Burkina Faso

Ministry of Environment

and Sustainable Development

Permanent Secretary of the National Council

for Environment and Sustainable Development

(SP/CNEDD)

FINAL REVIEW OF «STRENGTHENING ADAPTATION CAPACITIES AND REDUCING THE VULNERABILITY TO CLIMATE CHANGE IN BURKINA FASO» PROJECT

Final Evaluation Report

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Title of project financed by GEF and supported by UNDP: Strengthening Adaptation Capacities and Reducing the Vulnerability to Climate Change in Burkina Faso.

GEF project ID: 3978; **UNDP project ID:** 00071011

Review schedule and review report date:

Region and country included in the project: Burkina Faso, West Africa

GEF operational/strategic program

Implementing partner and other project partners are: Government **of Burkina Faso** through the Ministry of Environment and Sustainable Development, Ministry of Agriculture and Food Security, Ministry of Animal Resources and Fisheries. In addition to these stakeholders, we have UNDP.

Evaluation Team Members: NIENTA Ibrahim, international consultant, Team Leader and COULIBALY Ngra zan, national consultant.

ACCRONYMS AND ABBREVIATIONS

ACRIC	:	Support to Rural Communities and Inter-Community Initiatives
ALM	:	Adaptive Learning Mechanism
ATAD	:	Technical Alliance for Development Aid
BKF	:	Burkina Faso
CC	:	Climate change
CCNUCC	:	United Nations Framework Convention on Climate Change
CPAF	:	Permanent Literacy Center
CPP	:	Country Partnership Programme
CONEDD	:	National Council for Environment and Sustainable Development
COPIL	:	Steering Committee
CSMOD	:	Strategic Framework for the implementation of decentralization
CVD	:	Village Development Council
DCIME	:	Division of the Development of Competences, the Information and the Monitoring of Environment
DEP	:	of Studies and Planning
DGACV	:	General Direction for development and lifestyle
DP	:	Provincial Direction
DR	:	Regional Direction
DGMETEO	:	General Direction of Meteorology
DPAH	:	Provincial Direction for Agriculture and Hydraulics
DPEDD	:	Provincial Direction for Environnement and Sustainable Development
DPRA	:	Provincial Direction for Animal Ressource
DRAH	:	Regional Direction for Agriculture and Hydraulics
DREDD	:	Regional Direction for Environnement and Sustainable Development
DRRA	:	Regional Direction for Animal Ressource
FEM	:	Global Environment Facitilty
FCFA	:	Africa Financial Community Franc
MAH	:	Ministry of Agriculture and Hydraulics
MEDD	:	Ministry of Environment and Sustainable Development
MRA	:	Ministry of Animal Resources
NATURAMA	:	Association of Nature's Friends
NEX	:	National Execution
NAPA	:	National Action Plan for Adaptation to Variability and Climate Change
PAPSA	:	Agricultural Productivity and Food Security Improvement Project
PCD	:	Comunity Development Plan
PIF	:	Forest Investment Project
PIR	:	Project Implementation Report

PNDD	**:**	National Policy for Sustainable Development
PNDEL	**:**	National Policy for Livestock Development
PNGT	**:**	National Program for Land Management
PNSR	**:**	National Program for Rural Sector
PNUD	**:**	United National Development Program
PRD	**:**	Regional Development Program
PRODOC	**:**	Project Document
PSB	**:**	Sahel Burkina Project
SCADD	**:**	Accelerated Growth and Sustainable Development Strategy
SDR	**:**	Rural Development Strategy
SG	**:**	General Secretary
S/P:	**:**	Permanent Secretary or Permanent Secretariate
TDR	**:**	Terms of Reference
UAT	**:**	Technical Facilitation Unit
UCEC/Sahel	**:**	Union of Sahel Saving funds and Loans
UGP:	**:**	Project Management Unit
UFR	**:**	Training and Research Unit
UICN	**:**	International Union for the Conservation of Nature
UO :	**:**	University of Ouagadougou
VRA	**:**	(Vulnerability Reduction Assessment) :
VNU	**:**	United Nations Volunteer

GLOSSARY

- **PERFORMANCE**
  Performance was defined as the measure in which provision mechanisms can reach a targeted contract (span), the number of clients served (scale) and in which measures they are able to do it in a fair and sustainable manner.

- **ADAPTATION**
  Adaptation refers to any adjustment made in the natural systems or in human activities in response to actual and planned climate change impacts.

- **REVIEW**
  Review is a function which consists in systematically or objectively appreciating or assessing a project underway or completed, a program or a set of actions, its design, implementation and results. It is meant to determine the relevance of objectives and their degree of achievement, the effectiveness compared to development, the efficiency, impact and viability. *Comité d'aide au développement (CAD/OCDE).*

- **RELEVANCE**
  The measure according to which, the objectives of action correspond to beneficiaries' expectations and to territorial needs. The relevance of a project mainly relies on its design. It involves the measure in which objectives set by the project correctly respond to identified problems or concerns or actual needs. The relevance should be assessed throughout the project cycle. The relevance involves project adequacy with the problems to be solved at two given moments: during its design and its evaluation or review.

- **EFFICIENCY**
  Efficiency describes the achievement of objectives. It is the comparison between objectives set at the beginning and achieved results: thus the importance of having clear objectives from the beginning. The interest is to measure gaps and be able to analyze them.

- **EFFECTIVENESS**
  Effectiveness involves the rational use of available means and aims at analyzing objectives which were achieved at a cheap cost (financial, human and organizational).
  The criterion of effectiveness measures the relationship between various activities, available resources, and planned results. This measure should be quantitative, qualitative and also be related to time and budget management. The main question raised by the criterion of effectiveness is: « was the project implemented at an optimal manner »? It is the issue of the most advantageous economic solution. Therefore, it is to see if similar results could be achieved by other means, at a lesser cost and within the same timeframe.

- **IMPACT**
  The impact study measures the results or effects of action at a mid and long term; it is the assessment of all the effects of the project on its environment, be it positive or negative, planned or unforeseen at the economic, social political or ecological level. It is all the important and sustainable changes in the life and environment of people and groups with a direct or indirect link of causality with the project.
  The impact involves relationships between the goal (or the specific objective) and the overall objectives of the project. In other words, the impact measures the profits received by targeted beneficiaries that had a broader overall effect on a bigger number of people in the sector, the region or the country as a whole.

- **SUSTAINABILITY**
  Sustainability (or perenniality (lasting quality) or viability), aims at knowing if the effects of the program will last after its ending. This is the analysis of chances that the positive effects of the action continue when the external aid will come to an end. The viability is meant to determine if the positive results of the project (compared with its specific objective) are susceptible of lasting once external funding is over. It consists in financial viability and also the opportunity to duplicate or to extend the program to a bigger scale.

SYNTHESIS NOTE

Table 1 : Project summary

Project title	Capacity building for adaptation and vulnerability reduction to climate change.			
GEF project ID:	3978		To the approval (in million US$)	To completion (in million US$)
UNDP project ID:	00071011	GEF financing:	2 900 000	2 900 000
Country :	Burkina Faso	UNDP :	500 000	156 561
Region :	Afrique	Government :	450 000 (in kind)	
Focal area:	Climate change	Autre :		
Implementing agency:	UNDP	Project total cost:	3 850 000	
National partners involved:	-Ministry of Environment and Sustainable Development - Ministry of Agriculture and Food Security and Water Resources- Ministry of Animal Resources; - beneficiary municipalities -VDC of beneficiary villages	Project document signature (Project beginning date) :		June 12, 2009
		Closing Date:	Proposed : 31/12/2013	Present : 31/03/2014

Source: Project summary table, TOR (p.1 and 2)

Project description

Adverse effects caused by climate change and variability are a serious challenge for the development of countries like Burkina Faso whose economy mainly relies on the rural sector.

Faced with these negative effects, the government of Burkina Faso with the support of UNDP Burkina Faso developed a National Action Program for Adaptation (NAPA) to variability and climate change which was adopted in November 2007. Analysis conducted in the formulation of NAPA indicates that the agro-forest-pastoral sector will be the sector most affected by the climate change. According to NAPA, climate change will have the following consequences in Burkina Faso: (i) critical reduction of water availability, (ii) a decrease of potential biomass, and (iii) a reduction and important soil degradation. NAPA analysis also showed that there is a great risk to affect ecosystems of Sahel, Central-North, Boucle du Mouhoun regions and results in increasing vulnerability of local population amongst these regions.

With such a context, Burkina government in collaboration with developmental partners of which UNDP and GEF designed and implemented the project entitled: « capacity building for Adaptation of Vulnerability to Climate Change ».

NAPA-GEF project total cost is 3.850.000 dollars US shared between GEF (2.900.000 dollars US), UNDP (500.000 dollars US) and Burkina Faso (450.000

dollars US in kind). It was signed by Burkina government on June 12, 2009, official date of the beginning of activities.

The project addressed the following main problems:

- The poor financial capacity of most of households in rural areas of Burkina Faso prevents them from adopting new adaptation practices to CC which need an investment in time and financial support.
- The poor technical capacity of agro-pastoralists and inadequacy of new measures and technologies with local conditions.
- The lack of technical capacity of agro-pastoral management in most villages together with the increasing number of animals induces land degradation and water resources deficit.
- The lack of information especially concerning climate and climate change leads to ignorance among farmers, local decision-makers and provincial and regional technical services on the possible impacts of climate change on economic activities at village level. Thus, these actors are reluctant to plan activities that can reduce the effects of CC.
- Knowledge on good practices and alternative measures on natural resource management are insufficiently disseminated at the local level for effective usage that these techniques are limited among experts and scientists (NAPA Prodoc)

The overall objective of the project is to « strengthen the resilience (and the capacity of adaptation) of Burkina Faso to climate change risks in the agro-forest-pastoral sector ». Its specific objective is to « promote the resilience and adaptation to climate change risks in the agro-forest-pastoral sector of Burkina Faso, specifically in Mouhoun, Namatenga and Oudalan provinces ». In order to achieve these objectives, the following three results were selected: (1) capacity for planning and response to climate change is improved in the agro-forest-pastoral sector; (2) Best practices are known, tested and adopted by communities thus reducing the risks of impacts caused by CC on the agro-forest-pastoral productivity; (3) lessons learned and best practices of results 1 and 2 are capitalized and disseminated.

Table 2: Marking of the evaluation

Marking of the evaluation:			
1. Monitoring and evaluation (M&E)	**Marking**	**2. AE Execution**	**Marking**
Design of M&E model at the beginning	S	UNDP Execution quality	MS
Implementation of M£E plan	S	Execution quality : Executing Agency	MS
Overall M£E quality	S	Overall implementation/execution quality	MS
3. Évaluation of results	**Marking**	**4. Sustainability**	**Marking**
Relevance	P	Financial resources	MP
Efficiency	HS	Socio-political:	MP
Effectiveness	HS	Institutional framework and gouvernance:	MP
Overall marking of project result	S	Environmental :	MP
		Overall sustainability probability	MP

Summary of conclusions, recommendations and lessons

1. Project performance

Coherence

There is a good coherence between project objectives and results. Likewise, the project planned and mobilized enough resources to conduct activities.
With the analysis of the project logical framework, one can clearly notice the coherence between the various elements of project intervention logics, meaning resources, activities, effects and impact.

Considering a project logical framework result chain, its coherent feature can be appreciated through the following elements:

- Resources were available to implement the various activities of the project;
- Activities are carried out according to a schedule even if we often notice some delays;
- Local actors' capacities are strengthened on adaptation to climate change.

The various remarks on the field and beneficiaries' opinions show at this level that the intervention strategy and project piloting rely on a group of partners whose intervention optimizes the creation conditions favorable to implement activity in an efficient and effective manner.

With the analysis, the team also noticed that the organizational device set up for the project piloting and implementation relies on decentralized technical services of districts involved in project implementation.
The organizational scheme set up (for project steering and implementation) is well adapted to the national, regional and local context.

Moreover, the diversification of partnership developed by the project connecting decision-makers, researchers and communities is a source of synergy which effect is to optimize the results. NAPA GEF implementation in synergy with many other projects, especially NAPA Japan and NAPA DANIDA strengthened its performance. The management device is also relevant because it mainly enabled each structure involved to take up activities for which it has a technical or institutional competence. Project coherence is also characterized by a great attention paid to the duplication of lessons which will be drawn; result 3 is focused on this duplication. The baseline selected corresponds to the criteria of a good indicator but some of them are difficult to measure. Finally, series of 7 risks were identified but no strategies for mitigation of these risks were proposed.

Relevance

In summary, project objectives are aligned with GEF priorities and, at the national level, with 12 priority projects of National Program for Adaptation to Variability and climate change. At the local level, the project is in coherence with priorities/needs of targeted communities which environment and means/modes of existence are strongly disturbed by the effects of climate change. The participatory approach adopted by the project strengthened its relevance at the local level.

Efficiency

Project efficiency is largely satisfactory. All the targets defined in accordance with respective baseline were achieved. However, we notice some issues, especially the poor technical capacity of technical services which is portrayed by the under-estimation of some micro-projects costs, the lack of monitoring of achievements on the field and technical assistance to beneficiaries which explain the poor quality of some achievements mainly in the area of livestock and the delay in the allocation of funding which at times creates obstacles to the efficient implementation of some activities.

Effectiveness

Consequent resources were allocated for the conduct of activities to enable the achievement of project expected results. All the expected results were achieved with a slightly more than 90% of foreseen financial resources, which is a sign of real and great efficiency in project implementation. Moreover, cost-effectiveness of the achievements of projects is satisfactory: the comparison of achievement costs of some project activities similar in the same areas of intervention show that costs of NAPA GEF activities are generally lower.

Impact

Impact of project achievement monitored by LPCE facilitated an amelioration of VRA note when the team evaluated the situation before and after the project implementation in pilot villages. The impact of the project is acknowledged at various levels: (i) change of actors' behavior with regards to the CC issues and the enhancement of capacity on planning in relation with CC issues; (ii) in the area of agriculture and food security (use of adapted seeds, soil restoration, improvement of access to cereals and loans, usage of meteorological information in the crop management, etc.) ; (iii) in the area of livestock (improvement of livestock conditions with food storage availability, the increase of pastures and access to water for animal watering ; increase of livestock breeders farmers' income with breeding and genetic improvement or poultry and pigs; (iv) in the area of water (improvement of access to clean water and attenuation of women's workload with the digging of boreholes) ; (v) in the environmental sector especially with reforestation actions which enabled the mitigation of CC negative effects on the environment; (vi) the strengthening of planning in relation with CC especially with the development of the National Plan for Adaptation to CC of Burkina Faso.

Sustainability

The approach of the project based on the « to have-done » facilitated the ownership or appropriation of achievements by beneficiary communities.
As for agriculture and livestock, besides activities which require important means for their implementation (degraded soil restoration with Delphino plow, the making of small seawalls with stone bars, pastoral boreholes, wells, etc.), all the other activities have more or less a potential of reproduction.

As far as water resource is concerned, the appropriation of clean water management by the creation of management committees is a factor of sustainability which however is still limited by the lack of existence of local repairers and absence of spare parts.
For the environment, the appropriation of activities for water bank protection, and bushfire management by management committees and the mastering of improved stove making by local actors are sustainability factors of project achievements. Moreover, the training and use of private nurserymen (a nurserywomen) at the local level is also a factor which facilitates the sustainability of reforestation actions, which is still limited by the lack of communities' as well as financial means.
Project sustainability approach wanted the technical services to continue bringing their technical assistance to various communities and ensuring the duplication of best practices in other villages. These agents should be able to continue the duplication of project activities on condition that they have transport means. But considering the weaknesses revealed during their assignments, the team has some reserves regarding the willingness of some of them for this duplication.

2. Conclusion, lessons learnt and recommendations

Conclusion

At the end of its assignment, and by analyzing NAPA GEF through good practices criteria on development project design and implementation, the review team reached to the following conclusions:

1°) Project design

Project design is satisfactory in the sense that:

- The project has an internal coherence as the specific objective is coherent with the overall objective and expected results really enable the achievement of the specific objective.
- There is an adequacy between proposed means and planned activities because the set of activities was carried out with 90.80% of the total budget.
- The institutional layout is perfectly suitable given the importance and the complexity of the phenomenon the project intends to addresse. In fact, it involves a multiple partners through creation of collaboration between decision-makers, researchers, private sector and actors at community level in a response to CC. Such a layout was inspired by a search for efficiency because as designed, it enables each structure involved in the implementation and monitoring of the project to consider the activities for which it is technically or institutionally equipped. It also enables the gathering of all the stakeholders for discussions on project progress and difficulties. The diversification of the partnership strengthened the relevance of project actions and contributed to the improvement of its performance.
- The project is eminently relevant because of its alignment with the priorities of the National Program for Adaptation to Variability and CC, with GEF objectives (priorities) on natural resource deterioration and with local priorities (needs of target communities in terms of response to natural resource deterioration and means and ways of existence caused by CC).

2°) Project implementation

Project implementation is satisfactory because:

- The synergy between NAPA-GEF, NAPA-DANIDA and NAPA-JAPAN was crucial factor in the optimization of project results (especially for results 1 and 3).
- Despite the non-delivery of some products in the result 2 within estimated timeframe, project efficiency, considering the level achievement compared with programming, is highly satisfactory in the sense that all the project indicators were accomplished at 100%.
- The project effectiveness is proven for 90.80% of resources enabled the achievement of 98% of outputs. Moreover, cost-effectiveness analysis shows that the project was implemented in efficient manner in comparison to some of the activities of PNGT2 of Burkina Faso and in relation to Niger Basin Silting Program in Mali.
- The project impact is noticeable at various levels, especially in the following sectors:

- The capacity building of technical staff and farmers enabled them to improve their competences with training actions thus giving them a greater understanding of stakes, challenges and especially a better identification and planning of good practices to be promoted.
- In agriculture and food security: project activities tremendously changed people's livelihoods and farmers' behavior by limiting natural hazards of which farmers and breeders are victims.
- In livestock: the project with its developed actions, contributed to an improvement of livestock conditions and breeders' income.
- In Water: the setting up of boreholes to facilitate access to clean water in villages for vulnerable people;
- In Environment: project activities enabled to limit the hydric erosion which caused strong bank deterioration and facilitated a quick resumption of vegetation by improving soil texture, a reduction of firewood.

- Concerning project sustainability, the effective participation noticed from all the stakeholders and the ownership together with the impact in the various sectors of the intervention constitute factors of sustainability of assets and facilitate the duplication. Dynamics show that all these actors are committed in the continuation of activities and maintenance of assets in strategy of adaptation to climate change.

3°) Identified shortcomings

The main shortcomings identified are the following:

Weaknesses in the approach

- The wrong choice of priorities action at village level: and restoration should have been identified as a priority activity mainly because of land deteriorating conditions. The constraint related to the activity was not identified (Kobouré village, Namentenga).
- The non involvement of beneficiary communities in the choice of service providers: for the supply of cereal banks and animal purchase, village committees were not involved in the selection of service providers. This is portrayed by

frustrations from beneficiaries, as the delivered products were sometimes of poor quality ; this was the case for instance of cereals delivered in Safi and Bagawa ;
- The non-delimitation of restored lands for pastoral needs: this shortcoming makes restored areas difficult.

