NGOs and the members of CBOs, the trainings under the scope of the project were facilitated by competent trainers, which helped to ensure the quality of training.

Studies conducted – “satisfactory”

Major studies have led to documents, all of which have been technically endorsed. They have not been adopted by the Government, however, for reasons that have nothing to do with their technical quality.

Materials and equipment acquired – “satisfactory”

This concerns the material and equipment for nurseries and reforestation acquired for CBOs and communities. With the exception of the wire netting that communities feel is not solid enough, they are much appreciated.

3.3.4.4 With respect to budgetary implementation and monitoring

The analysis of budgetary implementation and monitoring was based on the budget for each Result, with the exception of Result 5, for which data was not available.

Table 14: Status of budgetary implementation by result

Result	Budget allocated (in \$US)	Expenses (in \$US)	Implementation rate
Result 1	46 410.06	55 822.27	120.28%
Result 2	155 284.34	154 840.56	99.70%
Result 2	51 872.37	52 162.90	100.56%
Result 4	430 949.95	397 102.35	92.10%
TOTAL	684 516.72	649 928.08	96.41%

Source: Project team

It must first be noted that, in principle, the total budget that the above table implies should be the same as the amount actually mobilized in Table 5. Since some financial data are not available, however, we only considered UNDP and GEF funds here, and this is the main reason that explains the difference between the two amounts.

From the table above, the following comments arise:

- The rate of budgetary implementation is at a good level for each of the results, but there is a disparity between the rate of budgetary implementation of the different results;
- The overall budget implementation rate is very satisfying (103.16%). But it is not matched with the average rate of achievement of the results of the project which is moderately unsatisfactory. The average rate of result achievement is significantly below the rate of budgetary implementation, which reflects low efficiency.

In view of the above, the Evaluation Team concluded that the monitoring of performance and budget was “satisfactory.”

3.3.4.5 With respect to relationship between human resources and financial means

There are two ways to analyze the cost of human resources in relation to the financial means of the project. Firstly, if we consider the initial budget of the project (page 31 of the project document), the salaries of the national team and the costs of adaptive learning (human resources cost) amounts to 152 500USD. This represents only 9.76% of the total project budget which is 1 561 561USD. This is indicative of a very high efficiency, as the ratio of human resources cost to total budget is above 20% in the majority of development projects. Secondly, we can use the actual cost of human resources in relation to the budget actually allocated. As mentioned previously, the budget actually allocated is 897 500USD. In the absence of data on the actual cost of human resources (salaries of the national project team and costs of adaptive learning), we will use the estimated cost of 152 500USD. The ratio between this estimated cost and the budget actually allocated (152 500/897 500) is about 17%. In this analysis, too, the ratio of human resources cost to financial means shows good efficiency.

3.3.4.6 Assessment of overall efficiency

In summary:

- The strong dispersion of the villages of intervention resulted in an increase in the management and monitoring costs of the project;
- The quality of achievements (training, studies, material and equipment) was good;
- The project was not efficient in budget monitoring since some budget lines record overuse while others are underused;
- There is a big gap between the average rate of achievement of the results of the project (moderately unsatisfactory) and the budget implementation rate (96.41%). When evaluating this gap, we should keep in mind that the project was unable to use a large part of co-financing resources; and,
- Finally, many activities were executed later than scheduled.

In summary, the Evaluation Team considers that the project was not sufficiently efficient. The quality of the results alone could be said to have been efficient. The efficiency of the project was “moderately unsatisfactory.”

3.3.5 Country Ownership

The project was evaluated according to NEX procedures; the question arises as to whether the country has the adequate ownership or not of the project. The analysis below brings together elements to answer this question.

First, we note that the Government of Guinea-Bissau was unable to provide the project financing in cash that it had promised;

Then, there is weak commitment from the line ministry in coordinating and monitoring the project. This insufficient commitment is reflected by the low number of Management Committee meetings (only 2 for the entire duration of the project), the difficulties often faced by the technical committee, the focal points that did not function as such.

Finally, the important SLM/CD documents produced under the project have not been yet adopted by the Government, while adoption would contribute significantly to the country's organizational, legal and institutional capacity.

In short, the Evaluation Team believes that the country ownership of the project and its results is low.

3.3.6 Mainstreaming

UNDP Bissau has identified three (3) areas of concentration in 2008-2012 Country Programme. Outcomes and objectives of the project belong to the second area of UNDP focus namely “economic growth, poverty reduction and the environment.”

The fourth major challenge of cooperation between Guinea-Bissau, the United Nations System and its development partners (see Common Country Assessment, page 41) reads as follows: *support capacity building of populations regarding natural and agriculture resource exploitation that promote conservation of the environment and improve prevention of disasters*. This challenge clearly shows that the project objectives and results are fully in line with the country CCA.

Similarly, the project objectives and results are consistent with Outcome 2 of UNDAF, and more specifically, with Program Output 2: *the capacities of national institutions, CBOs and businesses are reinforced in the implementation of the principles and standards of management of natural resources and the environment* (UNDAF, page 12).

3.3.7 Catalytic role and impacts

Three important target groups were identified for capacity building under the project: CBOs/communities, NGOs, government officials and public technical institutions. It is therefore important to understand the impact on each of these three (3) target groups.

3.3.7.1 Catalytic role and impact at the CBOs/communities level

As mentioned before, CBOs were involved in three main actions: awareness raising, training, distribution of materials and equipment for nurseries/reforestation.

Impact of sensitization

The issue of behavioral change subsequent to sensitization was raised during group discussions with communities and individual interviews with trainees. The combination of these two approaches made it possible to appraise this issue.

It is apparent that behavior change is still low in villages regarding GDT/LCD with the exception of the villages of Burro and Candjambari, where concrete facts were obtained to show that there were behavioral changes.

As for the village of Burro, people used to come from the neighboring villages to cut trees in their community forest. After consultation, the community forest management committee filed a complaint with the Regional Directorate of Forestry and Wildlife. This complaint led to the signing of an agreement with village leaders to stop harmful actions to the Burro community forest. In addition, the village has made firewalls to stop bush fires that originate in neighboring villages.

In the Candjambari village, a group of Chinese, whose company had obtained an operating license from the authorities to cut wood in the community forest village, was stopped by the village community and equipment confiscated. It was only after the commitment of the Regional Directorate of Forestry and Wildlife to no longer grant operating licenses for their community forest that the material confiscated by the Candjambari community was returned to the Chinese company.

It was found that bushfires and wood cutting no longer took place in the community forest of these two villages. This suggests that, in these villages, behavior change has taken place and awareness has been heightened. However, the practice of shifting cultivation has not yet seen any remarkable decline. It should be noted that the forest management committees of the two villages have existed for several years and have worked extensively with the technical service agents and the NGO, KAFO, for a few years prior to this project.

In other villages, on the other hand, communities themselves recognize that abusive cutting of trees as well as bush fires continue, although some decrease has been observed. The behavior change in these villages is still in its preliminary stage. The socio-professional groups most resistant to change are honey gatherers, wild animal hunters and charcoal vendors.

However, in all the villages visited, with the exception of the village of Ondame, sensitization has produced some common changes:

- The associative dynamics of CBOs has been strengthened by clarifying the organization structure, improving the distribution of roles between office members, increasing the number of members, and convening meetings more frequently; and,
- The understanding of legal texts on forest management has improved.

However, two factors that contribute to deforestation have not decreased in the two villages that are the most advanced, Burro and Candjambari: shifting cultivation and rice field salinization. The negative impacts of shifting cultivation can be reduced by use of compost or organic fertilizer that improves the quality of the field, and thus shortening the time for land to lie fallow. Rice field salinization has led to rice cultivation in the forests. It is absolutely necessary to solve the problem of salinization of rice fields in order to attenuate deforestation through rice cultivation.

The impact of sensitization is more tangible in the villages with CBOs with a tradition of interaction with the forest and wildlife technical services.

Impact of training provided

The project has trained several CBOs and community members on various SLM/CD issues. The courses have strengthened the technical capacity of CBOs and communities as shown in the following table.

Table 15: Assessment of Knowledge Acquired by CBO Members

Level of mastery of the knowledge acquired	Weak	Moderate	Strong	Very Strong	Total
Number	01	08	08	01	18
Percentage	5.56%	44.44%	44.44%	5.56%	100%

Source: Survey by the Evaluation Team, November-December 2012

Half of the trainees feel that their knowledge acquisition is strong or very strong, while a significant number responded moderate (44.44%). The level of knowledge acquired is satisfactory for almost all trainees (94.46%) and only a marginal proportion (5.56%) believes it has a poor grasp of knowledge.

Acquisition knowledge is a first level of impact. Next, we examine the practical applications of the knowledge by trained individuals and communities.

Tableau 16: Specific Application of Knowledge Acquired

	Contribution to the community/ outreach	Demonstration sessions	Concrete actions with the community	Concrete actions as an individual	No application	Total
Number	14	09	05	05	05	38
Percentage	36.84%	23.68%	13.16%	13.16%	13.16%	100%

Source: Survey conducted by the Evaluation Team, November-December 2012

The table shows that in most cases, trainees were limited to making a contribution to the community (36.84%) or conducting a demonstration session (23.68%). There has been very little action performed with the community, only 13.16% of the respondents.

Implementation of training received by the community was weak; it was limited to construction of some firewalls. Hence, the impact of training is very low. The establishment of nurseries and reforestation is still at an early stage and cannot yet be valued.

As an interim conclusion on the sensitization and training impact, we can say that the impact of sensitization varies according to villages: in villages where CBOs have a long tradition of collaboration with the technical services and NGOs, the impact is tangible although moderate, while in villages where CBOs are relatively new, the impact is low. As for training, its impact is generally low and mainly limited to capacity building without application.

3.3.7.2 Catalytic role and impact at NGO level

Sixty-eight (68) NGO staff members have received training on various SLM/CD topics: fight against bush fires (11 agents), organic fertilizer (12 agents), organic fertilization (9 agents), establishment

and management of CBOs (11 agents), SLM monitoring and evaluation indicators (12 agents), use and manipulation of GIS software (1 agent), utilization and handling of GPS and PDA (12 agents), field trip to Senegal under the SLM theme (04 participants). Some NGOs' capacity was strengthened, as shown in the following table; the vast majority of agents surveyed believe that they have acquired very good knowledge through training.

Table 17: Assessment of Knowledge Acquired by NGO Staff

Level of mastery of knowledge	Weak	Medium	Strong	Very strong	Total
Number	01	01	09	00	11
Percentage	09%	09%	81.82%	0%	100%

Source: Survey conducted by the Evaluation team, November-December 2012

In what areas and at what frequency, has NGO staff used the training received? The answer can be found in the following two tables:

Table 18: Areas of Training Application by NGO Staff

Areas of use of knowledge acquired	Support to the CBO for the establishment of nurseries	Support to establishment of CBOs	Community awareness on community forest management	Community support for the construction of firewalls	Total
Number	02	02	06	03	13
Percentage	15.39%	15.39%	46.15%	23.07%	100%

Source: Investigation conducted by the Evaluation Team, November-December 2012

The above table shows that the use of training received by NGO agents is still very moderate and most often limited to sensitization.

3.3.7.3 Catalytic role and impact of technical services

Eighty-five (85) officers of technical and public institutions received training on various topics: forest management; development of forest management plans; establishment and management of CBOs; forest inventory; handling and use of GIS software; utilization and handling of GPS and PDA; and, SLM monitoring and evaluation indicators. Some of them went on a study trip to Senegal on SLM.

Unfortunately, due to various problems---lack of operating budget, lack of logistical means, lack of materials and equipment (for example GPS), lack of computers, institutional problems---they have not been able to capitalize on these trainings. This is shown in the following table.

Table 19: Opportunity to Use the Knowledge Gained

Have you had the opportunity to use the knowledge gained?	Yes	No	Total
Number	05	14	19
Percentage	26.31%	73.69%	100%

Source: Survey conducted by the Evaluation Team, November-December 2012

It is clear that the vast majority of technical service agents surveyed have not put in practice the training they have received.

For the moment, therefore, the impact of training on technical agents is largely limited to capacity building.

3.3.7.4 At the country level

Various national documents with regard to SLM (NAP/CD, IFS/IIF, visionary plan for forests, forest development policy etc.) were developed or updated in the scope of the project, but not yet approved by the government. Hence, they cannot induce any of the desired changes.

In addition, the SLM has been integrated into a number of documents such as DENARP II, the PNIA, PDF, mining code, forest code, livestock code). But these documents are not yet fully implemented, and therefore, have not yielded any expected change. In addition to the documents, GIS equipment was acquired but the GIS laboratory is not yet functional. The project has not been able to encourage establishment of a coordination mechanism of actors on SLM/CD issues.

In total, the project impact at different levels is still weak due to the little application of training received, the government's non-approval of key documents produced, the non-operationalization of the documents with SLM principles integrated, the delayed launch of the GIS laboratory, etc.

3.3.8 Sustainability

The sustainability analysis will be done in two steps. As a first step, we will see if the results are long lasting. In the second step, we will analyze the favorable and unfavorable factors that may affect the sustainability of achievements, benefits and results from the project.

3.3.8.1 Sustainability of project results

The equipment acquired for CBOs to establish nurseries and engage in reforestation does not require special maintenance, and therefore can be used after the project ends.

An agreement was reached between the concerned parties (after long negotiations) for the installation and use of GIS equipment acquired under the project. The use of this material will soon be effective and continue with routine maintenance.

The training of CBO members on prevention and containment of bush fires, on plant production and reforestation, on organic fertilizer production, etc., concerned knowledge and skills which are relatively easy to master. In addition, some CBOs such as Candjambari and Burro derive income from the sale of non-timber forest products, which they are willing to invest in SLM/CD.

What the OCBs learned through the training---with the exception of GIS and GPS use---they are using it, and it is very likely that the gain will last insofar as the trainings are consistent with the NGOs' areas of intervention. Most NGOs have operating budgets that allow them to be regularly present on the ground. In contrast, the knowledge on GIS and use of GPS may not last due to lack of practice.

At the technical services level, training results persist despite the difficulties related to the lack of equipment to apply the training received (use of GPS and GIS), the lack of operating budget to provide substantial support to CBOs. If there is no rapid improvement in the functioning of public administration, much of the results from technical services training will be lost.

Considering all above, the Evaluation Team concluded that the sustainability of the project results is "moderately unlikely."

3.3.8.2 Factors conducive to the sustainability

In the opinion of the Evaluation Team, a number of favorable factors can contribute to the sustainability of project results.

Strategic nature of SLM/CD: The issue of SLM/CD is connected to wider issues of environmental degradation and climate change raised by the entire international community. The issue of SLM/CD is therefore one of the priority concerns of the international community, and thus more international or inter-African organizations will press the Government of Guinea-Bissau on this issue.

Economic factors: The price of cashew nuts experienced a significant decline in the international market; the cashew monoculture has become less attractive than in previous years. The people of the region Biombo, for example, are now facing insufficient income from the cultivation of cashew

nuts and are no longer able to meet their basic needs (food, health care, schooling, etc.), which leads to the need to rehabilitate degraded rice fields.