Concerning the weaknesses among technical services responsible in charge of monitoring and technical assistance to farmersfarmers, the following was noted:

- The poor capacity of technical services at the local level in the development of technical guideline for communities: this difficulty delayed the planning of activities; it is also portrayed by a poor quality of some micro-projects ; it is the case of jardin polyvalent de Monkuy where the water needs were largely under-estimated thus limiting its use.
- Lack of monitoring of field level activity and technical assistance to beneficiaries: field mission which should control the quality of achievements were insufficient; this, therefore, is an explanation why the numerous defects could not be detected and corrected; thus the team noted a poor animal and poultry health monitoring from the technical staff. This caused a high mortality of verra specie (in Monkuy), sheep (in Kobouré) and cocks (in Souri), thus leading to lack of interest among beneficiaries for these activities.

Regarding weaknesses in the management of funding allocation, we can notice:

- The delays in funds allocation in the project: funds for the implementation of micro-projects usually arrive late and at the moment when beneficiaries are occupied with agricultural activities.

Lessons learned

Lessons learned from the implementation of the project entitled: « *strengthening adaptation capacities and reducing the vulnerability to climate change in Burkina Faso »* and which could serve for similar projects are the following:

1. The problem of adaptation to climate change is trans-disciplinary multi-sectorial by essence. It requires joint efforts from the various actors involved and harmonization of their position in a coordinated set up.
2. The project showed that the ownership from the national part, the involvement of technical services at the local level and village communities are needed for the success of this kind of project and that for the success of operations, the technical staff should be involved with abnegation.
3. An intervention in the area of adaptation to CC can produce sustainable results if the decentralized structures as well as beneficiary communities are involved in the implementation and if the focus is on actors' organizational and operational capacity building. Such an approach facilitates the implementation of the project and guarantees the ownership of project assets.
4. For an adequate support, basic communities are able to identify and take part in the programming of relevant activities in the area of adaptation to climate change.

5. The concentration of activities in one village for CC adaptation strategies is what the team calls a window display and generally extends.
6. The « to have – done » is an approach which makes beneficiaries more responsible with a proximity training on strategy of adaptation to CC;
7. Communities understood CC and integrated it in their behaviors;
8. The participatory approach on adaptation strategy is not only a factor of viability but also of success in the adoption of new innovations;
9. The joint natural resource management can facilitate sustainability; conversely, the non-joint natural resource management (case of Mouhoun River) can be a factor of conflict between various neighboring communities.
10. The development of income improvement activities in connection with soil restoration actions which portray a better adaptation of communities to CC;
11. The strengthening of synergy of actions with technical services, communities and beneficiaries facilitates a better efficiency and orientation of the implementation of actions for adaptation to CC;
12. Local structures are good relays for the activity monitoring especially after the project;
13. The under-estimation of costs in micro-project development can be a factor of failure (case of irrigated perimeter of women of Mounkuy, where for 1 ha, there is only one well where women go to fetch water in the village for the watering of their plots).

Recommendations

At the end of the NAPA GEF evaluation assignment, and based on the performances, inadequacies and lessons learnt from project implementation, the evaluation team recommends the following:

- Centralize and disseminate best results and practices in the area of adaptation to CC to all the development partners who work in Burkina Faso.
- Scaling: broaden the area of intervention of the project by covering all the regions of Burkina Faso. This needs not only the mobilization of external resources but also a contribution from the national part.
- Use NAPA results for an advocacy with national media for the dissemination of meteorological information among farmers.
- Accelerate NAPA adoption and strengthen its institutional position in order to enable a more important consideration of issues related to adaptation to climate change in the strategies, development projects and programs of country.
- Certainly, it is more adequate, in a context of extreme poverty, to support vulnerable people without their own contribution. However, in order to increase the number of beneficiaries, the evaluation team recommends the setting up of a strategy where each beneficiary of a nucleus of cattle gives part of the benefits to another vulnerable person (retrocession). Such a strategy enables the increase of the number of beneficiaries and sustains the support to vulnerable people.

1. INTRODUCTION

1.1. Objective of the evaluation

According to terms of reference, « the present evaluation is a retrospective and summary evaluation. It main objective is to develop an independent and motivated opinion on NAPA-BKF-UNDP-GEF project financing, implementation and results. It should be conducted in a way to give an argued opinion according to criteria suggested by the Assistance Committee to Development (ACD) of OCDE » meaning the relevance, efficiency, effectiveness, impact and sustainability of project achievements.
« For this matter, the consultants should consider in a balanced manner the various legitimate opinions that can be expressed and conduct the evaluation in an impartial manner. This consideration of the plurality of opinions should be portrayed, if possible, by the association of various stakeholders of the project of evaluation process».

1.2. Scope of application and methodology

1.2.1 Scope of application

The evaluation focuses on the all duration of project implementation and on all the actions conducted by the project or with the support of the project. It covers all the areas targeted by the project and involves all the stakeholders of the project.
The main actors of the evaluation include government structures involved in the project, the institutions responsible for the implementation of the project, local and territorial communities, partner institutions mainly UNDP and GEF national focal point.

1.2.2 Methodology

a) Data collection tools

In order to respond to objectives of the evaluation, the evaluation team combined for data collection methods : document review, individual interviews, group discussions and observation of achievements.

❑ **Document review**

Document review enabled the assignment team to have data on the project, its backfield, implementation, results, etc. it was on project document, quarterly and annual reports, self-evaluation reports, mid-term review report, tripartite MoU for the monitoring and supervision of activity implementation, UNDP reference documents, etc.

❑ **Interviews**

Interviews took place with the representatives of structures resource persons involved in project implementation. The assignment thus met the following actors:

- General Secretary of MEDD ;
- SP/CONEDD ;
- Project coordination;
- UNDP project manager;
- DEP of Ministries of : Environment and Sustainable Development, Animal Resources and Fisheries and Agriculture and Food Security;

- Experts who took part in the development of National Plan for Adaptation to CC;
- General Director of national meteorology and staff involved in project implementation;
- Regional Directors of Environment and Sustainable Development, Animal resources and fisheries, and Agriculture and Food Security in Sahel, Central North and Boucle du Mouhoun regions;
- Provincial directors of Environment and Sustainable Development, Animal resources and fisheries and Agriculture and Food security of Namentenga, Oudalan and Mouhoun provinces ;
- Communal authorities of Boala (Namentenga), Gorom-Gorom (Oudalan) and Ouarkoye (Mouhoun)

Interviews with the aforesaid actors aimed at knowing their level of involvement in the project, their appreciation on project design and implementation as well as the quality of achievements and their impact, lessons learnt, etc.

❑ **Group discussions**

Group discussions were organized with beneficiaries of project achievements. They were organized in three village communities out of the six covered by the project. These are: Safi village in Namentenga province, Bagawa in Oudalan province, And Monkuy in Mouhoun province. Group discussions with communities aimed at having their appreciation on project implementation, achievements' quality and their impact, sustainability factors of project achievements, etc.

❑ **Achievement monitoring**

Observation was used for the appreciation of achievements' quality, especially reforestation, soil restoration, polyvalent gardens, livestock produced by women, cereal banks, etc.

b) Steps of assignment

❑ **Framing meeting**

Framing meeting gave the opportunity to the team of consultants to present its approach for the evaluation (evaluative issues, indicators, sources of information, etc.) and collect the remarks from the technical committee in order to improve it.

❑ **Document review**

For a better understanding or grasp of the project, especially it evolution context, implementation and results, etc., consultants conducted a document review. This consisted in gathering and analyzing existing documents, mainly project document, quarterly and annual reports, self-evaluation reports, mid-term review report, etc. they also benefited from various communication done by NAPA and UNDP coordination in order to better understand CC, the context and problems that the project addresses.

❑ **Field visits and interviews with stakeholders**

This was the stage of primary data collection on the field. It was to conduct interviews and group discussions with stakeholders identified in regions, provinces, municipalities and villages targeted by the survey.

❑ **Interviews with stakeholders in the central region (Ouagadougou)**

This phase enabled consultants to collect data with partners at the central level.

❑ **Data analysis and writing of reports**

Collected data were manually sorted out. It consisted in gathering the information by evaluative issue and analyzing them. This analysis enabled consultants to make a data synthesis and produce an interim report.
This report is structured as follows::

- Synthesis note
- Introduction
- Project description and its development context
- Reports and analyses
- Conclusions, lessons learned and recommendations.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

Chapter 2 gives a description of the project, its objectives, expected results, problems it addressed, the main stakeholders and reference indicators.

2.1. Project implementation stages

The initial duration of the project is 4 years. The various stages are presented as follows:

Table 3 : project implementation stages

Stages	Planned Date [A]	Implementation Date [B]
1. PIF approval		May 26, 2009
2. Signature of project document		Sept 14, 2009
3. Availability of funds (1st disbursement)		Aug 24, 2009
4. Launching workshop		Jan 12 and 13, 2010
5. Mid-term review	in 2011	Mid sept-oct 2012
6. Final review	in 2013	Jan-July 2014
7. Operational closing	in 2013	Dec 2013
8. Financial closing	in 2014	March 2014

Source : UNDP program Manager

2.2. Problems the project aims at addressing

The project considers National Program for Adaptation to variability and CC of Burkina Faso (NAPA) main concerns. Situational analysis according to project document reveals that the poor adaptation capacity or high vulnerability to CC is due to root causes both within households and community, the most important causes are the following:

- The poor financial capacity of most of the households in rural areas of Burkina Faso prevents them from adopting new adaptation practices to CC which need an investment in time and money.
- The poor technical capacity of agro-pastors and the inadequacy of new measures and technologies with local conditions.
- The lack of pasture management system in most of the villages together with the increasing number of animals causes serious damages to the land and water resources.
- The lack of information, mainly regarding data on climate change. This led to ignorance among farmers, local decision-makers, regional and provincial technical services on the possible impacts of climate change on agro-forest-pastoral activities in villages. Thus, these actors have difficulties in planning activities that can reduce the effects of CC.
- The good practices and alternative measures on natural resource management known by experts and scientists are not disseminated enough to be used at the local level.

2.3. Project objectives and results

2.3.1. Development goal/objective

The overall goal of the project is to « strengthen the resilience (adaptation capacity) of Burkina Faso faced with the risks of climate change in the agro-forest-pastoral sector ».

2.3.2. Specific objective

The specific objective of the project is to « support the resilience and adaptation to climate change risks in the agro-forest-pastoral sector of Burkina Faso, specifically in Mouhoun, Namatenga and Oudalan provinces».

2.3.3. Expected results

Three results were selected to contribute to the achievement of development goal. Three results are the following:

Results 1 – capacity for planning and response to climate change is improved in the agro-forest-pastoral sector.
Result 2 – best practices are known, tested and adopted by communities and this reduces the risks of CC impacts on agro-forest-pastoral productivity.

Result 3 – lessons learnt and best practices of results 1 and 2 are capitalized and disseminated.

2.4. Baseline set up

The main reference indicators established are ten (10) defined for project objective:

1. Progress from the national allocated budget and resources mobilized by the government for adaptation to CC;
2. Number of NGOs, associations and research structures which conduct activities related to CC;
3. Percentage of structures which set up devices of mechanisms related to CC (by use of the evaluation sheet of UNDP adaptation capacities) ;
4. Percentage of identified potential partners having materialized an agreement with PPG (under the form of co-funding or planning shared in synergy) ;
5. Percentage of rural people aware of climate change through actions and their consequences (by survey).
6. Percentage of CVD and farmers who adopted good practices shown in villages covered by the project
7. Level vulnerability reduction related to CC in the 6 villages covered by the project as measured by VRA tool (Vulnerability Reduction Assessment)
8. Number of website visit by the Burkinabe
9. Number of contributions to ALM (Adaptive Learning Mechanism)
10. Number of media events organized by the project in the 3 regions (radio programs, newspaper articles, documentaries, brochures, plays).

2.5. Main stakeholders

The main stakeholders to the present project are the following:

- Burkina government through the Ministries of Environment and Sustainable Development, Agriculture and Food Security, Animal resources and Fisheries;
- City councils of municipalities covered by the project;
- Regional councils of regionas covered by the project;
- Village communities beneficiaries of achievements of the project : Bagawa and Tin Akoff (in Oudalan), Monkuy and Souri (in Mouhoun), Safi and Kobouré (in Namentenga) ;
- UNDP and GEF.

2.6. Project forecast contribution

Project forecast contributions are summarized in the following table.

Table 4: Forecast **c**ontributions of project partners

Funding organizations	**Forecast amount** (in millions US$)	**Nature** (in millions US$)	**Percentage**
GEF	2, 900,000	Espèces	75,32
UNDP	500,000	Espèces	12,99
Government	450,000	En nature	11,69
Total	**3, 850,000**		**100**

Source: project summary table, TOR (p.1 and 2) revised by the team

3. REPORTS AND ANALYSES

3.1. Conception/Formulation du projet

It consists in analyzing aspects related to project design.

3.1.1. Logical framework analysis

3.1.1.1. Coherence of project objectives with national strategies

The project contributes to the implementation of UNDP 2009-2013 country program for Burkina, particularly the sub-program entitled Environment and sustainable development, a component which aims at supporting Burkina Government to build its capacities in the area of adaptation measures against climate change. The project focused on the main identified adaptation interventions which were considered during the development process as priorities by actors at the national, district communal and village levels.

The project is consistent with an area of interest of UNDP in the areas of capacity-building.

NAPA objectives are also in line with the main challenges recorded in the Revised Strategy for Poverty Alleviation and the new UNDAF.

The decentralization of project interventions strengthens local governance at the local level.

Finally adaptation measures identified in NAPA are in line with provisions of the three after Rio mainly: the Convention to Combat Desertification (CCD), Convention on Biodiversity (CDB) United Nations Framework Convention on Climate Change (UNFCC).

3.1.1.2. Coherence of objectives and expected results

The analysis of barriers enabled us to conclude that the present situation in most parts of Burkina Faso is that an important part of natural resources is tremendously deteriorating and this causes a decrease in the resilience to climate change. Means of existence will be more and more affected while climate change planned for decades to come are susceptible of causing serious difficulties in villages; they are susceptible of contributing to poverty and boycotting the national development.

Appropriate measures aim at addressing sustainable development and climate variability to a certain extent. However, in the baseline, there is no important measure to combat climate change in order to increase capacity of adaptation to climate change, and reduce climate change vulnerability. In the baseline, the only measures

taken on climate change focused on the development of basic institutions needed to respond to UNFCC requirements.

Therefore, in the initial scenario, in most of the rural regions of the North and Center of Burkina Faso, households, communities and the economy remain much vulnerable to CC. Problems addressed by the program are developed at 2.2 hereafter.
The overall objective of the project being « promote the development of a resilience to climate change in the arid areas of Burkina Faso » and the specific objective is to « support the resilience and adaptation to CC risks in the agro-forest-pastoral sector of Burkina Faso, mainly in Mouhoun, Namatenga Oudalan provinces », there is a coherence between project objectives and problems to be solved, for by strengthening the resilience and adaptation capacities of beneficiary people faced with CC risks in agro-forest-pastoral sector, the project necessarily contributes to the promotion of the development of a resilience to CC in Burkina Faso.

In terms of expected results, the project document mentions three (03) of them: the first one is about capacity-building for planning and response to CC in the agro-forest-pastoral sector ; the second is related to the ownership of best practices by communities in order to reduce the risks of CC effects. Finally, the third result involves the capitalization and dissemination of lessons learnt and best practices of results 1 and 2.
It is thus clear and easy to conclude that there is a coherence between the overall objective and the problem to be solved on one hand, between the specific objective and overall objective of the project on the other; this is because the achievement of the specific objective effectively contributes to the achievement of the overall goal/objective as stipulated in the project document. Finally, the expected results such as formulated in the project document are coherent with the specific objective for they all aim at its achievement.
Both the objectives and results were not modified during project implementation.

As for project external coherence (coherence with the national and local strategies and international agreements), it was analyzed with the relevance of the project.

3.1.1.3. Adequacy between means and activities

If the team considers that all the activities (the three results plus project management) could be achieved with 91% of the budget (total amount of resources raised for the implementation of project activities from 2009 to 2013 is 1 700 000 000 CFA, the total of disbursements for the conduct of activities during the same period is 1 543 575 570 F CFA, representing an average financial execution rate of 90.80% = 91%) as demonstrated further in the analysis of project efficiency and effectiveness through tables 3, 4, 5 and 6 of appendix, we can say that financial means planned at the beginning were in line with project activities.
Financial resources (means) are thus in line with project activities.
The scale economy recorded is partly explained by the synergy created with NAPA program approach. This synergy is concretely portrayed by the fact that some activities necessary for project success, such as community awareness campaigns, meteorological equipment were executed in the context of NAPA, DANIDA and NAPA JAPAN projects; all this enabled the project to gain in time and financial resources.

3.1.1.4. Project indicators

The ten indicators were defined to measure the achievement of project overall objective and results presented as follows:

1. The progress from the national allocated budget and mobilized resources by the government for adaptation to CC.
2. The number of NGO, associations and research structures which conduct CC related activities.

Comments: these two indicators enable the perfect assessment of project overall objective meaning the strengthening of the resilience (and adaptation capacity) of Burkina Faso faced with CC risks in the agro-forest-pastoral sector.
Moreover, it is important to underline that the checking sources are difficult to consult, especially for the first indicator of the national allocated budget part to actions of adaptation to CC is difficult to dissociate in the CMT.
Finally, these two indicators are SMART (specific, measurable, acceptable, realistic and timely).

3. The percentage of structures having setting up CC related devices or mechanisms (by use of UNDP adaptation capacity assessment sheet) ;
4. The percentage of identified potential partners having materialized an agreement with the PPG (under the form of co-funding or shared planning in synergy) ;
5. The percentage of rural people aware of CC through manifestations and their consequences (through survey).

Comments: the three indicators thus defined enable the perfect assessment of result 1 of project meaning, « the capacity for planning and response to CC is improved in the agro-forest-pastoral sector ».
These indicators are SMART (specific, measurable, acceptable, realistic and timely) and their checking sources are accessible for assessment.

6. The percentage of VDC and farmers having adopted good practices demonstrated in villages covered by the project;
7. The level of vulnerability reduction related to CC in the 6 villages covered by the project as measured by VRA tool (Vulnerability Reduction Assessment)

Comments: these defined indicators enable the assessment of result 2 of the project meaning, « best practices are known, tested, and adopted by communities thus reducing risks of CC related impacts on agro-forest-pastoral productivity».
Indicator 6 is SMART and its checking source is accessible therefore easy to inform.
Meanwhile, data meant to inform indicator 7 can only be obtained through survey and therefore at a relatively high cost. In order to be realistic, concise and consider the cost, it would have been good to define the indicator by targeting only people from villages covered by the project for instance: « proportion of people from communities covered by the project aware of CC by behavior changes and their consequences».

8. The number of website visits by Burkinabe ;
9. The number of contributions to ALM (Adaptive Learning Mechanism) ;

10. The number of media events organized by the project in the 3 regions (radio programs, articles in the newspapers, documentary, brochure, plays)

Comments: these defined indicators enable the assessment of result 3 of the project meaning, « Lessons learned and best parctices of results 1 and 2 are capitalized and disseminated. ».
Indicators 8 and 10 are SMART. Meanwhile, indicator 9 is difficult to inform and datum related to this indicator is available in project annual activity reports.

Therefore, we count at least two indicators by objective or result. Most of the defined indicators respond to the main criteria of quality of a good indicator meaning « *specific, measurable, acceptable, realistic and timely* ».

Finally, it also important to underline that most of the indicators were revised and adapted following GEF supervision assignment.

3.1.1.5. Assumptions and risks

The project has identified seven (07) main risks distributed between project specific objective and the three expected results as mentioned in the logical framework.
These risks are among others:

- CC are higher that foreseen or planned ;
- The agro-forest-pastoral sector undergoes crises caused by world factors;
- Political willingness does not support CC adaptation attempts;
- Coordination mechanisms between services are not effective;
- Conditions in the six villages are not representative enough and therefore practices are not relevant everywhere;
- Social harmony problems in villages hinder implementation timeframe;
- UNDP ALM system is not efficient.