Project strategy: The project aptly targeted groups at three levels: technical services at central and regional levels, NGOs, and local communities. Not only did this strategy create a kind of convergence of these different levels, but also a greater chance that one level can compensate, although it may be partially, the failure of other levels.

3.3.8.3 Factors unfavorable to sustainability

The Evaluation Team identified a number of factors that impact or that may impact the sustainability of project results.

Socio-political instability: The socio-political instability puts the technical and financial partners in a kind of standby, unfavorable to the mobilization of resources by the state as well as by national and international NGOs in the field.

Low functionality of institutions and administration: Because of the socio-political instability, the republican institutions of Guinea-Bissau are weak and this has a negative impact on the authority of the state, making the operation of the administration inefficient. Malfunctioning of the administration does not allow public officials to have sufficient resources to provide consistent support to CBOs. In addition, it has a negative impact on the institutional funding that is required to maintain the achievements of the project.

Low ownership of the project: As we have shown previously, the ownership of the project by the national counterpart is weak, which may compromise the capitalization and enhancement of project achievements.

Lack of a coordination mechanism: The project was unable to make the stakeholders in the field of SLM/CD to implement and operationalize a coordination mechanism. The lack of coordination mechanism does not bode well for the exchange of information between actors, utilization of SLM/CD data, and synergy of action.

Lack of alternatives: The project did not propose economic or technical alternatives to socio-professional groups who have the greatest negative impact on the environment (charcoal manufacturers, honey gatherers who use fire, hunters, etc.) and derive non-trivial financial income from their activities. Even if they are aware of the negative impact, they would not be ready to abandon their activities if alternatives are not available.

The number of people trained: The number of people trained in technical services, NGOs and community is not sufficient to reverse the current unsustainable land management. The training provided during the project can only be, in any event, a beginning to the process of capacity building, and calls for a more thorough training strategy.

Growing phenomenon of land grabbing: There is increased granting of large plots of land (hundreds of hectares) to individuals or influential firms. In many cases, the forests found on these lands granted are subsequently subject to improper operation rules, non-compliant with SLM/CD rules. For instance, a land of 150 hectares was granted to a Chinese company which cleared the forest to plant rubber trees.

To summarize, the sustainability of: financial resources is “moderately likely,” the socio-political situation is “moderately unlikely,” the institutional framework and governance is “moderately likely,” and the environment is “moderately unlikely.” We conclude that the overall sustainability is “moderately unlikely.”

5. CONCLUSIONS, LESSONS AND RECOMMENDATIONS

At the end of the final evaluation of the Capacity Building for Sustainable Land Management Project, the Evaluation Team, after reviewing the projects' achievements, analyzed the performance, achievements and shortcomings identified at different levels, highlighted the constraints and formulated conclusions, recommendations and lessons.

5.1 Conclusions

Overall, the project performance is moderately satisfactory. Certainly, some points are satisfactory: relevance to the context and global or sector strategies and policies of the country contained in documents such as DENARP, LPDA, PNIA, etc. and under the UNDP CPAP; production of activity reports; updating or development of several important documents in the field of SLM/CD (NAP/CD, IFS/IIF, visionary forest plan, etc.); and, good quality training provided, etc.

Apart from these few points of satisfaction, many shortcomings can be identified: (1) Inappropriate logical framework; (2) Low operational capability of the project team, not supported by the line ministry, the Directorate General of Forestry and Wildlife and focal points; (3) Poor performance of the Management and the Technical Committees whose added value to the orientation and the execution of the project is not very high; (4) Significant delay in the implementation of demonstration activities; (5) Poor effectiveness (low achievement of results and project objectives), efficiency, and impact; (6) Non-adoption of important documents that were updated or developed in the scope of the project by the Government; (7) Low ownership of the project by the national counterpart; (8) Frequent delays in reporting; (9) Many deficiencies in monitoring and evaluation; (10) Low direct consultation between UNDP and the DGFF that represents the Ministry of Agriculture; Etc.

Despite of such shortcomings, the project has played a pioneering role in the SLM/CD and was a good indicator of technical, institutional and organizational failures of the country in terms of national project implementation.

If the project did not happen to produce significant results and obtain consistent impact, it was due to a number of constraints it had faced: weak state authority, malfunctioning administration, low ownership by the national counterpart, weak local businesses, lack of local expertise, etc.

Moreover, the reversal of the current trend of land degradation requires broader actions and sustained investment over the long term.

5.2 Lessons learnt

The lessons learnt from the implementation of the Capacity Building for Sustainable Land Management Project that can be used for other project phases or similar projects are as follows:

1. The issue of sustainable land management is inherently trans-disciplinary and multi-sectorial. It requires pooling of efforts of various stakeholders and aligning their position in a coordinated framework;
2. The project has demonstrated that ownership by the national counterpart and the involvement of technical services at the local and CBO levels are necessary for a successful SLM/CD project. Certainly, it is possible to strengthen the capacity of CBOs in order to cause a bottom-top change but experience has shown that this strategy is time-consuming;

3. If capacity building is for people who work for an administration that does not work well, capacity building is most likely ineffective;
4. If we do not offer economic (for example for charcoal producers) or technical alternatives (for honey gatherers that use fire technique detrimental to the forest) to communities or groups with income generating activities that have a negative impact on the environment, there is little chance that they will change their behavior even if they are aware of the need to preserve the environment.

5.3 Recommendations

To conclude the evaluation mission, we recommend the following, based on the performance of the project recorded on the ground, constraints and lessons learnt:

Recommendations for corrective actions for the design, implementation, monitoring and evaluation of the project

1. Support the teams of future projects in implementing simple and efficient monitoring and evaluation mechanisms, through the development of a monitoring and evaluation manual and the establishment of a data base in order to contribute to better orientation and a better capitalization of the actions and results.

Recommendations for actions to accompany or reinforce the initial benefits of the project

2. Advocate for rapid approval by the Government of documents produced under the project;
3. Sensitize ministries and public institutions for a better ownership of the implementation of the projects by the national counterpart; for example, a workshop to reflect on how to improve ownership of the implementation of the projects by Guinea-Bissau;
4. Initiate a second phase of the project. This second phase should focus on: continuation of sensitization; support to the communities in the establishment of nurseries and reforestation; establishment of management committees of community forests in villages that do not have one (all the project villages except Burro and Candjambari); support to communities to formalize the status of community forests in order to guarantee their rights to these forests; assistance to communities in conducting mapping of community forests; support for production and use of compost through training and provision of small equipment in order to reduce shifting cultivation; assistance in development or rehabilitation of lowlands for rice cultivation in order to reduce the pressure on the forest highlands; proposal of economic alternatives or techniques to groups with the most harmful activities on the environment (charcoal producers, honey collectors, etc.).

Recommendations for future directions

5. Taking into account the critical situation of project pilot zones, particular attention must be paid to elaboration of forest inventory in these zones geared toward classification;
6. A plea should be made to the Government to limit land grabbing by persons or companies, who then cut the forest over large areas to carry out agro-business. A quota of land that can be assigned to agro-business may be established, e.g., agro-business may not occupy more than 10% of the available land.

Recommendations concerning practices to deal with issues related to relevance, performance and success

7. Initiate entry-point actions in the villages where CBOs are less dynamic. For example, the project can support communities to develop non-timber forest products or provide facilities to process agricultural products (e.g. rice threshers). These actions may help mobilize communities to develop and implement greater impact SLM/CD actions;
8. Organize a workshop to reflect on the issue of SLM/CD in development policies and strategies, sectorial plans and programmes of Guinea-Bissau.