These risks are relevant and susceptible of having negative effects on project performance.
It is also important to point out that all the risks are considered as being « weak »; two risks were considered as being «medium» (first and second) and none of the identified risks was considered as being « high ». However, the team notes that mitigation measures for some identified risks were not suggested. They simply planned that UNDP and government structures involved follow the progress of risks for project implementation monitoring process.

In the implementation and as mentioned in PIR 2013, measures are taken to address some of the risks:

- Concerning the slowness of procurement file processing at UNDP and MEDD which is in relation with the risk regarding inefficiency of UNDP ALM system, three measures were taken monitoring among the UNDP procurement team, consultation with UNDP management; this enables the recruitment of a procurement specialist within UNDP environment and a tight monitoring of public procurement team members and the support of a procurement specialist from SP/CONEDD in the national part.

- Regarding the fragility of the agro-forest-pastoral sector (agro-forest-pastoral sector undergoes crises related to world factors), the accent is put on sensitization/

information of various actors at all levels for a better awareness on CC effects in the agro-forest-pastoral production system.

3.1.2. Downscaling of experiences in project design

Project designers recorded institutional measures, strategies and national and regional programs which include elements based on CC issues.
In fact, the conclusions of various studies conducted in the framework of National Program for Adaptation to CC show that agriculture, water, livestock and forest products are the sectors most affected by CC.
For the agriculture, in the sahelian area, the forecast decrease of rainfalls will lead to a decrease of productivity of the main harvest (millet).
In the water sector, climate change will be portrayed by an increase of flows of Niger and Nakanbé basins meanwhile Comoe and Mouhoun basins will have tremendously reduced flows.
For livestock, CC effects will be among others: pasture reduction, water points for livestock which could increase animal mortality.
Finally, forests and forestry (regeneration) are also threatened. A study predicts that the total biomass could decrease from 200 million cubic meters in 1990 to a bit less than 110 million cubic meters in 2050. We also expect forest quality decrease with many species (flora and fauna) susceptible of disappearing from the country
All these factors mentioned here above have some negative effects on production systems of village communities in the affected areas. This could be portrayed by income decrease, a worsening of poverty and conflicts on residual natural resources, a worsening of food crises, etc.

These constraints joint with those identified by a series of studies conducted in the preparatory phase of the project enabled the formulation of project issue. This issue is shared by actors of various sectors.
Thus, the issue described led to the development of an approach privileged the collection of experiences of various actors concerned by Climate change as this is described at 3.1.4 hereafter.

The definition of activities was especially guided by similar projects such as the Program against the silting in the Component Niger Burkina Faso- Basin (PLCE / BN), the project « Maintain and improve the wet areas of Oursi », the national land management program (phases 1 and 2) (PNGT) and the project entitled « support to rural communities and inter-community initiatives (ACRIC.) These projects developed among others the following activities:

- Degraded soil restoration,
- Capacity-building at the local level,
- River bank and small water plan protection,
- development of alternative means of existence
- Develop local planning tools
- Production of plants and reforestation

The main lessons learnt as well as good practices of all these initiatives were considered in project design.

3.1.3. Stakeholders' involvement

Burkina Government took part in the project according to project document, mainly through the Ministries of Environment and Sustainable Development, Agriculture and water Resources, Animal resources.
These ministries particularly targeted by the interventions of the project intervened in the project through technical Directions such as the Directions for studies and planning and their decentralized services at the provincial level. The Ministry of transportation should also participate in the project through the General Direction of meteorology.
In the same logic, the Permanent Secretary of the National Council for the environment and sustainable development (SP/CONEDD) acted as the executing agency of the project.
The implementation and daily management was under the responsibility of project coordination unit (PCU), integrated in the SP/CONEDD. It was responsible for the planning, reporting and monitoring, and provided technical support to the strengthening of national and local capacities for the achievement of project activities.
At the provincial level, in addition to the decentralized technical services from three Ministries targeted by the intervention, the High Commissioners participated in the project as members of the Provincial consultation framework.
At the level of village communities, village development councils (VDC) were responsible for the coordination of the project implementation. In addition to the above-mentioned stakeholders, the following actors played a role in the project:

- Scientific and technological research institutes have made a technical contribution to the project;
- Traditional systems of decision-making were channels of dissemination of new ideas within the communities targeted by the actions of the project;
- The international, including IUCN, active in the areas of climate change adaptation and/or agriculture were project financial or technical partners.

A steering committee was set up in accordance with the project document. Its responsibility was to provide general support, policy guidelines and general supervision of the project. It is mainly made of representatives of government institutions and a representative of the Association of municipalities of Burkina.
UNDP Burkina Faso participated in the project through its involvement in the steering committee. It also supported the coordination team for the planning and the financial management, reporting, monitoring and evaluation.
Planned participation of the different stakeholders of the project such as described above was effective and demonstrated their relevance. Indeed, the diversification of the partnership putting together policy makers, researchers and communities is source of synergy whose effect is to optimize the results of the project. The multidisciplinary approach contributed significantly to the improvement of the quality of adaptation to climate change activities. The relevance of the participation of relevant stakeholders was reinforced later by the participation of the municipalities in the implementation of the project. The involvement of regional and municipal councils was desired by the steering committee. This involvement could implement consistency in implementing the project with the national institutional framework. It is, moreover, in the same line, that it would be important to include the involvement of the regional directors of the three ministries should participate in the drafting.

The promotion of partnership between these various stakeholders following a participatory and iterative approach has facilitated broad and diverse mobilization of skills for a better achievement of the results of the project especially the adaptation to climate change.

3.1.4. Duplication approach

During the implementation of the activities of the project during the four years, a particular attention was given to duplication through lessons learned as shown during the formulation of project phase. Adaptation to climate change is still in its infancy both in Burkina Faso in West Africa; the project was able to foster a strong identification of new innovative mechanisms for adaptation to climate change including the sectors of agriculture, livestock and forestry. These duplication mechanisms are now interesting not only for Burkina Faso, but also for many neighboring countries (which have similar challenges) particularly regarding the adaptation to climate change.

The duplication policy is made during the implementation at several levels:

- First a pilot adaptation with a set of situations involving various climatic, geographical, political and socio-cultural features. This led to the generation of a significant mass of lessons and experiences.
- Then, through result 3 where there is an active and strategic dissemination of lessons learned. The duplication is therefore intended to cover other villages in project area of coverage and the rest of the country.
- The beginning of a strategy of Adaptive Learning Mechanism to ensure lessons learned from the intervention can contribute to experience in adaptation to climate change in GEF priorities.
- The positive effects of the project on beneficiaries have encouraged other communities to adopt practices and disseminate technologies. Project beneficiaries were resource persons for duplication at the local level.

3.1.5. UNDP comparative advantage

UNDP comparative advantage in the context of the project is at three levels: existence of financial procedures ensuring transparency in Fund management: UNDP financial management procedures were tested in time. Therefore, they are capable to ensure transparency in procurement procedures;
Good knowledge of the problems of sustainable development and vulnerability to climate change; Indeed, UNDP as a GEF implementing agency is at the forefront of the issue of adaptation to climate change; It therefore has a store of knowledge on the problem addressed by the project;
Long experience in capacity building: as an institution, UNDP has a long experience in national actors' capacity-building.
UNDP support at the national and regional level through an approach of 'making do', accountability of beneficiary communities and enhancement of local skills has greatly facilitated the implementation of field activities.
However, it is important to mention that regarding technical services and beneficiaries, financial resources are not often made available to them in time ; such a situation causes not only delays in the conduct of planned activities but also an overload of work due to the overlapping of these activities. This delay in the

availability of funds compromises the adequate implementation of some activities which coincide in most of the cases with the farming period.

3.1.6. Links between the project and other interventions within the sector

The project has developed a close synergy with two other projects also being implemented by the SP / CONEDD. These are projects:

(i) *Capacity-building for a better consideration of concerns related to CC during the preparation and implementation of plans, programs and development projects* (supported by Japanese government) ;
(ii) *The adaptation to CC in order to improve human security in Burkina Faso* (supported by Danish government).

Moreover, in order to ensure a greater synergy, co-funding agreements were agreed upon with the following projects/programs:

- PNGT 2 (National Land Management Program; phase 2) ;
- PLCE / NB (Program to Combat silting of Niger Basin);
- NATURAMA (maintenance and improvement of wetlands of Oursi);
- Support to rural municipalities and community initiatives (ACRIC) ;
- CDM, capacity development project;
- Small irrigation project (UNDP) ;
- sustainable natural resource management Project (UNDP) ;
- Project for the development of the capacity of the public administration and the coordination of the national policy of good governance (UNDP).

A strong complementarity exists between the three projects that consider priority needs revealed by the analysis on the vulnerability of Burkina Faso to climate change. In order to maximize synergies and cost-effectiveness, the three projects were developed under the management of the same structure and it was intended that they also develop joint work plans, activities and inputs. Thus, activities related to outcomes 1, 2 and 3 were considered by the NAPA-Japan and NAPA-DANIDA projects.
Specifically, the partnership with NAPA-DANIDA helped disseminate many communication materials on climate change on the occasion of national Farmers' day. This event was a powerful support for community mobilization. Thus, more than 1000 male and female farmers at the national level and during different regional fora were affected. In all, 3000 supports with words and expressions in link with the glossary on climate change, the simplified NAPA, posters and leaflets of sensitization information on climate change, the CD and DVD of modern and traditional songs related to climate change were disseminated.

In view of project objectives, capacity building actions (cf in 2010, 2011 and 2012 activities reports) during the three years consisted in training, sensitization and information dissemination activities (more than 20 training and sensitization workshops involving ministerial structures, technical services, elected officials and local beneficiaries) on the issue and stakes of climate change including ministerial structures, decentralized structures (technical services), communities (local councilors) and local beneficiaries to pilot villages.

Furthermore, the partnership with NAPA-Japan resulted in the setting up of weather stations in the pilot villages, the training of staff and farmers on the use of weather information, thus familiarizing them with climate projections and trends to improve local planning. The production and dissemination of weather information by the DGMETEO resulted in the better planning of agricultural activities by farmers of the six pilot sites.
Still for NAPA - Japan project co-financing, the following was achieved:

- Maps of diachronic (1992-2010) of soils to determine the impact of climate change on natural resources in the pilot lands.
- Climate trends of the last thirty years (1981-2010), in nine (9) weather stations distributed in climate areas.
- The evaluation of the consideration of CC in local development plans and village annual investment plans.
- The evaluation of vulnerability in agro-forest-pastoral sectors by climate area.

All this has provided data that helped inform the indicator 6"level of vulnerability reduction related to climate change in the 6 villages covered by the project such as measured by the VRA (Vulnerability Reduction Assessment) tool ».
The partnership with IUCN involved the sensitization of target groups on environmental issues. This institution has produced a catalog on practices to adapt to the CC in Burkina Faso.
The cooperation with the Department of Skills, information and environmental monitoring (DCIME) of SP/CONEDD enabled the storage/dissemination of environmental data for ACC planning and mapping study of 6 NAPA/GEF pilot sites.

3.1.7. Management mechanisms

Management mechanisms are essentially based on:

- A steering committee which is responsible for project orientation, overall supervision and cross-sectorial coordination ;
- An implementing agency which is the Permanent Secretary of the National Council on Sustainable Development (SP/CONEDD) with the coordinating role of project implementation in making sure that results and products are delivered in time and providing administrative and technical support to the project;
- A project coordination unit responsible for the coordination and the day-to-day management of the project activities;
- Provincial consultation frameworks that ensure the planning of actions at the provincial level to actors involved at the provincial level share periodically on the implementation of the project at the provincial level;
- UNDP as GEF implementing agency is responsible for the orientation of project activities and provision an administrative and technical assistance of the project and implementing.

This management mode enabled the:

- Involvement of each entity or stakeholder mentioned above in the project implementation and monitoring;
- Consideration of activities for which these stakeholders have technical or institutional capacities;
- Gathering of key stakeholders through the steering committee sessions or provincial consultation frameworks for discussions around the state of progress of the project and its difficulties;
- Association of other ministries or public institutions involved (Ministries of animal resources and Agriculture and Food security, National Direction of Meteorology) to the project implementation and monitoring; this gives them the opportunity to bring an added value to the project.

This management condition was actually implemented and this is a real and very important satisfaction of achieved results as it appears further in the analysis of project efficiency.
However, the team can mention some shortcomings as:

- The non-relevance of the representation of territory communities in the steering committee by the chairperson of the Association of Municipalities of Burkina Faso rather than by one of the Mayors involved in the project.
- The deviation noticed in the attachment of UNVs recruited by the project to (1) serve as an interface between the project and the decentralized services or the decentralized structures, (2) ensure the facilitation of the consultation with the actors involved, (3) put their capacities at the service of the resolution of constraints appearing in other regions. These UNVs that should be attached to the provincial Directions of the Ministry leader in the project site, were not finally only hosted by the provincial Directions of the Ministry of the Environment and Sustainable Development, but seem not to have efficiently played their roles according to the conclusions of the project mid-term evaluation report.
- The non-involvement of the beneficiary communities in the choice of service providers: for the supply of cereal banks and animal purchase, village committees were not involved in the selection of service providers. This is portrayed by frustration from beneficiaries, as the delivered products were sometimes of poor quality; this was the case for instance of cereals delivered to Safi and Bagawa;
- The poor capacity of technical services at the local level for the achievement of project concepts for communities.
- The lack of monitoring of achievements on the field and technical assistance to beneficiaries, especially by technical services.
- Delays in the disbursement of funds at the level of the UNDP project.

Weaknesses in the implementation of the modalities of project management are described with their consequences in point 3 of the conclusion and the related recommendations.

3.2 Project implementation

In accordance with the provisions of the national execution modality and on the request of the project, UNDP makes available to the latter, on a quarterly basis, the resources necessary for the implementation of the working plan approved by the steering committee.
The capacity-building of the decentralized technical services' staff and the use of private service providers have enabled the project to have human and financial resources for the implementation of field activities.

3.2.1 Project co-financing

Was funding for the project conducted in accordance with forecasts from the beginning? The analysis of the balance of co-financing will enable us to give an answer to this question.

Table 5: Balance of co-financing at the end of the project

Financial partners	**At approval** (millions $ us)	**Upon completion** (millions $ us)	**% of the amount actually mobilized**	**Gap** (millions $ us)
GEF	2 900 000	2 900 000	100%	0
UNDP	500 000	156 561	31.31%	343 439
Government	450 000 (in-kind)	450,000[1]	100%	0
Total	**3 850 000**	**3 506 561**	**91%**	**343 439**

Source: Summary table of the project, TOR (p.1-2) reviewed by the mission

In accordance with the above table and assuming that the consideration of the State has been fully released, one can say that the project could mobilize 91% of planned resources. This relatively high financial resources mobilization rate is mainly due to the strong commitment of GEF and the dynamics developed by UNDP.

3.2.2. Adaptive management

Project design and results have not experienced change in the content, except that:

- The involvement of the municipal councils, regional councils and regional directors of the three Ministries involved in the project proved to be necessary for its better implementation.
- Furthermore, in the interest of strengthening the synergy, it was found necessary to set up a single coordination for the three partner projects that are GEF NAPA, NAPA Japan and NAPA DANIDA.

In addition, the team found that the sustainability of achievements in different sites is a concern for local actors. It is in this line that the project has developed initiatives to reinforce the empowerment of communities through the setting up of management committees for various achievements. Also consultations among technical services and beneficiary communities are encouraged by the project to identify the initiatives or actions to develop in order to perpetuate the assets and better exploit opportunities.

3.2.3 Partnership agreements

More than 20 partnership agreements were signed in the project with different implementing bodies (decentralized actors, research institutions, key Ministries). For instance, the team can mention the MoUs with regional Directions of Central North, Sahel and Boucle du Mouhoun of three ministries involved: Ministry of animal Resources and Fisheries, Ministry of Environment and Sustainable Development, Ministry of Agriculture and Food Security as well as with local councils within the six pilot villages of the project.
Under the terms of these MoUs, the aforesaid actors were responsible for the monitoring and supervision of project field activities.
Likewise, MoUs signed with the General Direction of Meteorology to ensure the dissemination of weather information for the benefit of the six pilot sites and provide training for farmers in the management of such information.
Finally, the MoUs were also signed with the Laboratory of Physics and Chemistry of Environment (LPCE) and the Laboratory of Physics of the University of Ouagadougou.
Under the terms of the MoU, LPCE was responsible for the:

- Establishment of the situation of reference using the Vulnerability Reduction Assessment (VRA);
- Inventory of good practices of community-based adaptation;
- Monitoring of the impact of good practices of community-based adaptation;
- Dissemination and publishing of good practices of community-based adaptation;
- Promotion of a typical village habitat model adapted to CC which considers local materials, more and more violent rains, the dusty suspension, the more and more increasing temperature.

Under the terms of MoU with laboratory of Physics of the University of Ouagadougou, this structure was responsible for the:

- Installation of photovoltaic equipment in pilot villages;
- Development of a guide for the use of photovoltaic equipment;
- Training of a Management Committee for monitoring in such villages.

Concerning co-financing, each of the technical and financial partners (NAPA Japan, NAPA DANIDA and NAPA GEF) is responsible for mobilizing the resources necessary for the project which implementation was under its responsibility. Finally, although this has given way to formal partnership agreements, NAPA GEF has benefited from the contributions of IUCN and PNGT2.

This partnership between the various structures mentioned above, worked so effectively with a strong involvement which enabled them to perform actions of people's adaptation to the effects of climate change in the pilot sites. It also enabled them to develop dynamic mechanisms for long-term planning to manage the uncertainties of climate change and variability even if intentional bases are not yet consolidated.

3.2.4 Feedback on monitoring and evaluation activities useful for Adaptive management

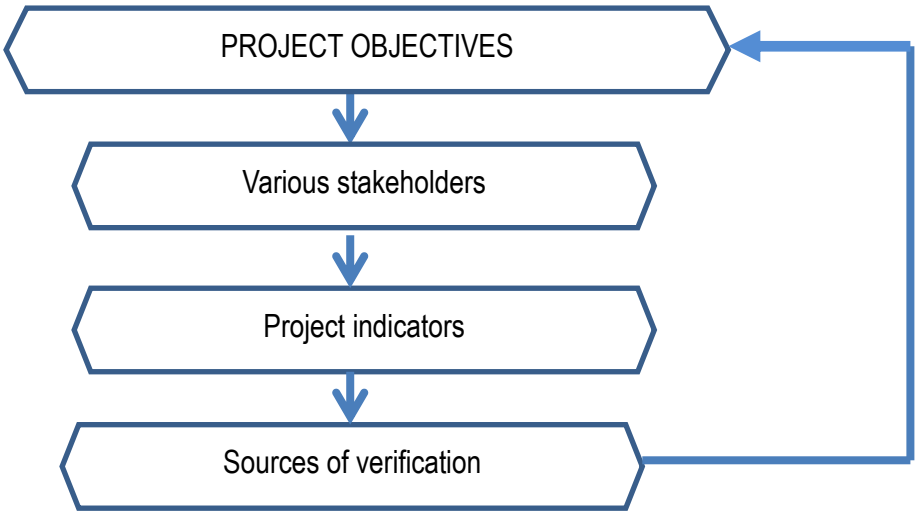
Monitoring and evaluation activities of the project for Adaptive management are based on:

- **Field visits:** this activity was conducted primarily by the team, the decentralized structures and those decentralized which conducted periodical visits to discuss with beneficiaries on the state of implementation of activities, difficulties encountered and alternatives. These visits have contributed to the elaboration of reports containing information relevant to project implementation.
- **Budget monitoring:** it was mostly ensured by the project coordination unit in consultation with UNDP program Manager. This monitoring enabled them to have regular disbursement and implementation rate.
- **Activity reports:** in terms of reports, the team was able to go through the three (03) annual activity reports of a single PIR (in 2013), of self-evaluation reports at the level of beneficiary village communities of 2014 and the mid-term evaluation report.
- **Steering Committee meetings:** planned steering committee meetings have been sufficiently respected. It is the same for the sessions of the provincial consultation frameworks. These meetings were opportunities to analyze the state of progress of the project, the difficulties encountered and the recommended solutions.