6. ANNEXES

6.1 Annex 1: UNDP-GEF Terms of Reference for Final Evaluation

Introduction

In accordance with UNDP and GEF M&E policies and procedures³, all full and medium-sized country projects implemented by UNDP with GEF financing must undergo a terminal evaluation upon completion of implementation. This terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the “Support to the building of technical, institutional, human and financial capacity in sustainable land management and the fight against desertification in Guinea-Bissau” Project (PIMS 3386).

The essentials of the project to be evaluated are as follows:

Project Summary Table

Project Title:	Support to the building of technical, institutional, human and financial capacity in sustainable land management			
GEF Project ID:	PIMS 3386		<u>at endorsement</u> (Million US\$)	<u>at completion (Million US\$)</u>
UNDP Project ID:	GNB00043166	GEF financing:	US\$ 475 000	US\$ 475 000
Country:	Guinea-Bissau	IA/EA own:	US\$ 200 000	US\$ 200 000
Region:	Africa	Government:	US\$ 30 000	US\$ 0
Focal Area:	Desertification	Other:	US\$ 856 561	US\$ 543 423
Operational Program:		Total co-financing:	US\$ 1 086 561	US\$ 743 423
Executing Agency:	UNDP	Total Project Cost:	US\$1 561 561 (including \$ 70 000 in kind)	US\$1 218 423
Other Partners involved:	Government of Guinea-Bissau, ADB, CILSS, government of Portugal, UNDP	ProDoc Signature (date project began):		21 March 2008
		(Operational) Closing Date:	Proposed: 30 June 2012	Actual: 31 May 2013 (planned)

1. Objective and Scope (project summary including project goal and outcomes)

The objective of the project was to build national capacities of Guinea-Bissau for sustainable management of land (SLM). The natural environment of Guinea-Bissau has been subject to a process of multifaceted degradation, and as a consequence, the country’s development---essentially driven by the rural sector---has been threatened. The factors that contribute to soil degradation include: salinisation, bush fire, slash-and-burn agriculture, overgrazing, excessive use of firewood, water erosion, and irregular rainfall. This medium-sized project was elaborated under the LDC-SIDS portfolio.

In particular, the project aimed at mainstreaming SLM principles in national policies and strategies, and at improving the quality of project elaboration and implementation. The planned activities included: finalization

³see 'UNDP Handbook on Planning, Monitoring and Evaluating for Development Results', 2009, and the 'GEF Monitoring and Evaluation Policy', 2010

and adoption of the National Action Plan to Combat Desertification (NAP), reinforcement of related legal framework and elaboration of a mid-term investment plan for mobilizing financial resources. The implementation was to be based on a participatory approach involving all stakeholders concerned (NGOs, local associations, private and public sectors, and other types of partners). The Ministry of Agriculture and Rural Development (named thus at the time of the inception of the project) was charged with the implementation of the project.

The evaluation is to cover not only the GEF component, but the entire project. The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects (2011). http://www.undp.org/evaluation/documents/gef/UNDP-GEF-Evaluation_Guidance_2011.doc

The purpose of the evaluation is to:

- Assess overall performance against the project objectives as set out in the Project Document and other related documents
- Assess project relevance to national priorities, as well as UNDP and GEF strategic objectives
- Assess the effectiveness and efficiency of the project
- Critically analyze the implementation and management arrangements of the project
- Assess the sustainability of the project interventions and consider project impacts
- Document lessons and best practices concerning project design, implementation and management which may be of relevance to other projects in the country and elsewhere in the world.

Evaluation approach and method

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF country focal points, steering committee, project team, and key stakeholders. The evaluator is expected to conduct a field mission to one or more of the 5 regions (Gabú, Bafatá, Oio, Cacheu and Biombo) including specific project sites. The evaluator is expected to use interviews as a means of collecting data on the relevance, performance and success of the project. Key stakeholders to be interviewed are listed in [Annex 1](#).

The evaluator will review all relevant sources of information, such as the project document, project reports, including: Annual Reports, project budget revisions, progress reports, focal area tracking tools, project files, national strategic and legal documents, and any other material that s/he may consider useful for evidence based assessment. A list of documentation that the project team will provide to the evaluator for review is included with this Terms of Reference ([Annex 3](#)).

Two weeks prior to the evaluation mission, the evaluator will submit a brief (2 page) inception note, to include:

- Further elaboration on the intended approach & method, consistent with this TOR.
- Planned timing for carrying out the evaluation mission.
- Any requests to include additional participatory techniques, such as surveys and focus groups, or other approaches for the gathering and analysis of data that are otherwise not specified in the TOR, and which may entail additional time or cost.
- Requests for additional project background information not included with this TOR

2. Evaluation Criteria & Ratings

Project performance will be measured based on the Project Logical Framework ([Annex 2](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**, as defined and explained in the hyperlinked guidance manual. As agreed with GEF,

ratings will be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are provided ([Annex 4](#)).

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA & EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability	

3. Mainstreaming

UNDP/GEF projects are key components in UNDP country programming. As such, the objectives and outcomes of the project should conform to UNDP country programme strategies as well as to GEF-required outcomes. Based from a review of key documents, including the Project Document, UNDP Country Programme Action Plan (CPAP) and UN Development Assistance Framework (UNDAF), plus key stakeholder interviews, the evaluation will provide a brief assessment of the extent to which the project was successfully mainstreamed with other UNDP strategic priorities, such as poverty alleviation, improved governance, the prevention and recovery from natural disasters, and the empowerment of women.

4. Impact

The evaluators will offer their assessment of the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, or c) demonstrated progress towards these impact achievements.⁴

5. Conclusions, lessons and recommendations

The evaluation report must include a chapter providing a set of **conclusions, lessons and recommendations**.

6. Implementation arrangements

The principal responsibility for managing this evaluation resides with the UNDP CO in Guinea-Bissau. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the government etc. This should be done at least 2 weeks ahead of the evaluation mission to allow sufficient time for the evaluation team to provide their input and confirm that they can meet the proposed schedule.

7. Evaluation timeframe

The total duration of the evaluation will be 28 days according to the following plan:

Activity	Timing	Completion Date
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⁴ It is recognized that for many UNDP/GEF projects, impact will be difficult to gauge at project closure. See section 3.3, page xx of the 2011 'UNDP Evaluation Guidance for GEF Financed Projects' for guidance on gauging impacts

Preparation	4 days	27 Aug. 2012 – 30 Aug. 2012
Evaluation Mission	10 days	31 Aug. 2012 – 9 Sep. 2012
Draft Evaluation Report	10 days	10 Sep. 2012 – 19 Sep. 2012
Final Report	5 days	20 Sep. 2012 – 24 Sep. 2012

8. Evaluation deliverables

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Note	Evaluator clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF FPs
Final Report	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO

9. Evaluation Team

The evaluation team will be composed of 1 international evaluator and 1 national evaluator with requisite technical and evaluation skills. International evaluator will be designated as the team leader and will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have any conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 4 years of relevant professional experience;
- Knowledge of UNDP and GEF;
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal areas (agro-economics, rural development, ecology, forestry, soil science, or other related areas);
- Capacity to communicate (oral and written) in French (Capacity to communicate in Portuguese will be an asset.)
- Managerial competence; and,
- Ability to work in a post-conflict country.

10. Evaluator Ethics

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct ([Annex 5](#)) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the 2008 [UNEG Ethical Guidelines for Evaluations](#).

11. Payment modalities and specifications

%	Milestone
20%	At contract signing

50%	Following submission and approval of the 1ST draft terminal evaluation report
30%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

12. Application process

Applicants are requested to apply online <http://jobs.undp.org> by 20 August 2012. Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in French with indication of the e-mail and phone contact.

Shortlisted candidates will be requested to submit a price offer indicating their proposed fee rate for the assignment, based against the above stipulated evaluation schedule. Following UNDP procurement rules, both technical competence (70%) and the consultant fee rate (30%) will be taken into account in the selection process. Qualified women and members of social minorities are strongly encouraged to apply.

Annex 1: List of Stakeholders to be consulted

UNDP

Mathurin Irié (Monitoring and Evaluation Specialist),
Braima Embalo (National Coordinator for the project)
Junko Nakai (Officer-in-Charge for the project)

Bissau-Guinean government

Cabinet of Agricultural Planning (part of Ministry of Agriculture and Fishery, formerly Ministry of Agriculture and Rural Development),
Directorate-General for Forests and Fauna (part of Ministry of Agriculture and Fishery, formerly Ministry of Agriculture and Rural Development)
Secretary of State for Environment and Tourism

NGOs

Wuluty
Proagri
KAFO
Guiné-Verde
Aprodel

CBOs

At the pilot sites in: Sonaco, Pirada, Pitche in Region Gabú; Contuboel in Region Bafatá; Farim and Mansaba in Region Oio; São Domingos in Region Cacheu; Biombo in Region Biombo

Annex 2: Project Logical Framework

The framework below is, Tableau 6 : Logical framework, taken from the Project Document and translated into English from original French.

The abbreviations used in the table are: CAD (Combat against Desertification); MADR (Ministry of Agriculture and Rural Development); MDG (Millennium Development Goals); NAP (National Action Plan); and, SLM (Sustainable Land Management).

Long-term Goal: To contribute to the reduction of soil degradation through reinforcement of individual and institutional capacities as well as through integrating the principle of sustainable management of land in the sustainable development strategies to improve the living conditions of the local population.

Global Objective	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis
Objective of the Project: reinforcement of national capacities of Guinea-Bissau in Sustainable Land Management (SLM)/Combat against Desertification (CAD)	The National Action Plan (NAP) serves as a reference document for sustainable management of land	NAP was ratified in December 2006 at a national forum, but has not been endorsed by the government	NAP approved by the government, distributed among stakeholders and carried out	* Document of approval by the government of NAP	The socio-political situation remains relatively stable
				* Project reports	
				* Government documents	The necessary funds are available
				* Availability of NAP to all parties involved	
	Institutions have the capacity to manage the problems related to SLM and to guide the local population in sustainable management of natural resources	The existing capacities are weak	Training sessions organized for personnel of institutions, rural communities and members of management committee throughout the project	* Project reports	The government acts swiftly to aid the project activities
				* Monitoring and evaluation reports	
				* Training modules	
				* Reports on training workshops	
	Strategies, policies and development programmes take into account the principles of SLM	Questions related to SLM are not well integrated in development interventions	At least two new interventions are launched and integrate SLM, after the second year	* Government documents	All partners are willing to improve and to apply the newly acquired knowledge of SLM
				* Project reports	
Institutions and the population are not sufficiently familiar with SLM	A sensitization activity at the national level will be organized and five activities at the local level during the first year	* Sensitization programmes and instruments			
Mid-term investment plan exists and serves as the base for SLM interventions	SLM activities under way do not support an investment plan or comprehensive planning	A complete project portfolio for SLM elaborated and its finance secured (or to be in negotiation by the end of the third year)	* Support for the investment plan		
			* Synthesis of proposed projects		
			* Government documents		
			* Project reports		
			* Correspondence with the donors		

Results	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis
Result 1: Finalization and realization of NAP	The government approves NAP	NAP is not a policy document of the government	The government approve NAP by the sixth month of the project	* A formal endorsement by the government	Political assistance necessary for integrating SLM in the national development plan is available
	Copies of NAP are made available for key actors	Information related to SLM is lacking	200 copies of NAP distributed before the end of the first year	* Availability of copies of NAP	Institutional, social and political stability is maintained in the country
				* Lists for report distribution	
				* Project reports	
Monitoring and evaluation system for NAP is established	Monitoring and evaluation system for NAP does not exist	NAP monitored and evaluated throughout the project	* Monitoring and evaluation reports	Funds are available on time	
			* Project reports		
NAP is utilized by various institutions and actors for planning their SLM activities	NAP is not a government document for planning	NAP utilizes as a reference document for at least two national interventions before the end of the second year, and for another two before the end of the fourth year	* Government documents	Administrative procedures do not delay the activities	
			* Project reports		

Results	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis
Result 2: Institutional, technical, organizational, and legal capacities related to SLM is strengthened	SLM mechanism exists and promotes active integration of SLM principles	SLM mechanism does not exist	Official creation of SLM mechanism during the first year so that the members meet every 3 months	* Document about mechanism creation, recognition by the government, minutes of the meetings, and reports of the project	Serious political crisis occurs in the country
	The staff of Ministry of Agriculture and Rural Development (MADR) is ready to apply and promote SLM principles, in particular, in relation to management of bush fires and in SLM training	Government officials are available, but are not sufficiently trained in SLM	Strengthened capacity of at least 300 employees	* Reports on training sessions	Financial support from the partners and donors is insufficient
				* Training modules	
	Technical capacities in SLM and sustainable agriculture are reinforced among local NGO representatives	The personnel of NGOs lack the technical knowledge of SLM	3 training sessions for 30 NGO agents each on the subjects of: GIS; bush fire; sustainable agriculture and pasturage; rehabilitation of degraded dry forests, savannas and coastal zones; and, management of watershed zones/drainage basins To monitor and evaluate the SLM indicators during the second and third years	* Guides, notes and flyers on SLM published by public institutions	The national steering committee provides all necessary support as it is supposed to
				* Training manuals	
The key actors are sensitized on the best SLM practices	The population does not have the information on or expertise in SLM	At least 250 copies or more of guide on best practices in 2 local languages distributed	* Purchase of necessary material, equipment and buildings	All partners are willing to collaborate in the framework of strengthening of capacity in SLM	
			* Availability of reports on training sessions		
			* Notes and brochures on prevention of bush fire		
			* Plans for development and management		
			* Reports on training sessions		
			* Government documents		
			* Project reports		
				* Training modules	

Results	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis
Result 2 continued	The communal capacities for SLM are improved	Information is not sufficiently diffused or exchanged among partners	10 training session on sustainable agriculture and pasturage, as well as on management of watersheds, bush fires, etc. organized	* Government documents	The government undertakes all the recommended changes in legislation
				* Project reports	
				* Evaluation reports	
	Cooperation among partners is improved through local, regional and national networks of SLM	Dialogues among partners are not well organized	Information on SLM exchanged among partners through local and regional meetings on project sides in the second year and beyond	* Reports on seminars and meetings on collaboration	
				* Reports on exchange visits	
				* Minutes of annual meetings on SLM	
	Creation of GIS for SLM watch	Guinea-Bissau does not have GIS for SLM watch	Installation of GIS is finished before the end of the 18th month	* Government documents	
				* Project reports	
				* Visit to GIS sites	
				* Reports on GIS activities	
				* Annual reports on SLM based on data collected and analyzed by GIS	