As mentioned, these activities which facilitate the monitoring and evaluation of the different project outcomes and all were effective and very valuable to the extent that Ministerial structures (Ministries involved in the implementation of the project) perfectly acknowledge this project.

3.2.5 Monitoring and evaluation: design at the beginning and implementation

The project document describes in detail the monitoring-evaluation device designed for the implementation of the project. This device was built on the basis of indicators from project logical framework and their sources of verification as shown in the diagram here- after:



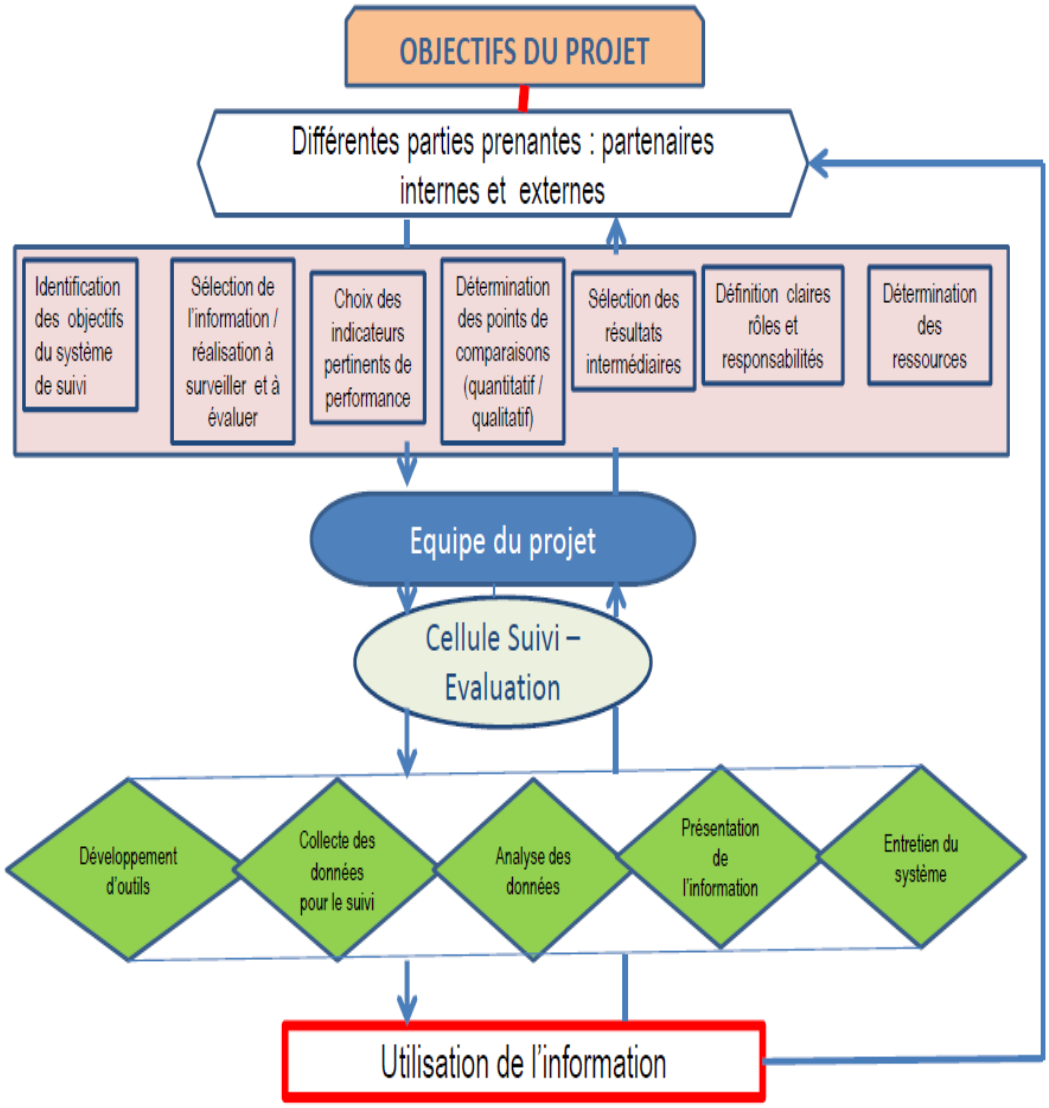
The project document also specifies the various reports to elaborate in the monitoring and evaluation context.

Project developers specify that the monitoring and evaluation system will be implemented under the responsibility of the project team and UNDP Country Office in Burkina Faso.

However, the evaluation team found that the project document has no action plan for monitoring and evaluation implementation.

This action plan should include the results and indicators to monitor, sources of verification, a proposal for data collection tools, a schedule for collection and responsibilities in the operationalization of the monitoring and evaluation system.

It was in November 2013, that a comprehensive monitoring device was proposed. It is as follows:



Sources: NAPA monitoring and evaluation system

It is a device which specifies the different types of monitoring to implement, the various actors to involve, data collection and processing, etc.
However, the database under this device is not yet operational.
Finally, even if the project conducted a study as such, most indicators of the selected baseline have a reference value; this enables the assessment of their progress from the initial situation.
The balance sheet of the implementation of monitoring and evaluation as designed from the beginning appears in table 2 of the appendix.

On examining the table, it appears that the various monitoring-evaluation reports planned by the structure were produced.

Thus, in all, three PIR (2009-2010, 2010-2011, 2011-2012 and 2012-2013) were produced, with the evolution of selected baseline and the assessment of the main actors on project performance. Similarly, the annual activity and self-evaluation reports in each of the six pilot sites are available. These reports present the state of implementation of activities, difficulties encountered and solutions used to overcome them.

1. Self-assessments have promoted the participation of beneficiaries in the evaluation of project performance, thus enabling them to assess the effectiveness of the implementation of activities and support provided by technical services.

Field monitoring was provided by the central project team and stakeholders at the provincial and regional levels.

Field visits enabled them to notice the progress achieved and provide appropriate advices in the continuation of activities.

In general, there is a satisfaction from beneficiaries about activity monitoring of by technical services. However, data from self-evaluation reports confirmed by information gathered by the team to beneficiaries indicate that certain technical services have not fully played their role in monitoring and technical assistance to beneficiaries. This is portrayed by relatively important counter performances of the project in some villages: in 2011, Monkuy has recorded 47% of sheep mortality; in 2012 Souri, all the cocks provided by the project died due to lack of health monitoring. In the same logic, in Tin-Akoff beneficiaries criticized strong disinterest from the agent of agriculture for the monitoring of activities and technical assistance.

Still on the monitoring issue, in all, five (5) meetings of the Steering Committee were held to make the balance /programming of activities. Each of these meetings has been recorded.

Finally, an external mid-term evaluation was conducted and the report is available. This evaluation has helped to focus on the performance of the project, changes, identify deficiencies and make recommendations and corrections in terms of action guidelines for the continuation of the project.

As strengths and weaknesses of this monitoring mechanism, the team notes the:

- Development of a device for project monitoring and evaluation;
- Development of a plan for annual monitoring of project activities;
- Control of the mechanisms and tools in place by the actors;
- Involvement of stakeholders in the planning and monitoring of activities;
- Regularity of monitoring of activities through field assignments;
- Regularity of production of activity reports;
- Regular operation of the periodic reports of the project by all the stakeholders involved in project management;
- Technical and socio-economic information made available by the project to all the actors and partners through the workshops for sharing and dissemination of the results;
- Inadequacy of impact monitoring indicators at in the works;
- Lack of physical monitoring of achievements (quality of achievements).

3.2.6 UNDP implementation and executing agency

UNDP involvement in project implementation is at several levels:

- Assurance of the quality of achievements through support to a rigorous selection of service providers and field visits;
- Participation in the mobilization of partners and formulation of sound partnerships;
- The effective mobilization of financial resources;
- Technical assistance in the form of advice for the guidance for project implementation.

It appears from the investigations of the team that the only weakness of UNDP support by technical services and beneficiaries is that financial resources are not made available in time; such a situation does not only cause delays in the execution of planned activities, but also an overload of work due to the overlapping of these activities. Yet in accordance with the provisions of the modality of national execution and on the request of the project, UNDP should make available to the latter, on a quarterly basis, the necessary resources for the implementation of the working plan approved by the steering committee**.** The delay in the availability of funds affects the correct execution of certain activities that coincide with farming activities.

The coordination unit is made of:

- One national coordinator,
- One monitoring and evaluation officer,
- One communication officer,
- One training officer,
- Two staff members for the administration and logistics support,
- Three local facilitators (LF).

The Coordination Unit ensured the day-to-day project management both on the technical issues and administrative and financial matters. It has also ensured the project coordination in consultation with SP/CONEDD, the executing agency of the project. Finally, it ensured the coordination with the ministries and other public institutions involved in the project.

In General, the coordination unit rather played well the role that had been assigned to it. However, the team noted a number of weaknesses among which the main ones are:

- the limits in coordination with the ministries: DGSS of the Ministry of agriculture and food security and the Ministry of Animal Resources and Fisheries estimate they have been inadequately informed on project achievements. The dissemination of good practices and lessons learned from project implementation in these Directions is fundamental, because they play a leading role in the policy-making of their Ministry. This weakness could be overcome through the establishment of a focal point in each Ministry involved in the project. One of the main roles of these focal points would be the dissemination of project results with the relevant actors in their Ministry.
- The weaknesses at the level of the program monitoring and evaluation device: at the beginning, the project had not set up a monitoring-evaluation system despite the consideration of this dimension in document formulation. The reporting system was

especially directed towards the satisfaction of specific partners (FM, SP/CONNED, DEP/MEDD); strictly speaking, there was no project performance framework. Monitoring and evaluation has been enhanced with the recruitment, in 2012, of a monitoring and evaluation officer and the setting up, in 2013, of a complete monitoring-evaluation device indicating different types of monitoring to be implemented, as well as the actors involved, data collection and processing procedures, etc.

- Limits at communication level: communication actions are important in NAPA GEF because it includes a component for dissemination of good practices and lessons learned. At its beginning, the project had no communication unit. Communication activities were carried out by some partners (DGM for weather information through local radio stations, consultation meetings and the Organization of SC sessions) or on the field with forum theatre, study tours, etc. This weakness has been overcome with the recruitment, in 2012, of a communication officer and the establishment of the communication unit of which one of the main tasks was to support the achievement of result 3 ' *lessons learned and best practices of results 1 and 2 are capitalized and disseminated* ».
- The shortcomings at the level of capacity-building of technical services: one of the project performance factors has been the involvement of local actors, including technical services in its implementation. These services were in need of capacity-building to effectively play their role. Weaknesses are detected at the level of this capacity-building; the team witnessed particularly significant gaps in the timeline of some micro-projects, strongly limiting their performance. These gaps could be impaired if the planning requirement based on micro-projects (requirement from the monitoring and evaluation unit) had been accompanied by a capacity-building of the actors in the area.

3.3 Project results

3.3.1 Relevance

The measure of the relevance was to answer the question "To what extent is the project close to the main objectives of GEF focal area and to priorities on environment and development at the local, regional and national level? »

The project contributes to the UNDP 2009-2013 country program implementation for Burkina, in particular the environment and sustainable development sub-program, a component that is designed to support the Government of Burkina Faso to build its capacity in the area of climate change adaptation measures. The project focused on the main identified adaptation interventions, which were considered during the development process, as priority by the actors at national, district, municipal and village levels.

The project is consistent with UNDP area of interest in the areas of capacity-building.

NAPA objectives are also in line with the main challenges identified in the revised Poverty Reduction Strategy and new UNDAF.

The decentralization of project interventions at the local level strengthens local governance.

Finally, adaptation measures identified in NAPA are consistent with the provisions of the three post Rio conventions namely: the Convention to Combat Desertification (UNCCD), the Convention on biodiversity (CBD) and the UN Framework Convention on Climate Change (UNFCCC).

The project is in line with GEF objectives (priorities) on adaptation to climate change since the activities carried out in the different sites of intervention have contributed to:

- improve agro-ecosystem flow;
- support livelihoods of local communities to cope with climate change;
- reduce the pressure on natural resources (the case of restoration of degraded soil activities) caused by competing land uses in wider landscapes;
- Increase the Adaptive capacity of different communities of sites of intervention.

At the level of national concerns, NAPA GEF is in line with the priorities of the national program of adaptability to climate change and variability, as it contributes (as noted by the assessment mission) to:

- Strengthening food security early warning systems (information, monitoring of the agro-pastoral seasons, seasonal forecasts through including small weather stations installed in the environment.);
- Rationally restore degraded ecosystems;
- Restore and secure food in different sites through cereal banks and shops of security bond.
- Enhance forest resources through the recovery of degraded areas;
- Limit the silting up of ponds through particular actions of protection;
- promote securing areas of pastoral vocation and strategic pastoral areas (shambles, bourgoutieres, access tracks to water points, etc.);
- Promote CES/DRS techniques (zai, stone barriers, etc) to keep the soil and limit infiltration;

- Promote improved stoves, renewable and alternative energy equipment (pressure cooker, water heater, solar dryers, etc.).

Certain main activities of the project like the techniques of conservation/restoration of soils and areas of degraded pasture, the dissemination of improved seeds, management of weather information for the purpose of forecasting using agro-meteorological stations, distribution of breeding nuclei, etc. are in harmony with some of the above priorities.

At the local level, the project is in line with the priorities/needs of the targeted communities living in an environment characterized by a sharp deterioration of natural resources and means of existence due to the effects of climate change. Activities implemented by the project in the 6 pilot villages are appropriate responses to the strengthening of the resilience of the different communities of the intervention area. The participatory approach adopted by the project has strengthened its relevance at the local level. Indeed, in the formulation of the project and during the annual balance sheets/programs at the level village, the beneficiary people have been involved in activity identification. This has contributed to the real foundations for an effective integration of the needs expressed by communities and to match the project activities with those needs.
NAPA actions at the local level in three pilot regions have fostered significant advances in terms of adaptation of people to climate change. Local people downscale good practices (including soil conservation/restoration) into their modes of production.

NAPA GEF developed a synergy, particularly with NAPA DANIDA which actions were especially focused on raising awareness of stakeholders on the issue of climate change and NAPA Japan including the partnership enabled the installation weather stations in the pilot villages, the training of agents and farmers on the use of weather information in the context of agro-forest-pastoral production activities.

The alignment of the project with National Program of Adaptation to variability and climate change, with objectives (priorities) of GEF in the degradation of natural resources and with local priorities (needs of the target communities) highlights its relevance (P).

3.3.2 Efficiency

The efficiency of the proposed reference to the following question: *"To what extent the expected results and objectives of the project have been achieved?"*
The answer to this question requires the assessment of two elements:

- The level of achievement of results;
- The achievement of the products of the various project results within the prescribed period.

3.3.2.1. Result level of achievement

Result 1: 'The capacity for planning and response to climate change is improved in the agro-forest-pastoral sector'.
Three indicators enabled the verification of achievement of this outcome (for details see table 7 in the appendix):

- Percentage of structures having set up devices or arrangements in connection with CC (by the use of UNDP capacity of adaptation evaluation sheet). At this level, the project targeted 30% of structures; this target has been reached 100%.
- Percentage of identified potential partners having materialized an agreement with PPG (in the form of co-financing or collaborative planning in synergy). Here the project targeted 70% of partners; this target was also reached at 100%.
- Percentage of rural people aware of CC by their manifestations and their consequences (by survey). The intended target (10%) was achieved at 100%.

The analysis of these different elements shows that result 1 is very satisfactory (HS), since the level of the three related indicators is at 100%. The effective implementation of several actions helped to achieve this result. This includes:

- The development of a mechanism for analysis of policies, strategies, programs and the rules in force in the country;
- The analysis of the different policies, strategies, programs and provisions which regulate the country's agro-forest-pastoral sector;
- The formulation of recommendations for their alignment with the needs of climate change including the agro - metrological aspects governance of e CC-related risks, etc;
- The signing of MoUs with technical services covering the agro-forest-pastoral areas;
- The facilitation of frameworks of technical dialogue among all the stakeholders at the regional and provincial levels;

- The identification and production of tools with different scenarios (maps of vulnerability, scenarios of extreme events, vulnerability and adaptation indicators at the regional level);
- The capacity-building of technical staff and administrative leaders on the use of these tools;
- The capacity-building of weather by automatic synoptic stations of proximity (to tele-transmission in the pilot areas);
- The technical and computer storage capacity-building and; climate weather data processing
- The strengthening of technical capacities of technical staff of meteorology unit on the use and adaptation of global and regional climate models developed by the international climate modeling centers;
- The knowledge about the functional layout of stock management at village level covered by the project with the national food security device through mainly a feasibility study;
- Development of technical capacities of villages in conduct of cereal banks as a means of adapting to CC;
- Capacity-building of villages of sustainable and efficient manner of food availability (mainly cereals) through including the security bond system;
- The sensitization and training of national actors (national senior staff) of ministerial structures for internalization of the needs for adaptation to CC in the action plans as well as in the modes of intervention.

Regarding the foregoing, the assignment can assert that planning and response capacity by stakeholders to climate change has improved in the agro-forest-pastoral sector.
The quality (which are expressed through the commitment of involved stakeholders) and the amount (including the execution level) of the achievements over this result is satisfactory.
However, efforts can be always pursued to strengthen this dynamic in the context of the sustainability of project achievements.

Result 2: 'Best practices are known, tested and adopted by communities, which reduce the risk of impacts due to CC on the agro-forest-pastoral productivity'.
Two indicators enable the assessment of the achievement of this outcome (see table 8 for details):

- Percentage of VDC and farmers that have adopted good practices demonstrated in the villages covered by the project. The target (100%) has been reached.
- Level of reduction of the 6 CC vulnerability villages covered by the project as measured by VRA (Vulnerability Reduction Assessment) tool. At this level, the project aimed a target located between 10% and 35%. The level of achievement of the indicator is 34.90%; therefore, the target has been reached 100%.

The level of achievement of performance indicators is very satisfactory (HS) because no gap is noticed compared with the forecast.
Several actions have contributed to the achievement of this outcome which include:

- The development of vegetable and nutritional gardens (vegetable perimeter);
- The support to the activities of grass-fed cattle and sheep;
- The storage of fodder and SPAI in villages;

- The achievement of activities by reducing the vulnerability of people by the acquisition of theoretical, practical and organizational knowledge on adaptation to CC and climate variability. (Works carried out to face CC);
- Awareness/information/training on CC;
- Training / capacity building on CC in agro-forest-pastoral production techniques;
- The strengthening of management capacity of natural pastures and migratory flows (cross-border transhumance) by implementation of consensual management rules;
- Training in cooperative management, techniques and best practices for adaptation to CC;
- The promotion of cereal banks;
- The recovery of heavily degraded land for agro-forest-pastoral production (cereals, Arabic gum, etc) from the innovative technology (Vallerani);
- The fixing of the banks;
- Reforestation and implementing defense of pasture areas to increase availability of animal food during the dry season;
- The capacity-building on CC;
- The Construction and commissioning of functional cereal banks;
- The promotion of a security bond system;
- The establishment of committees for the management of water points.
- The achievement of manure pits;
- The setting up of boreholes;
- The lighting of buildings by solar panels;
- The availability of improved seeds;
- The establishment of granaries;
- The development of wells.