Results	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis		
Result 3: Harmonization of SLM and CAD, and their integration in policies, development plans and framework	SLM principles are taken into account in all development plans, strategies, policies and programmes.	SLM is not sufficiently taken into account in development activities	SLM is integrated in PRSP by the end of the second year	* Government documents	Various actors are willing to collaborate for integrating SLM in their plans and exchanging related information		
				* Legislative texts related to SLM			
				* Reports on activities, monitoring and evaluation			
	SLM issues integrated in 2 supplementary national-policy initiatives before the end of the third year	* Signing of conventions by NGOs and base organizations					
		The national steering committee plays a more effective role in coordination of fight against desertification	The national steering committee needs to be reinforced	A meeting of the national steering committee convenes every two months		* Reports on meetings of the national steering committee	System of monitoring and evaluation for SLM is elaborated
				The national steering committee actively follows the project		* Project reports	The socio-political situation remains relatively stable
	* Monitoring and evaluation reports						
	A sensitization campaign for the public is carried out	Sensitization of the national authorities and the population has started during the elaboration of NAP as the basis	A national sensitization campaign is organized during the first year	* Documents and information distributed among partners	The national steering committee and the national coordinator show effective leadership		
				Local and regional sensitization campaigns are organized at 6 pilot sites during the first two years		* Monitoring and evaluation reports	
						* Project reports	
						* Understanding by the public of SLM	
	National legislations on SLM, fight against desertification, and natural resource management are harmonized	The law on SLM is outdated, not enforced or does not exist	5 laws (especially on agriculture, pasturage, forests, hunting, fire and land ownership, etc.) reviewed before the end of the second year	* Regulatory documents on SLM	All governmental institutions are willing to integrate SLM principles		
* Legislation and amendments proposed							
* Government documents							
Amendments submitted to Government at least 2 of the above laws before the end of the third year							
Amendments to one supplementary law proposed before the end of the fourth year							

Results	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis	
Result 4: Medium-term investment plan for SLM and CAD is elaborated and executed	Medium-term investment plan for SLM is elaborated	Investment plan does not exist	An investment plan for medium-term is available before the end of the second year	* Document on investment plan for SLM and CAD	The country is socio-politically stable	
				* Government approval of the investment plan		
	Investment plan for SLM is related to the priority actions in NAP	NAP is not yet approved and does not serve as a policy document	Concept notes are elaborated for 5 projects or more before the end of the second year	* Document on investment plan for SLM and and CAD	The government and donors provide funds necessary for carrying out SLM activities after the UNDP/GEF project terminates	
				Workshop for ratification of concept notes organized before the end of the 30th month		* Concept notes
						* Report on workshop * Project report
	Financial resources are mobilized for realization of SLM/CAD plan	Funds have not been committed	A series of donors' meetings organized during the third year	* Letters of cofinancing	Political support is shown through interventions	
				At least 10% of funds suggested in investment plan secured before the end of project		* Financial reports of project * Report on donors' workshop
	System of monitoring and evaluation is created and made operational	No system of monitoring and evaluation is in place	The investment plan is monitored and evaluated each year	* Document on monitoring and evaluation of project	Activities are undertaken as planned	

Results	Indicators	Baseline	Objective/Target	Means of Verification	Risks and Hypothesis
Result 5: A team of management and adaptive learning is set up	All project results are obtained	No activity is in progress	Planned results and objectives are realized	* Reports and documents on project	Project management is willing to learn from the experiences
	All monitoring reports of project are written	No activity is in progress	All monitoring reports are available	* Monitoring reports	The government and UNDP/GEF provides adequate support
	Audit is carried out annually	No activity is in progress	Financial audit realized each year	* Documents on audit	
	Lessons learnt are documented and disseminated	No activity is in progress	Relevant lessons are assembled and disseminated	* Technical documents on website	

Annex 3: List of Documents to be reviewed by the evaluators

The documents to be reviewed include, but not restricted to, the following:

- Country Programme Action Plan (CPAP) 2008-2012
- National Poverty Reduction Strategy Paper (Documento de Estratégia Nacional para a Redução da Pobreza, DENARP) I and II
- UN Development Assistance Framework (UNDAF) 2008-2012 and UNDAF+ 2010
- Prodoc of the project
- Reports related to the execution of the project
- UNDP Handbook on Planning, Monitoring and Evaluating for Development Results
- UNDP results-oriented annual report (ROAR) 2011
- Common Country Assessment (CCA) 2007

Annex 4: Ratings

Ratings Scales		
<p><i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i></p> <p>6. Highly Satisfactory (HS): any shortcomings are of negligible significance</p> <p>5. Satisfactory (S): minor shortcomings</p> <p>4. Moderately Satisfactory (MS): moderate shortcomings</p> <p>3. Moderately Unsatisfactory (MU): significant shortcomings</p> <p>2. Unsatisfactory (U): major problems</p> <p>1. Highly Unsatisfactory (HU): severe problems</p>	<p><i>Sustainability ratings:</i></p> <p>4. Likely (L): negligible risks to sustainability</p> <p>3. Moderately Likely (ML): moderate risks</p> <p>2. Moderately Unlikely (MU): significant risks</p> <p>1. Unlikely (U): severe risks</p> <p><i>Additional ratings where relevant: Not Applicable (N/A) ; Unable to Assess (U/A)</i></p>	<p><i>Relevance ratings:</i></p> <p>2. Relevant (R)</p> <p>1. Not relevant (NR)</p>

Annex 5: Evaluation Consultant Code of Conduct Agreement Form⁵

<p style="text-align: center;">Evaluation Consultant Agreement Form⁶</p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System</p> <p>Name of Consultant: _____</p> <p>Name of Consultancy Organization (where relevant): _____</p> <p>I confirm that I have reviewed and will abide by the 2008 UNEG Ethical Guidelines for Evaluation.</p> <p>Signed at (place) on _____</p> <p>Signature: _____</p>

⁵ See Section 6.9 (Annex 9 for the completed version of this form).

⁶ www.unevaluation.org/uneocodeofconduct

Annex 6: Evaluation Report Outline⁷

i. Opening page:

- Name of the UNDP/GEF project
- UNDP and GEF project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Executing Agency and project partners
- Evaluation team members
- Acknowledgements

ii. Executive Summary

- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations

(See: UN Editorial Manual⁸)

1. Introduction

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

2. Project description and development context

- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

3. Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁹)

3.1 Project Design / Formulation

- Analysis of LFA (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

⁷The Report length shall not exceed 35 pages in total (not including annexes).

⁸ <http://69.94.137.26/editorialcontrol/>

⁹ per the ratings table set out in Annex 4 of this TOR

3.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Executing Agency implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance, Effectiveness, & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Catalytic Role & Impact

4. Conclusions, Lessons & Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

Annex 7: Evaluation Report Clearance Form¹⁰

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP- GEF- RTA	
Name: _____	
Signature: _____	Date: _____

¹⁰ See Section 6.10 (Annex 10) for the completed version of this form.

6.2 Annex 2: Some Characteristics of the Samples

General characteristics

Table 1: Number of Animation Group Members Interviewed

Number	Regions	Sector	Villages	Number of participants
1	Gabú	Pirada	Colondinto	16
2		Pitche	Camandjaba	15
3		Sonaco	Samba Djau	15
4	Oio	Farim	Burro	21
5		Farim	Candjambari	20
6	Biombo	Quinhamel	Ondame	09
7		Quinhamel	Bucomil	20
Total				116

Source : Evaluation Team, November-December

Table 2: Number of CBO and Community Members Interviewed

Number	Regions	Sectors	Villages	Number of participants		
				Male	Female	Total
1	Gabú	Pirada	Colondinto	27	10	37
2		Pitche	Camadjaba	11	43	54
3		Sonaco	Samba Djau	10	24	34
4	Oio	Farim	Burro	20	37	57
5		Farim	Candjambari	21	50	71
6	Biombo	Quinhamel	Ondame	07	02	09
7		Quinhamel	Bucomil	19	12	31
Total				115	178	293

Source: Evaluation Team, November-December

Table 3: Distribution of Trained Respondents

Total number of trained technical services agents and CBO members	Number of trained individual respondents from technical services agents and CBO	Percentage of respondents
155	30	19.35%
Number of people trained from villages and CBOs	Number of individual respondents from CBOs and villages	Percentage of respondents
58	17	29.31%
Total number of trained people	Number of trained individual respondents	Percentage of respondents
211	47	22.27%

Source: Evaluation Team, November-December

Note: These figures do not take into account the animation groups on the theatre of the oppressed

Table 4: Distribution of Animation Group Members Interviewed

Designation	Colondinto	Camandjaba	Samba Djau	Burro	Candjambari	Ondame	Bucomil	Total
Number of people trained	20	20	19	21	20	21	20	141
Number of people who took part in the group interviews	16	15	15	21	20	09	20	116
Percentage	80%	75%	78.95%	100%	100%	42.86%	100%	82.14%

Source: Evaluation Team, November-December

Considering that the total number of animation groups trained on theatre is 203, the group interviews concerned 57.14% of them.

Characteristics of CBO members interviewed

Table 5: Distribution of Respondents According to Sex

Sex	Male	Female	Total
Number	10	08	18
Percentage	55.55%	44.45%	100%

Source: Evaluation Team, November-December

Table 6: Distribution of Respondents According to Age

Age bracket	Up to 20 years of age	21 – 30 years	31 – 40 years	41 – 50 years	51 – 60 years	Total
Number	01	06	06	02	03	18
Proportion	5.89%	35.29%	29.41%	11.76%	17.65%	100%

Source: Evaluation Team, November-December

Table 7: Distribution of Respondents According to region

Region	Biombo	Gabú	Oio	Total
Number	03	09	06	18
Percentage	16.67%	50%	33.33%	100%

Source: Evaluation Team, November-December

Table 8: Distribution of Respondents According to Education Level

Level of education	Graduate	Secondary	Primary	Illiterate	Total
Number	03	04	03	08	18
Percentage	16.67%	22.22%	16.67%	44.44%	100%

Source: Evaluation Team, November-December

Table 9: Distribution of Respondents According to Theme of Training

Training theme	Study tour on deforestation	Structure and management of CBOs	Prevention and containment bush fires	Production and multiplication of plants/reforestation/fertilization (organic manure)	Total
Number	01	02	09	06	18
Percentage	5.56%	11.11%	50%	33.33%	

Source: Evaluation Team, November-December

Table 10: Distribution of Respondents According to Family Ties with Village Head

Do you have family ties with the village head?	Yes	No	Total
Number	07	11	18
Percentage	38.89%	61.11%	100%

Source: Evaluation Team, November-December

Respondents from Technical Services and NGOs

Table 11: Distribution of Respondents According to Sex

Sex	Male	Female	Total
Number	28	02	30
Percentage	93.33%	6.67%	100%

Source: Evaluation Team, November-December

Tableau 12: Distribution of Respondents According to Age

Age bracket	Up to 20 years old	21 – 30 years	31 – 40 years	41 – 50 years	51 – 60 years	Total
Number	00	02	14	10	04	30
Proportion	0%	6.67%	46.67%	33.33%	13.33%	100%

Source: Evaluation Team, November-December

Table 13: Distribution of Respondents According to Education Level

Level of education	Below junior level	Junior level and beyond	A level	A level + 2yrs	A level +3yrs	A level +4yrs	A level +5ys	Total
Number	01	09	03	00	04	00	13	30
Percentage	3.33%	30.00%	10%	0%	13.33%	0%	43.33%	100%

Source: Evaluation Team, November-December

Table 14: Distribution According to Type of Institution

Type of institution	Technical services and state institutions	NGO	Total
Number	18	12	30
Percentage	60%	40%	100%

Table 15: Distribution According to Years of Service in Current Post

Years	Less than 1 yr	1-2 years	3-4 yrs	5-6 yrs	7-8 yrs	8-9 yrs	10 yrs and more	Total
Number	08	04	08	00	01	02	07	30
Percentage	26.67%	13.33%	26.67%	0%	3.33%	6.67%	23.33%	100%

Source: Evaluation Team, November-December

Table 16: Distribution According to Theme of Training

	Number	Percentage
Forest management	03	10%
Development of forest management plan	03	10%
Establishment and management of grassroots organizations	03	10%
Forest inventory	04	13.33%
Geographic Information System	03	10%
Use of GPS	04	13.33%
Study tour on deforestation	02	6.67%
Indicators for monitoring and evaluation of sustainable land management	02	6.67%
Plant reproduction and planting	02	6,67%
Prevention and containment of bush fires	04	13,33%
Total	30	100%

Source: Team of consultants, November-December

6.3 Annex 3: Other Tables of Analysis

Table1: Detailed Distribution of Trainees According to Sex

Designation	Technical Services			NGO			CBOs and Communities		
	M	F	Total	M	F	Total	M	F	Total
Prevention and containment of bush fires				07	04	13	13	09	22
Principle and method for preparation of IFS/IIF	12	03	08	18	01	19	00	00	00
Organic fertilization and restoration of degraded lands	16	01	17	08	04	12	00	00	00
Installation of nurseries, reproduction and plant propagation	00	00	00	07	04	11	10	12	22
Establishment and management of the CBO and civil society	03	00	03	06	05	11	08	02	10
Monitoring and evaluation of sustainable land management indicators	14	00	14	11	03	14	00	00	00
Use and handling of GIS and Arc View software	07	01	08	00	01	01	00	00	00
Use and manipulation of GPS and PDA	17	01	18	08	03	11	00	00	00
Elaboration of development and community forest management plans	05	01	06	00	00	00	00	00	00
Forest inventory and processing of data	13	00	13	00	00	00	00	00	00
Exchange visit to Senegal	02	00	02	05	00	05	04	02	06
OVERALL TOTAL	89	07	96	70	25	95	35	25	60

Table 2: Frequency in Use of Knowledge from Training

Frequency of use	Never	Rarely	Once per year or per month	More than once per year	Less than once per month	Approx. once per month	More than once per week	Approx. once weekly
Containment of bush fires	0	0	0	0	02	02	0	0
Organic	02	0	0	0	0	0	0	0

fertilization								
Establishment of nurseries and reproduction of plants and reforestation	0	0	0	0	0	02	0	0
Establishment and management of CBO	0	0	0	0	01	01		01
Use and manipulation of GPS and PDA training received	03	0	0	0	0	0	0	0

Source: Survey by the Evaluation Team, November-December 2012

6.4 Annex 4: Itinerary

The Evaluation Team's itinerary was as follows:

Order	Date	Place of departure	Place of arrival/locality
1	27/11/2012	Bissau	Gabú
2	28/11/2012	Gabú	Colondinto Village in the Pirada sector
3	29/11/2012	Gabú	Samba Djau Village in Sonaco sector
4	30/11/2012	Gabú	Camadjaba Village in Pitche sector
5	1 ^{er} /12/2012	Gabú	Djalicunda
6	1 ^{er} /12/2012	Djalicunda	Burro in the sector of Farim
7	02/12/2012	Djalicunda	Candjambari in the sector of Farim
8	03/12/2012	Djalicunda	Bissau
9	04/12/2012	Bissau	Ondame in the sector of Quinhamel
10	05/12/2012	Bissau	Bucomil in the sector of Quinhamel