However, four outputs related to this result could not be delivered; these are:

- The restoration of cropland with stone barriers in Mouhoun: activity had been scheduled but was not executed because of the cumbersome procedures for implementation;
- Cleaning and protection of the banks of some of Beli of Tin-Akoff: this activity had also been planned but not executed for the same reasons;
- The rehabilitation of Tin-Akoff boreholes;
- The treatment of ravines at the level of Safi: for this activity, studies are already conducted, but it turned out that the cost of the work exceeds the budget estimates.

The different actions taken helped vulnerable communities learn and adopt best practices that reduce the effects of climate change on the agro-forest-pastoral productivity as discussed at the level of the impact of the project. This means that the gains made through this result are qualitatively and quantitatively substantial, so the objective is achieved at this level.

Result 3: «Lessons learned and best practices of results 1 and 2 are capitalized and disseminated»
Three indicators to measure the achievement of this outcome (see table 8 for details):

- Number of visits to the website by Burkina Faso (target set at 200);

- Number of contributions to the ALM (Adaptive Learning Mechanism);
- Number of media events conducted by the project in 3 regions (radio, newspaper, pamphlet, documentary, theatre forum shows).

There is a delivery rate exceeding 100%. The level of achievement of performance indicators is thus very satisfactory (HS) and no gap is found. All the products related to these various indicators of this result could be delivered.
Several activities have contributed to the achievement of these indicators:

- The publication of 4 articles on the site and 3 other publications in the newspaper "our environment";
- The preparation and publication of 3 posters on the NAPA GEF;
- The development of a brochure on adaptation to CC;
- The Organization of a day of sharing and dissemination of NAPA - GEF results of;
- The production of a program to Warkoye;
- The organization of a TV program on CC;
- The development of a database.

The effective implementation of these activities has enabled the capitalization and dissemination of lessons learned and best practices of the results 1 and 2 of the project.

Three outcomes, it is important to note that daily execution of project implementation operated by the National Coordination Unit that lies on the implementation at the local level on the UNV Volunteers; the annual activity program on the field which was following a participatory approach (from the villages in association with village development committees, up to the national level for the validation of activity programs by the Steering Committee, passing through the adoption at the level of the Provincial consultation framework) that empowers more provincial structures and local actors, and the materialization of the achievements on the field; were important aspects which have much conditioned the levels of achievement of results.

3.3.2.2 Achievement of results within timeframe

The implementation of project activities undergone dead periods (precisely, the first quarter of years 2012 and 2013) that have been planned in outcome 2 activities could not be carried out in a timely manner. These include manure pits, stony stone barriers, etc.
The report of these activities on other periods has often resulted in duplication to the extent that the target communities which are concerned with farming activities are involved with a lot of constraints. This is due to the late disbursement of funds. Indeed, under the project coordination, funds are generally made available to them in April. Then the problems of evidence documents for UNDP for the use of these funds, condition of the following disbursements, worsen the delay.

3.3.2.3 Constraints encountered

During the implementation of these different results, constraints have been identified. These constraints include:

- The wrong choice of priorities at village level: land restoration should have been identified as a priority mainly because of land deteriorating conditions. The constraint related to the activity was not identified (Kobouré, Namentenga);
- The adaptive management which also implies a sustainability of achievements in the various sites to the extent that local actors' concerns of is growing more and more;
- The non-involvement of beneficiary communities in the choice of service providers: for the supply of cereal banks and animal purchase, village committees were not involved in the choice of service providers. This is portrayed by the frustration from beneficiaries, as the delivered products were sometimes of poor quality; this was the case for instance of cereals delivered to Safi and Bagawa;
- The poor capacity of technical services at the local level for the development of technical guidelines for communities: this difficulty has delayed the planning of activities; it is also portrayed by a poor quality of some micro-projects; it is the case of jardin polyvalent of Monkuy where water needs have been largely underestimated thus limiting its use.
- The lack of monitoring of field level activity and technical assistance to beneficiaries: field trips which should control the quality of the achievements were insufficient; this is, therefore, an explanation why the numerous shortcomings could not be detected and corrected; thus, the team noted a poor animal and poultry health monitoring from technical staff. This caused a high mortality of verra species (in Monkuy), sheep (in Koboure) and cocks (in Souri) thus leading to the lack of interest among beneficiaries for these activities.
- The delays in funds allocation in the project: funds for the implementation of micro-projects usually arrive late and when beneficiaries are busy with agricultural activities.
- The Non-delimitation of restored lands for pastoral needs: this shortcoming makes the monitoring of the restored areas difficult.

Despite the non-delivery of some products (mostly of outcome 2) in a timely manner, it is important to point out that the effectiveness of the project, appreciated throughout the level of achievement and programming, is very satisfactory (HS)

3.3.3 Effectiveness:

The assessment of project effectiveness often remains difficult because of the lack of information linking performance to the resources invested including the time used. Effectiveness concerns **the rational use of resources made available** and aims at analyzing whether the objectives were achieved at a lower cost. In the specific case of NAPA, financial resources planned during its design have largely covered the activities. Indeed, financial resources have enabled the project to significantly make achievements greater than expected results in most cases and across the pilot sites.

It was assessed through:

- The sufficiency and availability of resources in time;
- The acceptability and adequacy of resources compared to the effect;
- Achievement cost-effectiveness.

3.3.3.1 Sufficiency and availability of allocated resources

The total amount of resources mobilized for the project activity implementation from 2009 to 2013 is 1 700 000 000 CFA. The total disbursement for the conduct of activities during the same period is at 1 543 575 570 F CFA, either an average financial implementation rate of 90.80% so 91%. This means that on average 90.80% of the financial resources of the project yielded more than 98% of the products.
Nearly all the results were achieved with only a little more than 90% of the planned financial resources, indicating a high efficiency in the project implementation (see table 9 in the appendix for details).

3.3.3.2 Acceptability and adequacy of allocated resources

The analysis of achievement rate and delivered outcomes through the various project results shows, as indicated here above, those substantial resources were allocated for the conduct of activities to enable the achievement of project expected results.
Starting from the premise that efficiency puts in relation the results achieved and resources used to produce these results, it can be said therefore that to have approximately 100% implementation rate of the various indicators of the project, it took 90.80% of the resources of the project.
Furthermore, the reconciliation of the results obtained with committed resources (human, material and financial resources) highlights a perfect match.

3.3.3.3 Achievement cost-effectiveness

Cost comparison of certain project activities with those of other similar projects in the same areas of intervention indicates that the costs of the activities of GEF NAPA are generally lower. For example:

- While the project drilled boreholes at 5 000 000 FCFA the unit, the cost of boreholes is 7500 000 to 8000 000 FCFA for PNGT2 in the Mouhoun.
- At the level of degraded land in the Sahel, the cost per hectare claimed by the project is a little less than 40,000 CFA against 60 000 FCFA for the Program to combat the silting up of Niger Basin.
- Finally, while the cost of plants is about 120 CFA, it rises to at least 150 CFA at PNGT2 level.

The analyses made in relation to the availability, adequacy, acceptability and adequacy as well as rationality resources show that the efficiency of the project is very satisfactory (HS).

3.3.4 Appropriation by country

NAPA GEF project was a test to enable the countries to take mid and long term initiatives to deal with climate change issues and strategies that must be developed to strengthen the resilience of communities.
The project was implemented according to the NEX (NEX Execution) procedures. Also its appropriation by the country is demonstrated by the following facts:

- First, there is a strong commitment from the Ministry of Environment and Sustainable Development in the project coordination and monitoring.
- The strategy of involvement of national actors, including those of the decentralized structures of the ministries involved and those of local communities, as well as the village communities in project formulation and implementation has strongly promoted its appropriation by national stakeholders;
- The NAPA appropriation at the national level leads today on what is called national adaptation (NAP), which is designed on the basis of NAP (Agriculture, livestock, water and environment).

3.3.5 Downscaling

The development process of National Plan for Adaptation to CC which is underway validation would obviously be a real catalyst at the ministry level.
NAPA approach which was also a precursor for NAP development is now considered as a good experience in two national projects which are TICAD 5 and “Peace and Resilience” project.
Directions of studies and planning of the various Ministries assert have begun to integrate lessons learned in the NAPA / GEF implementation in their sectorial projects/programs. Similarly, the municipalities covered by the project assert having integrated the issues of adaptation to climate change in their communal Development Plans (CDP) in design.

3.3.6 Impact/assets

Monitoring of ECPA project activity impact of generally enables the assessment of a VRA increase note when one goes from the situation before the project to the current situation in pilot villages. This is portrayed that NAPA actions had a positive impact in project areas of interventions. Meanwhile in test-villages which have not experienced project interventions, we notice in most cases a decrease in VRA note in time, thus portraying a deterioration of village people livelihoods. Project impact is noticeable at various levels.

3.3.6.1 Actors' behavior change

- One of the effects of GEF NAPA implementation in synergy with NAPA Japan and NAPA DANIDA has undoubtedly been the capacity building of technical staff and farmers. Their skills have been improved through training thus giving them a greater understanding of the issues, challenges of climate change and especially a better identification and planning of best practices to promote.
- Activities in villages have favored the dissemination both in pilot villages and in others good practices in reduction of resilience to climate change and variability.
- The dissemination of improved varieties and beans, sorghum and fodder production is increasingly sought among village farmers already engaged v or among agents responsible for their dissemination.
- The *benchmarking* (approach to multiple uses, the various applications) organized both between farmers in the pilot villages and in the direction of other villages having experiences with other projects and programs in Burkina Faso helped not only to share experiences, but also of owning some good practices already implemented in villages.

3.3.6.2 Strengthening of planning in relation to CC

The implementation of the projects also led to the formulation of the climate change National Adaptation Plan (NAP) in Burkina Faso. NAP has been designed on the basis of (i) results of climate scenario analyses, (ii) the assessment of the vulnerability of different sectors in CC and (iii) assets from NAPA pilot projects.
Like other effects, the team can mention, as stated by the Directions of studies and planning of different Ministries and authorities of the municipalities covered by NAPA GEF, the mainstreaming of CC issues into communal and sectorial programs and plans.

3.3.6.3 In the area of Agriculture and food security

- **Use of adapted seeds with high production potential**

Hardly predictable inter-annual rainfall variability generally manifested by poorly distributed rainfall in time and space. They jeopardize the varieties of seeds previously used by farmers and the cycle is more or less long. This factor combined with soil degradation makes difficult for seeds to mature because of seasonal changes. This phenomenon impacts on food security of vulnerable communities. The improved seed production for adaptation initiatives in villages of intervention have been relevant responses to the consequences of climate change ensuring seed availability. The use of these varieties in short-cycle, associated with degraded land restoration initiatives enable the best coincidence of the cycle of speculation farming (varieties of sorghum, maize and rice) with the rainy season and thus reduce the period of water stress at the end of the cycle. The activity also enabled the:

- Experiment of new seeds of all the villages: the dissemination of varieties with high potential production adapted to the agro-ecological conditions of villages facilitated the experiment and adoption of new seeds.
- Increase of yields at village level: according to the views of farmers met by the team, with these new varieties especially of maize and sorghum, productions tremendously increase: going from from simple to double.

- **The restoration of degraded lands**

Climate change and variability have accelerated the phenomena of land degradation by making the soil more vulnerable to the erosion due to increased hydro and wind effects. These soils were cultivated for decades often with inappropriate use of mineral and organic fertilizers and without a restoration of their fertility.

The use of stone barriers by farmers helped reduce mineralization and the rapid loss of soil organic matter content as shown in the picture 1 in Appendix. According to farmers, this technique considerably improves soil fertility and hence crop yields by about 50%.

- **Cereal banks**

The establishment of cereal banks in villages enabled to:

- Ensure the availability and accessibility of cereals in villages especially during the lean period; people no longer need to travel long distances to buy cereals, which are also available at lower cost than at the market place;
- Generate income for the villages: management committees of cereal bank usually purchase cereal during the harvest period, store them and then sell them during the periods corresponding to the lean period with a profit.

- **Security bond**

To facilitate access to credit and loans for vulnerable groups, food bank management mechanisms to support loan guarantees for local farmers have been set up in Koboure, Safi and Mounkuy. The activity consists, for farmers, in storing grain in a warehouse and evaluating their monetary values for a loan. The amount of the loan depends on the value of stored cereals.

Security bond activities led, therefore, to:

- Facilitating access to loans: credits and loan security mechanism facilitated access of vulnerable groups to loan, enabling them to financing their crop and to do other income-generating activities, particularly in the area of small trade; more than 30 farmers in the three villages (Koboure, Safi and Monkuy) have thus benefited from loan under the security bond.
- Secure and enhance food production at the local level by avoiding the predatory pricing: over 10 tons of cereals (sorghum, maize) were able to be secured in all beneficiary villages; during periods of harvests, farmers are more obliged to sell their productions (predatory traders) to deal with their financial needs; the system enables grain supplies (50 to 100 kg by producer) at the level of villages, especially during the lean period; what contributes to beneficiaries' food security.

- **Weather stations**

Weather stations have provided weather information at disposal of farmers through particular channels of local media or technical services. According to statements collected from beneficiary communities, weather information have helped to mitigate the impact/potential risk of natural disasters experienced by farmers and breeders. Furthermore, according to beneficiaries, the availability of this information enabled them to better handle the agricultural calendar. There are indeed traces of behavior change through consideration of the weather data in the calendar of agricultural activities, the adoption of new practices and new technologies. Therefore, it may be noted the:

- Use of climate information disseminated by the meteorological office through local radio stations in the decision making process on the determination of type of seed as well as period for seeding in all the villages.
- The postponing of some agricultural activities because of the incompatible nature of the weather foreseen by the meteo (spreading of fertilizers and treatment)

- Good planning date of mowing and conservation of natural fodder, contrary to usual practices which consisted in mowing dry, little rich fodder for animals
- Storage of crop residues on the roofs and trees to feed cattle or to draw income from the sale of the boots of fodder, including Cowpea feed.

- **Polyvalent gardens**

The polyvalent gardens helped:

- To ensure the availability of horticultural products: according to the information collected among women, these perimeters have ensured at the level of the village the availability of certain products such as onions, okra, pepper, etc.;
- Provide cash income to more than 30 vulnerable women: sales of horticultural products after harvest provide cash income for women from women's groups that exploit the various gardens. According to the testimonies gathered in the field, these revenues range from 5000 to 7500 FCFA / woman and vegetable campaign; in the village of Monkuy, despite the difficulty of water control (reflecting sometimes design defects), vegetable production is relatively large and the farmers begin with the problem of marketing.

3.3.6.4. Livestock

- **Agro-industrial by-products (SPAI) stores**

In order to facilitate communities' access to animal feed, SPAI sale stores were set up in the villages covered by the project.

These stores helped to ensure the availability of agro-industrial products in the beneficiary villages and thus improve farming conditions; farmers are no more obliged to travel long distances to buy the SPAI. These products are available locally at a lower cost than market prices. The access to SPAI has made improved nutrition of herds and an improvement in quality and number of animals with lower losses due to malnutrition.

- **The fattening and genetic improvement of poultry and pigs**

In order to improve livelihoods of vulnerable households, sheep and cattle have been given to women to be reared. Similarly, the verra and exotic cocks were introduced in the beneficiary communities' livestock production for genetic improvement of poultry and pigs.

These activities enabled them to:

- Generate income for vulnerable beneficiary households (between 30 000 and 50 000 FCFA);
- Encourage more productive and more profitable livestock;
- Fertilize vegetables perimeters and farms through mainly including animal defection;
- Promote animal stabilization (Intensive livestock production);

- Encourage genetic improvement through the introduction of exotic improving species;
- Promote the development of the ovine, bovine, and porcine fattening.

- **The restoration of degraded land for pastoral needs**

This activity enabled them to:

- Regenerate some pastoral areas through the gradual return of vegetation;
- The replenishment of soil through the accumulation of organic residues.

- **The wells and pastoral boreholes**

Their implementation enabled them to:

- Facilitate watering of animals especially during the dry season;
- Reduce animal movements in search for water especially during the dry season, which reduced conflicts between farmers and herders;
- Reduce losses (due to drought) of animals during the dry season;
- Encourage breeding in the various villages during the dry season.

- **Pastoral tracks.**

These tracks helped them to:

- Facilitate animal movement;
- Reduce conflict between farmers and herders;
- Also reduce the pressure on local resources.

3.3.6.5. Water

The setting up of boreholes enabled them to:

- Make clean water available and accessible in the villages for the benefit of vulnerable populations, resulting in a decrease of the workload of women through the reduction of distances to fetch water.
- Reduce diarrheal diseases: according to the voices of beneficiaries, the use of water from contaminated ponds as drinking water contributed to chronic outbreaks of diarrheal diseases in many villages. The placement of water points in these villages would significantly reduce diarrheal diseases.
- Local capacity building for water management: the establishment of local water management committees promoted strengthening of their local capacity for water management.

3.3.6.6. Environment

- **Shoreline protection and reforestation**

It enabled them to:

- Limit the water erosion that caused serious degradation in the banks;
- Promote a rapid vegetal restoration;
- Improve soil texture.

- **The making of improved stoves**

It enabled them to:

- Decrease the use of firewood;
- Save money by using less wood;
- Reduce pressure on timber resources.

- **Training and installation of private nursery people.**

It enabled them to:

- Facilitate the availability of plants in the villages;
- Promote reforestation;
- Generate income for nursery growers.

3.3.6.7. Other effects

The achievements in terms of technical capacity-building activities are also visible. According to the provincial directors of the services of agriculture, livestock and environment, project support enabled them to:

- Strengthen the capacity of field teams of agriculture, livestock and environment mainly on the dissemination of CC best practices;
- Facilitate the scaling-up of technical services interventions on the field;
- Facilitate the closeness of technical services and village communities for more synergies and complementarity;
- Facilitate the control of some data on agro-meteorological.

According to the ECPA interim report, NAPA intervention enabled them to have:

- A knowledge of the reference situation of site villages (it concerns the 18 villages of three provinces) using the Vulnerability Reduction Assessment (VRA) tool;
- An inventory and characterization of good practices for adaptation to climate change in farmer environment;
- monitoring of community-based adaptation good practices mainly through decentralized technical services.

3.3.7 Sustainability

The aspect of the sustainability of project accomplishment is now a major concern for all the stakeholders (beneficiaries, technical services, municipal authorities, etc.). Certainly, according to the basic principles which should ensure this continuity, some clues and initiatives were started by all these actors for the continuation of activities and maintenance of assets on climate change adaptation strategy.

The project approach being based on the "making - do» enables the enhancement of responsibility and accountability of communities benefiting from the activities.
The establishment of local committees at village level for all the activities and their capacity building commit beneficiary communities in a dynamic duplication of certain activities and project achievements management.

- **Agriculture and food security**

The ownership noticed in certain activities (tests of improved seed varieties and adapted to high potential production, manure pits, techniques against erosion through stone barriers, polyvalent gardens, cereal banks, security bond, mills and their shelters) by beneficiaries because of their adaptability, simplicity and

immediate effects on their means and modes of existence as well as the capacity building of beneficiaries are evidence factors for the maintenance and duplication of these activities by beneficiaries after the project period .

But the restoration of degraded land with the Dolphin plow and the preparation of stone barriers with stones require more financial resources while the financial capacity of the communities is very low. The continuity of these activities after the project seems therefore difficult, unless other projects or programs come take over from NAPA GEF project.

The maintenance of mini weather stations established in villages is not a problem in the sense that it is integrated into the regular activities of the Direction of meteorology, as stated by its Director General to the team. The problem of sustainability here lies in the availability of farmers through this Direction of meteorological information for this result in costs that will be supported. One of the solutions to this problem would be that local or regional councils provide them the means to cover these costs unless a sponsorship be developed between local authorities and companies for this purpose.

- **Water**

The ownership of water points achieved by management committees set up of which capacities have been strengthened and sharpened gestation initiatives so that in villages, households contribute to ensure the maintenance of infrastructure. These are also factors which show that project assets will continue beyond his term. But the absence of local repairers combined with the lack of spare parts is a challenge for the sustainability of drinking water points.

- **Livestock**

The appropriation of ovine fattening, poultry activities, rearing pigs, hay fields and conservation of fodder by beneficiaries is a sustainability factor. Capacity building of beneficiaries promotes the duplication and continuity of these activities.

However, with regard to pastoral boreholes, wells, restoration of degraded land for pastoral purposes and cattle tracks that require significant financial resources, duplication is not certain. But communities have expressed their firm desire to maintain these infrastructures and make them sustainable.

- **Environment.**

The ownership of bank protection activities and the management of bush fires by management committees and control of the making of improved stoves by some local actors are sustainability factors project achievements in these areas.

Training and installation of private local nurseries is also a factor which promotes the continuity of reforestation activities after the project. However, seed production activity will be viable only if opportunities exist.

Also as mentioned repeatedly, it is difficult for vulnerable communities, to continue reforestation activities that require significant financial resources. The pursuit of these activities at the end of the project should be ensured through projects, programs from non-governmental organizations pursuing the same goals.

3.3.7.2 Duplication and maintenance of achievements by technical services

In the project sustainability approach, technical services (Agriculture, environment and livestock) should continue to support the various communities and to ensure duplication of good practices in other villages. Capacity building they received, their strong involvement in the monitoring of achievements and technical assistance to

farmers enabled them to have a greater understanding of the issues, challenges and especially a better identification and planning of good practices to promote.
Theoretically, technical officers, because of the skills and support to bring that fall within their sovereign tasks, should be able to continue the duplication of project activities provided they have the required means, particularly as transport means are concerned. However, with regard to weaknesses in the technical assistance to farmers under project activities, the team expressed reservations regarding the denial of some technical staff for this duplication.

Analyses of the duplication and maintenance of project achievements by beneficiaries and technical services show that the sustainability of project activities is moderately probable (MP).

4. Conclusions, recommendations and lessons learned

4.1 conclusions

At the end of its assignment, and in analyzing NAPA GEF through the criteria of good practices on design and implementation of development projects, the evaluation team draws the following conclusions:

1 °) For project design

Project design is satisfactory insofar as:

- Project observes an internal consistency because the specific objective is consistent with the overall objective and expected results enables the effective achievement of the specific objective.
- There is a match between means provided with planned activities, because all the activities were conducted with 90,80% of the budget.
- The institutional device perfectly suits the importance and complexity of the phenomenon it addresses. Indeed, it involves a range of partners bringing together decision-makers, researchers, the private sector and local communities around the issue of climate change. Such a device is based on a search for efficiency because as designed, it enables each structure involved in project implementation and monitoring to support the activities for which it is technically and institutionally equipped. It also enables, through the sessions of the steering committee, to gather all the stakeholders to share around the state of progress of the project and its difficulties. The diversification of the partnership has strengthened the relevance of project actions and contributed to the improvement of its performance.
- The project is highly relevant because of its alignment with National Program for Adaptation to variability and climate change objectives (priorities) of GEF in natural degradation and with local priorities (needs of target communities in terms of response to natural resource degradation and means and modes of existence due to CC).

2 °) Implementation

Project implementation is satisfactory because:

- The synergy between NAPA-GEF, NAPA-DANIDA and NAPA-Japan has been very crucial in the optimization of project results, the interventions of each of the partners having amplified those of others.
- Despite the non-delivery of some products at the level of outcome 2 in a timely manner, project efficiency, with regard to the level of achievement compared to programming, is very satisfactory because indicators are achieved at 100%.
- Project efficiency is proven because 90.80% of resources have helped achieve 98% of outcomes. Furthermore, the analysis of achievement cost-effectiveness indicates that the project was very efficient in the achievement of certain activities in relation to the PNGT2 in Burkina Faso and the Program to combat the silting up of the Niger Basin in Mali.
- The project's impact is noticeable at various levels, including in the areas:

- Capacity-building of technical staff and farmers whose skills have been improved through training and giving them a greater understanding of the issues,

challenges and especially a better identification and planning of best practices to promote.

- Agriculture and food security where the project activities have deeply changed the people livelihoods, and farmers' behavior through the limiting of natural hazards undergone by farmers and breeders.
- Livestock where the project, through the actions developed in this area, contributed to an improvement in the conditions of livestock and breeders' income.
- Water with the setting up of boreholes to facilitate accessibility to clean water in villages for the benefit of vulnerable populations;
- The environment where project activities enabled the control of erosion causing a sharp deterioration of banks and fostered a rapid recovery of vegetation by improving soil texture, a reduction in firewood consumption;

- concerning the sustainability of the project, the effective participation noticed by all the stakeholders and ownership resulting from that together with the impact in the various areas of intervention are sustainability factors of the achievements and promote duplication. A dynamics is initiated which indicates that all these actors are committed to the pursuit of the activities and maintenance of the achievements on climate change adaptation strategy. -

3 °) Identified lacks or defects

The main shortcomings identified are as follows:

Weaknesses in the approach:

- At the level of basic diagnosis in the villages, land recovery which should be identified as a priority activity is not mentioned as a constraint in some villages (village of Koboure, Namentenga).
- The non-involvement of beneficiary communities in the choice of service providers: for the supply of cereal banks and animal purchase, village committees were not involved in the choice of service providers. This resulted in the frustration of beneficiaries, as the products delivered were sometimes of poor quality; for example, this was the case of cereals delivered to Safi and Bagawa;
- Non-delimitation of recovered lands for pastoral purposes: this failure makes it difficult to monitor the recovered areas.

Concerning the weaknesses of technical services responsible for monitoring and technical assistance to farmers, the following can be noted:

- The poor capacity of technical services at the local level for the implementation of projects for communities: this difficulty delayed activity planning; It resulted also in a poor quality of some micro-projects; this is the case of the polyvalent garden of Monkuy where the water needs have been largely underestimated thus limiting its operation.
- the inadequacy of the achievements on field monitoring and technical assistance to beneficiaries: field assignments that should check the quality of achievements were insufficient, all this explains why many failures have been detected and corrected; this is how poor animal and poultry health care from these services led to the high mortality of verra species (in Monkuy), sheep (in Koboure) and cocks (in Souri), resulting in a lack of interest among beneficiaries for these activities.

Concerning the weaknesses in the management of allocations, it may be noted:

- Delays in the disbursement of funds at the project level: funds for the implementation of micro-projects are usually late and at a time where the beneficiaries are overloaded by agricultural activities.

4.2 lessons learned

Lessons learned from the implementation of *capacity building for adaptation and reduction of vulnerability to climate change* project and which could be used for similar projects are as follows:

1. The issue of adaptation to climate change is inherently interdisciplinary and multi-sectorial. It requires joint efforts of various stakeholders and harmonization of their position in a coordinated framework.
2 The project has shown that ownership by the national party, involvement of technical services at the local level and village communities are necessary to the success of a project of this kind and for a success of operations, technical services must fully commit themselves.
3 An intervention in the area of adaptation to climate change can produce sustainable results if the decentralized structures, as well as beneficiary communities are involved in the implementation and if the emphasis is put on the strengthening of the organizational and operational capacities of these actors. Such an approach facilitates the implementation of the project and ensures the appropriation of project achievements.
4 With adequate support, local communities are able to identify and participate in the programming of relevant activities in the area of adaptation to climate change.
5 The concentration of activities in a village within the strategies of adaptation to CC did what is called a showcase and does generally impact.
6 "to have - done" is an approach that enables to better empower beneficiaries through a training of proximity on strategy of adaptation to CC;
7 Communities understood CC and they incorporated it in their behaviors;
8 the participatory approach to adoption strategy is not only a factor of sustainability but success in adopting also new innovations;
9 Collaborative natural resource management can promote sustainability; conversely, the non-cooperative natural resource management (case of river Mouhoun) may be a factor of conflict between various riparian communities.
10 The development of activities for improvement of income correlated with soil remediation actions are actions that reflect a better adaptation of communities to CC;
11 The strengthening of the synergies of action with technical services, communities and beneficiaries promotes greater efficiency and orientation of the implementation of the actions to adapt to CC;
12 Local structures are good relays to monitoring of activities, especially after the project;
13 the underestimation of costs in the development of micro-projects can be a factor for failure (case of the vegetable perimeter of Mounkuy women, or for 1 ha, one has only one well thus leading women to fetch water in the village to irrigate their plots).

4.3 Recommendations

- Centralize and disseminate best results and practices in the area of adaptation to climate change among all the development partners involved in Burkina Faso.
- Downscaling: extend the project intervention area, by covering all the regions of Burkina Faso. This requires not only the mobilization of external resources, but also a contribution from the national party.
- Use NAPA results for an advocacy to the national media for the dissemination of weather information among farmers.
- Accelerate the Adoption of NAP and strengthen its institutional positioning to enable larger consideration of the issues of adaptation to climate change in strategies, projects and programs of development of the country.
- Certainly, it is more appropriate in a context of extreme poverty, to support vulnerable people without consideration, however, to increase the number of beneficiaries, the evaluation team recommends that the implementation of a strategy where each beneficiary of animal nuclei gives a portion of these profits to another vulnerable person (retrocession), such a strategy enables the increase of the number of beneficiaries and sustain support to vulnerable people

APPENDICES

APPENDIX 1: List of tables

Table 1: Project assumptions and risks

Objective/results	Assumptions and risks	
Specific objective	1.	Climate change is higher than expected (for example much less rain than expected).
	2.	The agro-forest-pastoral sector undergoes crises due to global factors.
Result 1	3.	The political will does not support attempts to adapt to climate change.
	4.	The mechanisms of coordination between the services are not effective.
Result 2	5.	Conditions in the six villages are not quite representative, and therefore practices are irrelevant everywhere.
	6.	Problems of social cohesion in the villages impede implementation deadlines.
Result3	7.	UNDP ALM system is not effective.

Source: Project document

Table 2 : Level of implementation of monitoring and evaluation activities

Monitoring and evaluation activities planned	**Execution situation**	**Comments**
Project launching workshop report	July 2009	
Evaluation of project objective indicator checking means	Consideration during periodical report development (PIR)	Cf. PIR 2012 and 2013
Performance and project progress checking means evaluation (measured on an annual basis)	Consideration during periodical report development	Cf. PIR 2012 and 2013
Annual reports and PIR	- PIR 2009-2010, 2010-2011 and 2011-2012 et 2012-2013 are available. - Annual reports of project steering committee are available - 2009-2013) Self-evaluation of project implementation reports (are also available	The annual reports of the current year and the programs of the following years reflect always the results of self-evaluations of the six pilot sites.
Tripartite reviews and reports of tripartite reviews	trois missions de supervision par le bureau régional PNUD/FEM.	
Meetings of the Steering Committee and reports	April 2011 February 28, 2012, December 21, 2012 June 28, 2013 March 14, 2014	Cf. CR
Financial and		These reports are technical

quarterly progress reports Technical reports Rapports d'exécution budgétaire du projet	Four reports per year	and financial transmitted to the DEP / MEDD and SP/CONEDD
External mid-term evaluation	The external mid-term evaluation report is available; This evaluation was conducted in October 2012.	In addition to the external midterm evaluation, annual assessments were regularly organized with various implementing partners.
External final evaluation	External final evaluation is underway	
Final report	Report available and submitted to COPIL on March 14, 2014.	
Lessons learnt	Lessons learned from pilot adaptation projects from the final NAPA report are available	• 4 articles published in the site of the ALM of UNDP and 3 others on the actions of the NAPA-GEF in the Journal our environment • Production of 3 posters on the achievements of the NAPA-GEF. • Creation of a brochure «Adapt to the CC in Burkina Faso»; • Organization of a day of sharing and disseminating the results of projects; • Realization of a radio station in Ouakoye on the activities of Napa with the Radio got of Dedougou; • TV show about CC.
Field visits	Several land visits were conducted by the project Coordination Unit and by provincial and municipal stakeholders involved in the implementation of the project.	The DR of the three Technical Services (Agriculture, livestock and environment) are output by quarter, the DP, output per month and outputs the three Ministerial Technical Services officers and representative of NAPA according to current activities.

Table 3: Level of achievement of result 1 of project

Results/Indicators	Base line	Forecasts	Achievements	Gaps	Execution rate
R 1 : Capacity of planning and response to climate change is improved in the agro-forest-pastoral area.					
Percentage of structures having set up devices or mechanisms having a link with the CC (by use of the capacity of adaptation of UNDP evaluation sheet)	0%	30%	30%	0%	100%
percentage of potential partners identified having achieved an agreement with PPG (in the form of collaborative co-financing or planning synergy)	0%	70%	70%	0%	100%
percentage of rural population having achieved CC by their manifestations and their consequences (by survey)	0%	10%	10%	0%	100%

Source : Consultants, based on activity report data

Comments:

These results were achieved through initiatives such:

- The continuation of the analysis of sectoral policies taking into account the results of climate trends and projections to the year 2025 and 2050 for the integration of climate change in the process of planning at local and national level. Currently 7 sectoral incorporating, inter alia, the analysis of vulnerability and adaptation actions reports by various national Experts: meteorology, energy, environment, Agriculture, Livestock Production, women's Association, health.
- The capacity building for collection and processing of data through the installation of the equipment for the monitoring of the level of water in the basins of the Mouhoun (Burkina-Ghana) and Beli/Niger (Burkina-Niger), resources for Burkina Faso, the Niger and Ghana. The watershed of Mouhoun covers 91000 km2 or 33% of the country in the ecological areas of the West and Southwest.
- The capacity-building of the Meteo for climate data collection, storage, and dissemination in actual time through training sessions and software. Before the intervention of NAPA GEF project, the data sharing system was virtually non-existent at the level of the pilot sites.
- The Organization and holding of 2 meetings in each of the three regions with the different actors of the project for the assessment and review of MoUs. This will strengthen the sustainability of community-based adaptation activities after the project closure.

- The strengthening of national and regional structures / provincial monitoring of food distribution through the following actions. the supply of 2 cereal banks with 300 white bags of 100 kg of sorghum which 100 in Safi and 200 in Koboure and refueling process of Tin-Akoff committed and the training of five committees of management (32 people including three women) of the cereal banks in security bond of 5/6 pilot villages.

Table 4 : Level of achievement of result 2 of project

Results/Indicators	Baseline	Forecasts	Achievements	Gaps	Execution rate
R 2 : Best practices are known, tested and adopted by the communities, which reduces the risk of impacts to CC on the agro-forest-pastoral productivity.					
Percentage of the CVD and the farmers that have adopted good practices demonstrated in the villages covered by the project	0%	100%	100%	0%	100%
Level of reduction of the 6 CC vulnerability villages covered by the project such as measured by the VRA tool (Vulnerability Reduction Assessment)	0%	Between 10 et 35%	34,90%	0%	100%

Source: Consultants, based on activity report data

Comments:

These results were achieved thanks to:

- The achievement of 3 wells in the intervention area of the Namentenga including 2 in the village of Koboure.
- The execution of 3 positive fodders in Bagawa for the benefit of 950 inhabitants.
- The rehabilitation of a threshold of 200 out of 1200 meters from shore of one of the 5 pools of Koboure in favor of 3001 inhabitants).
- The execution of 40 ha of zai to improve water infiltration and the recovery of degraded land in the villages of Safi and Koboure.
- The execution of 216 manure pits in the different villages (Mounkuy, smiled, Safi, Koboure).
- Recovery of 56/50 ha of degraded land of Bagawa strengthened with direct seeding of woody species. The choice of species taken into account that they contribute to solve several problems (mitigation of desertification, recovery of degraded soils, feeding stuff, pharmaceutical plants, energy sources, construction of granaries...)

Table 5: Level of achievement of result 3 of the project

Results/Indicators	Base line	Forecasts	Achievements	Gaps	Execution rate
R 3: Lessons learned and best practices of results 1 and 2 are capitalized and disseminated.					
Number of visits to the website by Burkina Faso	0	200*5	6818	+5818	681,80%
Number of contributions at ALM (Adaptive Learning Mechanism)	0	3/année	4	+1	133%
Number of media events conducted by the project in 3 regions (radio, newspaper, pamphlet, documentary theatre forums shows).	0	7	7	0%	100%

Source: Consultants, based on activity report data

Comments :

These results were achieved thanks to:

The continuation of the analysis of sectorial policies taking into account the results of climate trends and projections to the year 2025 and 2050 for the integration of climate change in the process of planning at local and national level. Currently 7 sectorial incorporating, inter alia, the analysis of vulnerability and adaptation actions reports by various national Experts: meteorology, energy, environment, Agriculture, Livestock Production, women's Association, health.

- The capacity building for data collection and processing through the installation of equipment for the monitoring of the level of water in the basins of the Mouhoun (Burkina-Ghana) and Beli/Niger (Burkina-Niger), resources for Burkina Faso, Niger and Ghana. Mouhoun watershed covers 91000 km2 or 33% of the country in the ecological West and Southwest areas of.
- The strengthening of the capacities of the weather for the collection, storage and dissemination of climate data in real-time through the trainings and the granting of software. Before the intervention of the NAPA GEF project, the data sharing system was virtually non-existent at the level of the pilot sites.
- The Organization and holding of 2 meetings in each of the three regions with the different actors of the project for the assessment and revision of the MoUs of collaboration. This will strengthen the sustainability of community-based adaptation activities following the closure of the project.
- The strengthening of national and regional/ provincial structures monitoring of food distribution through the following actions. the supply of 2 cereal banks with 300 white bags of 100 kg of sorghum of which 100 in Safi and 200 in Koboure and refueling

process of Tin-Akoff committed and the training of five management committees (32 people including three women) of the cereal banks in security bond of 5/6 villages pilot.

Table 5: Achievement of results the project 3

Outcomes/indicators	Base line	Forecast	Achievements	Gaps	Implementation rate
R 3: Lessons learned and best practices 1 and 2 results are capitalized and broadcast.					
Number of visits to the website by the Burkina Faso	0	200 * 5	6818	+ 5818	681,80%
Number of contributions to the ALM (Adaptive Learning Mechanism)	0	3/year	4	+ 1	133%
Number of media events conducted by the project in 3 regions (radio, newspaper, pamphlet, documentary theatre forums shows).	0	7	7	0%	100%

Source: Consultants, based on activity report data

Comments:

These results were achieved thanks to:

- The Production section of the synoptic agro weather stations acquired and installed in the NAPA-GEF sites for the benefit of the weather; published in the newsletter of Burkina/UNDP (UNDP KBAI) and SP/CONEDD (www.spconedd.bf) web portal
- The Production and dissemination of a NAPA brochure highlighting adaptation practices promoted at COP18 in December 2012, national farmers' day and regional fora.
- The Organization in November 2012, a visit of adaptation practices developed in the region of Central- North (Namentenga) by technical and financial partners.
- The signing of the MoU for collaboration with the laboratory of physics and environmental chemistry / University of Ouagadougou for the inventory of good practices of adaptation, the reconstitution of the reference situation, analysis of the impact actions and the proposal of a habitat type climate with local materials.
- Organization of theatres forums of awareness of populations on good practices for adaptation in the project villages. This has affected more than 2246 people including 1165 farmers and 1081 farmers.