6.5 Annex 5: List of Persons Interviewed

Order	Name and surname (s)	Title/Structure
1	Alfredo Simao DA SILVA	Director General IBAP
2	Mario Alcino RAMOS	Head of Department, water and sanitation
3	Dauda SAU	Programme Officer, UNDP
4	Francisco GOMES	Vice president of Weather Forecast Institute
5	Braima EMBALO	Coordinator of National Capacity Building Project for Sustainable Land Management
6	Paulino MENDES	Administrative and Finance Assistant, National Capacity Building Project for Sustainable Land Management
7	Maria José Moara ARAUJO	Director General of Agriculture
8	Malam CASSAMA	Former Director of Forestry and Wildlife
9	Valentin TRAORÉ	Programme Officer, UNDP
10	Junko NAKAI	Programme Officer, UNDP
11	Maturin Irié BOUE	Monitoring/Evaluation Officer, UNDP
12	Serifu MOTARIO	Supervisor NGO DIVUTEC
13	Isnaba NABATCHE	Animator/facilitator NGO DIVUTEC
14	Mariam DIALLO	Animator NGO DIVUTEC
15	Mamadou BALDÉ	Animator NGO DIVUTEC
16	Satene Sila SANE	Regional Delegate Forestry and Wildlife of Gabú
17	José Alpha BALDÉ	Forestry officer for Boué sector
18	Mor	Program Officer NGO KAFO
19	Sedja DECARVALHO	Regional Delegate for Agriculture Biombo region
20	Isabel MIRANDA	Programme Officer, NGO AD
21	Daniel N'djanaya NANQUE	President NGO N'DELUGAN
22	Béatrice Suares DAGAMA	President NGO MERS BODJAR
23	CBO and village community of Colondinto	
24	CBO and village community of Camadjaba	
25	CBO and village community of Samba Djau	
26	CBO and village community of Burro	

27	CBO and village community of Candjambari	
28	CBO and village community of Bucomil	
29	Village Community of Ondame	

NB: This list does not take into account the trainees who responded to questionnaires.

6.6 Annex 6: Summary of Field Visits

The mobilization of the CBOs and the communities in order to exchange information with the Evaluation Team was moderate. It was strong in the communities such as Burro, Candjambari and Camadjaba, but poor in Bucomil and very poor at Ondame. At Ondame in particular, the Team met only nine (09) members of the animation group. However, the population had been notified in advance of the date of arrival of the Team. This could be a manifestation of a low interest in the activities of the project. Generally speaking, in the villages of Bucomil and Ondame which are close to the city, the population showed little interest in the activities of the project.

Exchanges with the communities were often very lively and participatory, signs of interest in the project activities. Except in some localities such as Samba Djau or Candjambari with a large Muslim population, women participated very well in the exchanges.

The reception given to the Evaluation Team by technical services can be classified into two (02) categories: there are services where agents were very available and enthusiastic, while others did not appear for appointments requested by the Evaluation Team.

Many trainees from the communities, technical services and NGOs were absent at the time of the Team's visit. Also, the Team could not establish contact with as many trainees as it wanted initially (35 agents from technical services and NGOs, 35 people from the communities or CBO).

The poor state of roads in the regions of Gabú and Oio resulted in long traveling time, thus reducing the duration of the Evaluation Team's presence in the villages.


6.7 Annex 7: List of Documents Reviewed

1. Coordination of the United Nations System in Guinea-Bissau, Common Country Assessment, December 2006
2. UNDP Bissau, Country Action Plan Programme 2008- 2012
3. Government of Guinea-Bissau, Poverty Alleviation National Strategy Paper, updated September 2006
4. Government of Guinea-Bissau, the Project Support Document for the Strengthening of Technical, Institutional, Human and Financial Capacities in Sustainable Land Management and the Fight Against Desertification, corrected version April 2007
5. UNDP Results-based Monitoring and Evaluation Guide, 2002
- 6 UNDP, Government of Guinea-Bissau, United Nations Development Assistance Framework Plan 2008-2012, May 2010
7. UNDP, Evaluation Guidance for GEF-Financed Projects
8. Ministry of Agriculture, Agricultural Development Policy Document, April 2002
9. Ministry of Agriculture, National Agricultural Investment Programme, July 2010
10. Support to the Strengthening of Technical, Institutional, Organizational and Financial Capacity for Sustainable Land Management and the Fight Against Desertification, Annual reports 2009, 2010, 2011, 2012
11. Support to the Strengthening of Technical, Institutional, Organizational and Financial Capacity for Sustainable Land Management and the Fight Against Desertification, Launch Report, September 2009
12. Support to the Strengthening of Technical, Institutional, Organizational and Financial Capacity for Sustainable Land Management and the Fight Against Desertification, Quarterly Reports
13. Department of Agriculture, National Forest Management Plan, May 2010
14. Ministry of Agriculture, Forestry Development Policy Document, May 2010
15. Ministry of Agriculture, Integrated Financial Strategy Action Plan, June 2012
16. Department of Agriculture, National Plan of Action to Combat Desertification, September 2010

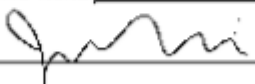
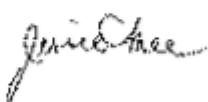
6.8 Annex 8: Questionnaires Used and Summary of Results

Number	Questionnaire used	Summary of results
1	Interview guide with the project team	The project obtained interesting but insufficient results. This failure is due to a number of constraints, among which are the weak ownership of the project by the Government (non-adoption of the important documents developed under the project), the low commitment of the Ministry of agriculture, the slow mobilization of co-financing, etc.
2	Interview Guide with Directorate General of forests and wildlife	The project is very relevant to the context of Guinea-Bissau. The results obtained are insufficient and a second phase is necessary to consolidate these achievements and obtain better results
3	Interview Guide with the CBOs and grassroots communities	The project is relevant to the environmental problems of the people. There was an effort to raise awareness about SLM but there was a lack of concrete actions
4	Interview Guide with NGO project partners	The project responds to a real need of rural communities. Trainings under the project are very relevant, but it would be necessary to adapt training modules to the level of education of the CBO members rather than doing the reverse.
5	Interview Guide with UNDP Bissau	There was a low ownership of the project by the national party, which has impacted negatively on the results of the project. Trainings conducted were very relevant, but the number of people that benefitted is not sufficient to have a substantial impact SLM in Guinea-Bissau.
6	Interview Guide with technical services and State institutions in Bissau	The actions under the project are constitute the concerns of ministries involved in SLM issues. But there was a lack of communication between the project team and the technical services of the ministries concerned with SLM issues
7	Interview Guide with technical services in the regions	Trainings conducted were very relevant, but they were not accompanied by the logistical support to better promote them
8	Survey Questionnaire for trained CBO and community members	The usefulness of the training is very high and the level of knowledge is good enough. But there have not been enough practices afterward.
9	Survey Questionnaire for trained technical services and NGO agents	Trainings conducted under the project are very relevant and of quality. The trainers were very competent. But the support to better use these trainings in practice was missing

6.9 Annex 9 : Formulaire d'accord du consultant d'évaluation

Consultant d'évaluation Formulaire d'accord ¹¹
Accord de respect du Code de conduite d'évaluation au sein du Système des Nations Unies
Nom du consultant: <u>SOUBEIGA Roger</u>
Nom de l'organisation du consultant (si besoin): _____
Je confirme avoir étudié et déclare que je respecterai les Directives d'éthiques UNEG 2008 d'évaluation
Signé à Bissau le 19/12/2012
Signature: 

6.10 Annex 10: Evaluation Report Clearance Form

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: <u>Junko Nakai</u>	
Signature: 	Date: <u>18 June 2013</u>
UNDP- GEF- RTA	
Name: <u>Jessie Mee, on behalf of Veronica Muthui</u>	
Signature: 	Date: <u>10 June 2013</u>

¹¹ www.unevaluation.org/unegcodeofconduct