Table 6: Accumulation of estimates and expenditures of the project from 2009 to 2013

Results	Forecast	Execution	Implementation rate
R 1: Capacity of planning and response to climate change is improved in the agro-forest-pastoral area	259 500 000	217-785-725	83.93%
R 2: Best practices are known, proven and adopted by the communities, which reduces the risk of impacts due to CC on the agro-forest-pastoral productivity.	912 500 000	837 432 425	91,77%
R 3: Lessons learned and the best practices 1 and 2 results are capitalized and disseminated	284 750 000	146 674 690	51.51%
Project management	243, 250, 000	315 559 170	140,47%
Total	**1 700 000 000**	**1 543 575 570**	**90,80% = 91%**

Source: the final evaluation mission, based on data provided by the project

Appendix 2: TERMS OF REFERENCE FOR FINAL JOINT REVIEW OF PROJECT "CAPACITY-BUILDING FOR ADAPTATION AND REDUCTION OF VULNERABILITY TO CLIMATE CHANGE. NAPA-BKF-UNDP-GEF PROJECT

INTRODUCTION

Burkina Faso submitted to UNFCCC its NAPA in December 2007 during the 13th conference of parties on climate change. In accordance with the provisions of the Convention, the NAPA of Burkina Faso enabled to identify a coherent set of urgent measures for the most vulnerable to the adverse effects of climate change.
With the funding of 2 900 00 US$ of global environment Fund and 500,000 US$ United Nations Development Program, the "Capacity-building for adaptation and reduction of vulnerability to climate change)" project which considers NAPA major concerns, formulated and implemented from the year 2009.
For an initial 4-year project proposed to achieve the 3 following results: (i) the capacity of planning and response to CC is improved in the agro-forest-pastoral area, (ii) best practices are known, tested and adopted by communities which reduces the risk of impacts to CC on the agro-forest-pastoral production and (iii) lessons learned and best practices of results n ° 1 and 2 are capitalized and disseminated.
The project came into force in July 2009. The form of the financing convention, it should be closed ended by March 31, 2014.

This evaluation is a retrospective and summative assessment. Its main objective is to provide an independent and reasoned opinion on financing, NAPA-BKF-UNDP-GEF project implementation and results. It must be conducted so as to give an opinion argued according to the criteria recommended by the Committee of Aid to Development (DAC) of OECD.
For this matter, consultants must consider in a balanced way the different legitimate views that can be expressed and conduct the assessment in an impartial manner.

Considering the plurality of viewpoints should be reflected, whenever possible, by the association of the various stakeholders of the project to the evaluation process.

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all medium or large scale projects supported by UNDP and GEF must be subject to a final evaluation at the end of the implementation. These terms of reference (TOR) stipulate the expectations of a final evaluation (TE) of project ***"(capacity-building for adaptation and reduction of vulnerability to climate change***)" (PIMS # 3978 00071011)
The essential elements of the project to be assessed are:

Project summary table

Title of the project	Build capacity for adaptation and for the reduction of vulnerability to climate change			
ID of the GEF project:	3978		*the approval (in USD million)*	*upon completion (in millions USD)*
UNDP project ID:	00071011	GEF funding:	2,900,000	2,900,000
Country:	Burkina Faso	Funding from the Agency of execution/implementation agency:	500,000	156,561
Region:	West Africa	Government:	450,000 (in-kind)	
Focal area:	Climate change	Other:		
Executing agency:	UNDP	Total cost of the project:	3,400,000	
Other partners involved in the project:		Signature of the DP (Date of commencement of the project):		June 12, 2009

		Closing date (Operational):	Proposed: 31 December 2013	Actual:

I. Project background/context

UNDP Burkina Faso as an executing agency of Global Environment Fund (GEF) supported Burkina Faso Government to conduct design process of the National Action Program of Adaptation (NAPA) to variability and climate change. In November 2007, the Government adopted its NAPA.

The Analysis of NAPA has shown that regions of the Sahel, Central-North, Central west and Mouhoun, located in Sudano-Sahelian climatic areas with a rainfall between 200 and 750 mm, are the most vulnerable to climate change and variability, and as such, have a high risk of food insecurity and reduction of water resources, doubled by the phenomenon of poverty affecting roughly the life of rural populations.

Thus, in order to reverse trends of degradation of these natural resources, Burkina Faso got the Global Environment Fund (GEF), through the support fund to developing countries (LDCF), funding for the implementation of the project entitled: "Capacity building for adaptation and reduction of vulnerability to climate change", to mitigate the effects of vulnerability to climate change in these sensitive areas.

Thus, the main objective of the aforesaid project aims at national specific capacity building on prevention and early warning, of sustained agro-forest-pastoral production improvement, and fight against siltation of rivers to ensure food security while preserving species and natural ecosystems in the context of climate change.

The areas of intervention and target groups of the project are as follows:

- Enabling Project in experimental phase. Direct investment in the six selected villages. Use of a participatory approach for the identification of constraints and activities. Strong involvement of decentralized structures (provincial Directions of environment and sustainable development, provincial Directions of Agriculture, and hydraulics and fisheries, provincial Direction of Animal Resources), decentralized structures (village development committees, communal Council, regional councils).
- Components:

(i) The political, institutional and local capacity building of people to respond to climate change in the agro pastoral sector;

(ii) Demonstration of best practices for adaptation to climate change in agro-pastoral production for sustainable improvement of food security

(iii) Knowledge management, dissemination of lessons and best practices.

- Target groups: Vulnerable Populations in six pilot villages of which two (Tin Akoff and Bagawa; Koboure and Safi; Monkuy and Ouarkoye) respectively of each of the following provinces: Oudalan, Namentenga, Mouhoun. Field partners: executing agency: Ministry of Environment and Sustainable Development (MEDD), permanent Secretariat of the Council for Environment and Sustainable Development (SP/CONEDD)

This testing of project best practices and technological packages for adaptation is completed first, by funding from the Government of Japan to glimpse at the national and territorial level and local authorities, considering climate change in planning processes and strategies, and on the other hand, through the contribution of the Kingdom of Denmark with the aim of further strengthening the capacity of the technical services, decision-makers and populations to cope with environmental challenges and singularly to the negative effects of climate change

The final evaluation will be conducted in accordance with the guidelines, rules and procedures established by UNDP and GEF as UNDP assessment guidelines for GEF -funded projects. The objectives of the evaluation are to assess the achievement of project objectives and to draw lessons that can improve the sustainability of the benefits of this project and facilitate the overall improvement of UNDP programs.

The project implementation was provided by the National Project Coordination of the National Action Program for Adaptation (NAPAS) to variability and climate change in Burkina Faso in synergy with two other NAPA projects.

Approach and evaluation method

Overall approach and method for the achievement of the final evaluations of projects supported by UNDP and funded by GEF with time.

The assessment must provide factual information which is credible, reliable and useful. The evaluator must adopt a participatory and consultative approach ensuring close collaboration with the counterparts from the Government, especially with the operational GEF focal point, UNDP country office, project team, technical UNDP-GEF adviser of based in Addis Abba. The evaluator should carry out an assignment on the

field in the area of intervention of the NAPA project. The evaluator will choose to visit, in each of the three (3) areas, the sites covered by the project. This choice will be made by the evaluator who will consider the project sites of intervention in its visit program.

The interviews will take place at least with organizations and the following individuals:

- Administrations of trusteeship: Ministries responsible for the implementation of agro-forest-pastoral actions (Ministry of the Environment and Sustainable Development, Ministry of Animal Resources, and Ministry of Agriculture and food security)
- National Director: the Permanent Secretariat of the National Council for the Environment and Sustainable Development (SP/CONEDD)
- UNDP GEF Regional office: Addis Abba
- UNDP country office: Burkina Faso
- Project team: NAPA project Coordination - Advisory bodies and beneficiary communities at the local level: local authorities, representatives of people, cooperatives, village organizations, farmer organizations, women's organizations, etc.
- Technical and financial partners (Embassy of Japan and Danish Cooperation)
- Projects and programs co-financiers (PNGT2 coordination; support for rural municipalities and in the Inter-community Initiatives (AGRIC);

The evaluator will review all relevant information sources, such as project description, project reports, including the PIR and other reports, project budget review, the mid-term review, reports on the state of progress, monitoring tools of GEF focal area, the project documents, national legal and strategic documents and all other documents which the evaluator considers useful for this evaluation based on the facts. A list of documents that the project team will provide to the evaluator for review purpose is attached to Appendix B of the present terms of reference.

Criteria for evaluation and marking

The evaluator must articulate the efforts of evaluation around the criteria of **relevance, effectiveness, efficiency, sustainability and impact**, as defined and explained in the UNDP guidelines for the achievement of the final evaluations of projects supported by UNDP and funded by the GEF. A series of issues covering

each of these criteria have been drafted and are included in these terms of reference (*Appendix C*) of the terms of reference. The evaluator must modify, complete and submit this table as part of an initial evaluation report and attach it to the final report in the appendix.

Furthermore, an assessment of project performance based on the expectations outlined in the project logical/result framework (see Appendix A) which provides performance indicators and impact in the context of the project implementation and the means of verification will be carried out.

Project financing/co-financing

The evaluation will focus on project key financial aspects, mainly the share of co-financing planned and carried out. Data on project costs and financing will be needed, including annual expenditure. The gaps between planned and actual expenditure should be assessed and explained. The results of available recent financial audits must be considered. The evaluators will benefit from the intervention of the country (CO) and the project team in their quest for financial data to complete the table of co-financing below, which will be included in the final evaluation report.

Co-financing (type/source)	Own financing of UNDP (in millions USD)		Government (in millions USD)		Partner organization (in millions USD)		Total (in millions USD)	
	Expected	Real	Expected	Real	Expected	Real	Real	Real
Grants								
Loans/grants								
• In-kind support								
• Other								
Totals								

Integration

NAPA-BKF-UNDP-GEF project has been designed to respond to priority concerns in NAPA framework. The Consultant will assess to what extent the project in its design was in line with national priorities. In this context, the consultant will systematically examine the project compliance with:

- The national guidelines;
- The needs and expectations of beneficiaries

In addition, UNDP-funded and UNDP-supported projects are key components of UNDP country program, as well as regional and global programs. The evaluation will focus on the extent to which the project has been successfully integrated in UNDP priorities, including poverty alleviation, improving governance, natural hazard or disaster prevention and rehabilitation after these disasters and gender issues.

Impact

The evaluators will appreciate to what extent the project achieved impacts or is progressing towards the achievement of these impacts. Among the main conclusions of the evaluations the following must appear: did the project demonstrate: a) verifiable progress in the ecological state, b) verifiable reductions of stress on ecological systems, or c) significant progress towards these reductions of impact. [1]

Conclusions, recommendations and lessons

After having, progressively, exposed its observations, then formulated its findings and made judgments on the project according to each evaluation criterion, the consultant must in this part deliver its conclusions so as to appreciate as a whole the evaluated intervention. This synthesis does not follow the order of the questions nor of the evaluation criteria. These findings must be arranged in order of importance. If it considers it useful and relevant, the consultant can identify lessons and/or strategic and/or operational recommendations.

Conditions for implementation

It is a joint evaluation. In the context of this evaluation, a technical monitoring Committee (TMC) will be set up. The TMC will be made of representatives of the main stakeholders in the project implementation.

The primary responsibility for the management of this evaluation is under UNDP country office Burkina Faso which will contact the evaluators to ensure payment in a timely manner of compensation to the evaluation team and finalize the traveling conditions in the country. The project team will be responsible for liaising with the team of evaluators to arrange interviews with stakeholders and field visits, as well as coordination with the Government, etc.

Evaluation schedule

The assessment will last *24* days total according to the following plan:

Activity	Duration	Completion date
Preparation	3 days (recommended: 2-4)	
Assessment mission	11 days (recommended: 7-15)	
Draft assessment report	8 days (recommended: 5-10)	
Final report	2 days (recommended: 1 - 2).	

DELIVERABLES UNDER EVALUATION

The following are expected from the evaluation team:

Deliverables	Table of contents	Duration	Responsibilities
Initial report	The evaluator provides clarifications on the timetable and the method	No later than two weeks before the assessment mission.	The evaluator sends the PMO to UNDP for approval of technical monitoring Committee
Presentation	Initial findings	End of the assessment mission	At the direction of the project, UNDP, members of CTS BP
Draft final report	Full report (according to the attached model) with annexes	Within a period of three weeks after the assessment mission	Sent to the Po, considered by the PRL, Member of CTS, the GEF PFO and the technical adviser of the UNDP GEF
Final report *.	Revised report	Within a week following receipt of comments on the draft UNDP	Sent to the Po for the purpose of downloading on the site of the UNDP GEF.

* During the presentation of the final report of evaluation, the evaluator is also required to provide an "audit trail", explaining in detail how the comments received have (and did not) treated in the said report.

II. SKILLS AND QUALIFICATIONS

Profile / team members

The evaluation team will be made of two consultants including a team leader and an associate expert. They must both have a previous experience in the assessment of similar projects. Projects funded by GEF experience are an advantage. They must not have participated in the preparation or the project implementation and should not have a conflict of interest with the project-related activities.

The consultant, Team leader

The team leader must have knowledge and a proven experience in evaluation. he is specifically required to be:

1. A holder of master's degree (Bac + 5) level in the area of social sciences, economy, project management or other areas deemed relevant;
2. At least 10 years of experience in the conduct of evaluations of projects and development programs;
3. Extensive experience of project evaluation techniques;
4. Good knowledge on climate change issues;
5. A familiarity in the context of development of African countries and Burkina Faso in particular;
6. Demonstrate an understanding of the TOR/ methodological approach / work schedule proposed
7. Having proven analytical skills;
8. Very good capacity to organize and interprete data and present the results in written and oral form;
9. A knowledge of the United Nations system and UNDP in particular would be an asset;

III. Skills

- Good knowledge of UNDP programming techniques
- Solid experience in the assessment of projects and programs;
- Good ability in communication;
- Perfect written and oral knowledge and good skills of writing in French;
- Motivation to work at a rapid pace;
- Capacity of initiative, sense of organization and discipline

Duration of the assignment: 2 working days

The individual consultant, associate expert,

The associate consultant must:

1. Be a holder of at least a Master's degree (Bac + 5) level in the area of social sciences, economy, project management or other area deemed relevant
2 Have at least 5 years of experiences in the conduct or management of the evaluations of development programs and projects
3 Have knowledge of participatory approaches to project evaluation;
4 Have proven analytical skills;
5 Have a good knowledge of climate change,
6 Have a familiarity in the context of development of African countries and Burkina Faso in particular;
7. Demonstrate an understanding of the TOR/ methodological approach / work schedule proposed
8 Have already assessed a project for adaptation to climate change would be an asset.
9 Excellent skills in French read, spoken, written,

Demonstrated ability to assess complex situations in a clear and succinct manner.

10 Excellent facilitation skills

IV. Skills

- Good knowledge of UNDP programming techniques
- Solid experience in the assessment of projects and programs;
- Good ability in communication;
- Perfect written and oral knowledge and good skills of writing in French;
- Motivation to work at a rapid pace;
- Capacity of initiative, sense of organization and discipline

Duration of the assignment of the national consultant: 24 working days

7. **Documents to include during the submission of the proposal:**

The Consultant (s) interested must submit an application including:

7.1. A TECHNICAL PROPOSAL:

(i) A detailed curriculum vitae highlighting the experience gained in similar projects, at least 3 references;

(ii) Copies of diplomas and certificates obtained;

(iii) an explanatory note on the understanding of the terms of reference and the reasons for the application;

(iv) a brief description of the methodological approach and the organization of the

proposed assignment **in reference to the TOR. The understanding of the TOR is required.**

7.2. A FINANCIAL PROPOSAL:

The financial proposal must indicate:

(i) The total lump sum in CFA FRANCS. Each financial proposal includes a decomposition detailed lump sum, including:

- The consultant fees (diem X number of days planned);

7.3. A CV OF THE CONSULTANT:

i. The experience gained in similar projects;
ii. Copies of diplomas and certificates obtained;
iii. At least 3 references.

The applications of consultants will be assessed on the basis of the method of selection based on technical quality and costs in accordance with UNDP consultant recruitment procedures only and individual consultants having obtained the minimum technical score of 70 points will see their financial proposals open.

The contract will be awarded to the consultant having obtained combined highest financial and technical mark provided that its financial proposal fits into the available budget; where appropriate he will be invited to a negotiation around his financial proposal and the contract will be awarded in the event of agreement between parties to the outcome of the negotiations. If the negotiation does not result in an agreement between the parties, the second ranked candidate will be contacted following the same procedure, and so on.

All applications must be made online on UNDP website before **January 20, 2014 12** hours with the words **' recruitment of two individual consultants (team leader and associate expert) for the final evaluation of the "capacity-building for Adaptation and reduction of vulnerability to climate change » project**

Additional information can be obtained when needed at the address: procurement.bf@undp.org. These requests for clarification must be sent within a period not exceeding 2 days before the deadline for submission of proposals.

However, any delay in the transmission of this information could not in any event constitute a reason for postponement of the date of submission of your proposal.

APPENDIX A: PROJECT LOGICAL FRAMEWORK

The project logical framework is organized into 3 results and 15 products:

Result 1: Preparedness planning and response to climate change has improved in the agro-forest-pastoral sector.
Product 1.1 Sectorial policies and legislation are reviewed for their implementation consistent with the needs of adaptation to the risks associated with the DC at the end of the project
Product 1.2 Mechanisms of partnership with other projects and programs for the synergy of action are effective
Product 1.3 The ability of technical extension agents is enhanced by knowledge of CC and the use of toolkits
Product 1.4 The capacity of those responsible for administrative and technical of the agro-forest-pastoral sector at the level of the regions and the provinces for the use of tools for planning, control and monitoring of sectorial policies in connection with the CC is strengthened and acquired knowledge
Product 1.5 Collection and climate data processing capacities are strengthened
Product 1.6 National and regional/provincial monitoring and food distribution structures are reinforced in order to manage the risks of climate change
Result 2 Best practices are known, tested and adopted by communities, which reduces the risk of the CC on the agro-forest-pastoral productivity impacts
Product 2.1 In the village of Mounkuy, population adapt so powerful to the adverse effects of CC in the agro-forest-pastoral sector
Product 2.2 In the village of Souri, populations adapt so powerful to the adverse effects of CC in the agro-forest-pastoral area
Product 2.3 In the village of Safi, populations adapt so powerful to the adverse effects of CC in the agro-forest-pastoral area
Product 2.4 In the village of Koboure, population adapt so powerful to the adverse effects of CC in the agro-forest-pastoral sector
Product 2.5 In the village of Tin-Akoff, populations adapt so powerful to the adverse effects of the CC in the agro-forest-pastoral area
Product 2.6. : In the village of Baig, populations adapt in an efficient way the adverse effects of CC in the agro-forest-pastoral area
Result 3 Lessons and best practices of the pilot sites and actions to strengthen the capacity and adapt policies are disseminated
Product 3.1 Covered villages to enrich each other's experiences during the project
Product 3.2 Support of capitalization of experience and achievements of the project is being developed
Produit3.3. the lessons from the project are shared with the local partners, international agencies and the scientific community

Evaluation notes:			
1 monitoring and evaluation	***Scoring***	**2 Executing agency*/achievement agency***	***Scoring***
Design of monitoring and evaluation at the entrance		Quality of implementation by UNDP	
Implementation of the monitoring and evaluation plan		Quality of execution: executing agency	
Overall quality monitoring and assessment		Overall quality of the implementation and execution	
3 evaluation of the results	**Executing agency*/achievement agency***	**4 sustainability**	**Executing agency*/achievement agency*:**
Relevance		Financial resources:	
Efficiency		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall rating of the project		Environmental:	
		Overall probability of sustainability:	

APPENDIX B: LIST OF DOCUMENTS TO BE CONSIDERED BY THE EVALUATORS

Documents Phase preparatory PIF
Document project and annexes
Work plans and budgets for the project
Reports of implementation of the project (PIR)APR/PIR 2009, 2010, 2011, 2012
Reports of the national steering committees
Technical reports and project publications
Program Report
NAPA results capitalization Report
Report of the final evaluation of the NAPA Japan project
Technical report (blade)
Report PNA
Series annual reports 2010, 2011, 2012
Training of the beneficiaries plan
Series reports of the coordination of NAPA projects
Series of mission reports by national teams
Series of workshop reports

Report of the mid-term evaluation
Miscellaneous items
Technical reports series

APPENDIX C: EVALUATION QUESTIONS

This is a generic list, to be detailed by the addition of questions by the country office and technical advisor GEF UNDP based on the specifics of the project.

Criteria of evaluation questions	Indicators	Sources	Methodology
Relevance: How the project relate to the main objectives of the GEF focal area and priorities on environment and development at the local, regional and national level?			
•	•	•	•
Effectiveness: To what extent have the expected results and the objectives of the project been achieved?			
•	•	•	•
Efficiency: Has the project being implemented efficiently, in accordance with the norms and standards national and international?			
•	•	•	•
Sustainability: To what extent are there financial, institutional, socio-economic or environmental risk to the maintenance of the results of the project in the long term?			
•	•	•	•
Impact: Are there indications to the effect that the project has contributed to the (or enabled the) progress in reducing tension on the environment, or to the improvement of the ecological condition?			
•	•	•	•

APPENDIX D: SCALES OF NOTATIONS

Ratings for the results, effectiveness, efficiency, monitoring and evaluation and investigations	***Sustainability ratings:***	***The relevance ratings***
Very satisfactory (HS) 6: no deficiencies 5 satisfactory (S): minor deficiencies 4 moderately satisfactory (MS) 3 moderately unsatisfactory (MU): significant gaps 2 unsatisfactory (U): major problems Very dissatisfied 1 (HU): serious problems	4 probable (L): negligible risks for sustainability 3 moderately probable (MP): moderate risk 2 medium little probable (UM): significant risk 1 improbable (U): severe risk	2 relevant (P) 1 not relevant (PP) ***The impact ratings:*** 3 satisfactory (S) 2 minimal (M) 1 insignificant

		(N)
Additional ratings where appropriate: Not applicable (N/A) Could not evaluate (E.I.)		

[1] A useful tool to measure progress against impacts is the roast (Review of Outcomes to impact) developed by the GEF evaluation office: Roast Handbook 2009

APPENDIX E: consultant code of conduct acceptance form in evaluation

Evaluators should :

1. Present complete and fair information in their evaluation of strengths and weaknesses for decisions or measures taken to be based;
2. Publish all the conclusions of the evaluation as well as information on their limits and make them available to all those who are concerned by the evaluation and who are legally able to receive the results;
3. Protect anonymity and confidentiality at which people who share the information with them have the right; the evaluators should give a sufficient time, reduce time losses at maximum and respect the right of people to private life. They should respect the right of people to provide information in all confidentiality and make sure that the information called sensitive does not enable to reach their source. The evaluators did not assess individuals and should maintain a balance between the evaluation of management functions and this general principal.
4. Sometimes discover evidence elements which are acts to be blamed when they conduct evaluations. These cases should be indicated in a confidential manner to competent authorities responsible for investigation on the issue. They should consult other competent entities on supervision when there is the smallest doubt to know whether issues are to be indicated and to do it.
5. Be attentive to beliefs, habits and customs and be upright and honest in their relationship with all the stakeholders. According to the Universal Declaration of human rights, the evaluators should be attentive to discrimination problems as well as difference between sexes, and be concerned. The evaluators should avoid all that could offence the dignity or self-respect of people with whom they enter into contact during an evaluation. Knowing that an evaluation can have some negative effects on the interests of some stakeholders, the evaluators should conduct the evaluation and make the subject and results known in a way that absolutely respects the dignity and feeling of self-respect of stakeholders.
6. Are responsible for their performance and consequences. The evaluators should know how to present in a written form or orally in a clear, concise and honest manner, the evaluation, its limits, observations and recommendations.
7. Respect known accounting procedures and be careful in the use of evaluation resources.

Consultant acceptance form in evaluation[1]
Commitment to respect the Code of conduct of evaluators of United Nations system
Name of consultant: _____
Name of consultation organization de (if necessary) : _____
I confirm having received and understood the code of conduct of United Nations evaluators and commit myself to respect it.
Signed at *place* on *date*

Signature: _____

APPENDIX F: EVALUATION REPORT OUTLINE[2]

i. Introductory page :
- Title of project financed by GEF and supported by UNDP
- UNDP and GEF project Identification Nº
- Evaluation schedule and evaluation report date
- Country, regions concerned by the project
- GEF operational/strategic program
- Implementing partner and other project partners
- Membres de l'équipe d'évaluation
- Remerciements

ii. Summary
- Project summary table
- Project description (brief)
- Evaluation scoring table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and abbreviations
(See : UNDP writing manual[3])

1 Introduction
- Objective of the evaluation or review
- Application scope and methodology
- Structure of evaluation report

2 Description and context of project development
- Project beginning and duration
- Problems that the project aims at solving
- Immediate project development Objectives
- Baseline set up
- Main stakeholders
- Expected results

3 Conclusions
(Moreover, a descriptive appreciation, all the criteria marked of (*) should be

[1]www.unevaluation.org/unegcodeofconduct

[2]The report should not exceed *40* pages in all (by excluding appendices).
[3] UNDP style Manual, Communication office, partnership office, updated in November 2008

marked[4])

3.1 Project design/Formulation

- ACL Analysis /of result framework (Logical/strategic of project ; indicators)
- Assumptions and risks
- Lessons drawn from other relevant projects (for instance, in the same focal area) incorporated in project design
- Stakeholders ' involvement foreseen
- Duplication approach
- UNDP comparative advantage
- Links between the project and other interventions within the sector
- Management conditions

3.2 Project implementation

- Adaptive management (modifications brought to project design and results during the implementation)
- Partnership agreements (with relevant stakeholders involved in the country/region)
- Comments stemming from monitoring and evaluation activities used for adaptive management
- Project financing :
- Monitoring and evaluation : design at the beginning and implementation (*)
- Coordination in the implementation and execution with UNDP and implementing partner (*) and operational issues

3.3 Project results

- Overall results (achievement of objectives) (*)
- Relevance(*)
- Efficiency and effectiveness (*)
- Appropriation by country
- Integration
- Sustainability (*)
- Impact

4 Conclusions, recommendations and lessons

- Corrective measures for project design, implementation, monitoring and evaluation
- Measures aiming at monitoring or strengthening project initial advantages
- Suggestions related to future orientations facilitate the main objectives
- Best and worst practices during the processing of issues concerning relevance, performance and success

5 Appendices

- TOR
- Itinerary
- List of people interviewed

[4] Use of marking scale of six points: 6 very satisfactory, 5: Satisfactory, 4: Partially Satisfactory, 3: Partially unsatisfactory, 2: unsatisfactory and 1: very unsatisfactory. See section 3.5 on page 37 for more explanation on marking.

- Summary of field visits
- List of documents examined
- Table of evaluation questions
- Questionnaire used and summary of results
- Evaluation consultant acceptation form

Appendix 3: Table of evaluation questions

Evaluation criteria/Questions	Indicators	Sources	Collection tools
A. relevance : how the project relates to the main objectives of the field focus of the GEF and priorities on environment and development at the local, regional and national level **?**			
A.1. To what extent does the project supports the strategic priorities of the GEF?	Alignment of the objectives of the project on the GEF priorities	Description of the project Strategy and profiles of the focal areas of the GEF	- Literature review;
A.2. to what extent project aligns on national priorities, including those identified in the National Program of Adaptation to climate change (NAPA)	Alignment on the NAPA	- Project document - The SCADD, SDR, PSNR, PNDEL, NPDD CPAP documents	Literature review.
A.3. to what extent the project aligns with local priorities including in the areas of the environment, livestock and agriculture?	Alignment on the communal development plans of the municipalities which are the beneficiary villages of achievements	- Descriptions of the communal Development Plans of the municipalities concerned	Literature review
A.4. extent to which national, regional and local stakeholders and have participated in the design of the program?	Actors at the national and local levels involved in the formulation of the program Rated by national and local actors for their participation in the formulation of the program	Stakeholders national and local project;	Interview with national and local stakeholders
A.5. To what extent activities meet the real needs of local populations?	The Participation of the beneficiaries in the identification activities	Document project Activity reports Self-assessment reports Mid-term Evaluation report Beneficiaries	Literature review Interviews

B. <u>efficiency</u> : to what extent the expected results and the objectives of the project have been achieved?**?**			
B.1. To what extent preparedness planning and response to climate change is improved in the agro-forest-pastoral area?	-Percentage of structures having put in place devices or mechanisms having a link with the CC (by use of the capacity of adaptation of the UNDP evaluation sheet -Percentage of potential partners identified having achieved an agreement with PPG (in the form of co-financing or planning collaborative synergy) -Percentage of the rural population having realized the CC by their manifestations and their consequences (by survey)	Report of monitoring-evaluation Report of activities Interviews with relevant stakeholders at the local level and responsible for monitoring and evaluation	- Literature review; - Interview with key stakeholders
B.2 Extent to which best practices are known, proven and adopted by communities to reduce the risk of impacts due to CC on the agro-forest-pastoral productivity?	-Percentage of CVD and farmers that have adopted good practices demonstrated in the villages covered by the project -Level of reduction of the 6 CC vulnerability villages covered by the project such as measured by the VRA (Vulnerability Reduction Assessment tool	Report of monitoring-evaluation Report of activities Interviews with relevant stakeholders at the local level and responsible for monitoring and evaluation	- Literature review; - Interview with key stakeholders
B.3 To what extent lessons learned and best practices of results 1 and 2 are capitalized and broadcast?	-Number of visits to the website by the Burkina Faso -Number of contributions to the ALM (Adaptive Learning Mechanism) -Number of media events conducted by the project in 3 regions (radio, newspaper, pamphlet, documentary theatre forums shows).	Report of monitoring-evaluation Report of activities Interview with the head of monitoring and evaluation	- Literature review; - Interview with key stakeholders
B.4 What are the difficulties encountered and which influenced negatively the level of achievement of results?	Factors that have limited the achievement of the objectives of the project.	Report of monitoring-evaluation Report of activities Interview with the UNDP program, the	- Literature review; - Interview with key

		coordination of the NAPA project, stakeholders at the local level (technical and beneficiary services)	stakeholders
B.5 What have been the intended and unintended, opportunities which have had positive effects on the achievements of the project?	Opportunities and factors provided or not and who have positively influenced the achievements of the project	Report of monitoring-evaluation Report of activities Interview with the responsible UNDP program, the coordination of draft NAPA, stakeholders at the local level (technical and beneficiary services)	- Literature review; - Interview with key stakeholders
B.6 What is the quality of the system of S & E implemented (tracking and evaluation system allows to inform all project indicators)?	Relevance of the indicators for monitoring - evaluation. Quality and availability of resources to operationalize system of monitoring - Evaluation. Availability and quality of reports on the State of progress of the project.	Monitoring reports - assessment Responsible actors in the monitoring - Evaluation.	- Literature review; - Interview with responsible stakeholders in monitoring - evaluation
B.7 To what extent the technical and financial partner has played its role?	- Roles assigned to UNDP; - Role played by UNDP; - Difficulties encountered at this level	Planning of the project document; Monitoring reports; Key stakeholders of the project.	- Literature review; - Interview with UNDP and the project team
B.8 To what extent the Steering Committee, the Coordination and the National Direction have - they played their role?	Roles assigned to the Government side; Role played by the Government side Difficulties encountered at this level	- Planning of the project document; - Activity reports; - Key stakeholders of the project.	- Literature review; - Interview with the Government side and the project team
B.9 To what extent local stakeholders (recipients, services techniques partners) have played their roles?	- Roles assigned to local stakeholders; - Role played by local stakeholders - Difficulties encountered at this level	- Planning of the project document; - Activity reports; - Stakeholders of the project.	- Literature review; - Interview with local stakeholders and the project team
B.10. What has been the contribution of the communication strategies and of the partnership for the achievement of results?	- Existence of overt elements of effective cooperation between the institutions responsible for the implementation of	- Activity reports; - Stakeholders of the project.	- Literature review; - Interview with

	the project. - Difficulties at the level of the partnership		stakeholders of the project.
C. <u>efficiency</u> : project has been implemented efficiently in accordance with the standards and standard national and international **?**			
C.1. Results were obtained at acceptable costs (adequacy of financial resources)?	-Budget estimates actually implemented by component and year -The expenditure actually implemented by component and year -budget variance -rate of use of resources affected	Financial reports Financial officer of the NAPA program	- Literature review; - Interview with the program and the financial manager of the NAPA
C.2. The resources (financial, human and material) sufficient? Available time?	-(Financial, human and material resources) provided -(Financial, human and material resources) mobilized -Time limits for resource mobilization	Activity reports Financial reports Signed PTA Financial officer of the NAPA program	- Literature review; - Interview with the program and the financial manager of the NAPA
D. <u>Impact</u>: are there indications to the effect that the project has contributed to the (or allowed the) progress in reducing tension on the environment, or to the improvement of the ecological condition?			
D.1. What are the effects of the results on the recipients?	-changes in the level of Technical Services -changes at the level of the beneficiaries	- Activity reports, - Mid-term evaluation report - Technical services - Beneficiaries of the project;	- Literature review; - Interview with technical services and beneficiaries
D.2 What are the effects of Technical Services results?		-	-
D.2. What are the factors that limit the effects of the project in the long term?	The existence of obvious factors limiting the effects.	- Activity reports, - Mid-term evaluation report - Technical services	- Literature review; - Interview with technical services and beneficiaries

		- Beneficiaries of the project;	
D.3. What are the unexpected effects (positive or negative) of the project?	The unforeseen effects of the project.	- Activity reports, - Mid-term evaluation report - Technical services - Beneficiaries of the project;	- Literature review; - Interview with technical services and beneficiaries
D.4. Extent resilience (and coping skills) of Burkina Faso face the risks of climate change in the agro-forest-pastoral sector has been strengthened?	- evolution of the share of the national budget allocated with resources mobilized by the State for adaptation to the CC - number of NGOs, associations and research institutions carrying out activities related to the CC	MTEF and finance laws The CONEDD directory	- Literature review
E. <u>sustainability</u> : to what extent is there risk financial, institutional, socio-economic or environmental maintenance of the results of the project long term **?**			
E.1. exists - it a political, institutional and regulatory base conducive to sustainability of the different outcomes of the project?	- Policies and legislation in relation to CC	- Technical services - Coordination of NAPA - Program NAPA	- Literature review
E.2. what extent technical services continue - they support to the beneficiaries of the project?	- Availability of resources for support to the beneficiaries	- Technical services	- Interviews
E.3. techniques popularized the project are – they adapted to the socio-economic and cultural context?	- Elements of socio-economic and cultural contexts - Techniques popularized	- Local populations - Activity reports	- Interviews - Documentary analysis
E.4. beneficiaries will have - they financial and technical capacity to continue activities after the project (ownership of the beneficiaries)?	- Technical and financial beneficiaries capacity	- Activity reports - Beneficiaries	- Interviews - Documentary analysis

E.5. are there risks to the environmental benefits in place or should manifest?	- Existence of obvious risks that would limit the environmental benefits	- Beneficiaries - Document project - Technical services	- Interviews - Literature review
E.6. Are there any adequate commercial hotel to ensure sustainable environmental advantages achieved in line with the project ?	- Existence of outlets for the various products of the feedlot - Existence of opportunities for seed produced by nurserymen	- Beneficiaries - Report of activities - Technical services - Mid-term evaluation	- Interviews - Literature review

Appendix 4 : List of structures and people met

Date	Last Name & First Name(s)	Structures	Function
21/02/014	Mrs AKI Kogachi	UNDP Burkina Faso	Program Manager
21/02/014	Alain KI-ZERBO	Program Coordination Unit	Coordinator
	Mme YONLI Marceline	Program Coordination Unit	Monitoring-Evaluation Manager
24/02/014	Florent OUEDRAOGO	DPASA Namentenga	Directeur
24/02/014	Madi KADIOGO	Boala city council	Maire
	Nikiembila NOGOLADO	Boala city council	2ème Adjoint au maire
	Foubla WAGO	Boala city council	Président Commission affaires générales
	Sougrinoa ZIDOUAMBA	Boala city council	Président Commission finance
	Patenema MALIBILA	Boala city council	Chairperson environmental Committee
24/02/014	Souleymane MALIBILA + 3 membres	CVD Safi	Chairperson
25/02/014	Andema KABRE	DPEDD Namentenga	Director
25/02/014	Tierry E. COMBARRY	DPRA Namentenga	Director
26/02/014	Communauté villageoise de BAGAWA	-	Beneficiaries
26/02/014	Moussa DIALLO + 3 membres	Gorom-Gorom city council	Mayor
26/02/014	Emmanuel DABIRE	DPEDD Oudalan	Director
	Bouboukari HASSAN	DPASA Oudalan	Director
	Sidi BORO	DPRA Oudalan	Director
27/02/014	Amandé BARRY	DREDD Sahel	Director
	K. Gustave	DRAH Sahel	Director
27/02/014	Mathias OUEDRAOGO	DREDD Central North	Director
	Victor SAWADAOGO	DRASA Central North	Representative of Director
	Florent OUEDRAOGO	DRASA Central North	Representative of Director
	Dominique ILBOUDO	DRAH	Director
28/02/014	Alassane OUEDRAOGO	DPEDD Mouhoun	Director
	Abdramane BAGAYOGO	DPRA Mouhoun	Director
	Bagassa Koné	DPASA Mouhoun	Director
01/03/014	Communauté villageoise de Monkuy	-	Beneficiaries
01/03/014	Samuel F. TAMINI	Ouarkoye municipality	Deputy Mayor
	Zounyoro BONZI	Ouarkoye municipality	Communal Agent
02/03/014	Mamadou HONADIA	SP/CONEDD	Permanent Secretary
02/03/014	Ali Jacques GARANE + 3 his collaborators	DGMETEO	General Director
04/03/014	-	General Secretariate of the Ministry of Environment and Sustainable Development	General Secretary
04/03/014	Rigobert BAYALA	DCEM	Expert for NAP design
04/03/014	Issa BIKIENGA	CILSS	Expert for NAP design
05/03/014	Ludovic BAMBARA	General Direction for Forecasting and operational planning	General Director
	Désiré SOME	SPD Animal Resources	Expert pour la formulation du PNA
07/03/014	Moussa Maïga	SPD Ministry of Agriculture and Food security	Director
	Amos KIENOU	SPD Ministry of Agriculture and Food security	Agent