



DRAFT TERMINAL EVALUATION REPORT

REPORTING PERIOD: FROM 10/2020 TO 11/2020

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #f2f2f2; text-align: center;">Programme Title and Project Reference</th> </tr> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> Programme/Project Title: Programmeme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu (PACV-MT) Atlas Award ID: 00064182 Project ID: 00081072 Programmeme-Project/Office reference: </td> </tr> <tr> <th style="background-color: #f2f2f2; text-align: center;">Participating Organization(s)</th> </tr> <tr> <td style="height: 100px;"></td> </tr> <tr> <th style="background-color: #f2f2f2; text-align: center;">Programme/Project Budget</th> </tr> <tr> <td style="padding: 5px;"> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Total approved budget as reflected in the project document:</i></td> <td style="text-align: right;">\$ 8,533,348</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Contribution of agency(ies)</i></td> <td style="text-align: right;">7,864,837 USD</td> </tr> <tr> <td>Adaptation Fund</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td>UNDP</td> <td></td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Government Contribution</i></td> <td></td> </tr> <tr> <td>AEDD/MAEDD (nature)</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Other Contributions</i></td> <td></td> </tr> <tr> <td>TOTAL :</td> <td style="text-align: right;">8,864,837 USD</td> </tr> </table> </td> </tr> <tr> <th style="background-color: #f2f2f2; text-align: center;">Programme Evaluation</th> </tr> <tr> <td style="padding: 5px;"> Evaluation Completed <input type="checkbox"/> es <input type="checkbox"/> b 19/11/2020 Evaluation Report - Attached <input type="checkbox"/> es <input type="checkbox"/> o dd.mm.yyyy </td> </tr> </table>	Programme Title and Project Reference	<ul style="list-style-type: none"> Programme/Project Title: Programmeme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu (PACV-MT) Atlas Award ID: 00064182 Project ID: 00081072 Programmeme-Project/Office reference: 	Participating Organization(s)		Programme/Project Budget	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Total approved budget as reflected in the project document:</i></td> <td style="text-align: right;">\$ 8,533,348</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Contribution of agency(ies)</i></td> <td style="text-align: right;">7,864,837 USD</td> </tr> <tr> <td>Adaptation Fund</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td>UNDP</td> <td></td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Government Contribution</i></td> <td></td> </tr> <tr> <td>AEDD/MAEDD (nature)</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Other Contributions</i></td> <td></td> </tr> <tr> <td>TOTAL :</td> <td style="text-align: right;">8,864,837 USD</td> </tr> </table>	<i>Total approved budget as reflected in the project document:</i>	\$ 8,533,348	 		<i>Contribution of agency(ies)</i>	7,864,837 USD	Adaptation Fund	\$ 500,000	UNDP		 		<i>Government Contribution</i>		AEDD/MAEDD (nature)	\$ 500,000	 		<i>Other Contributions</i>		TOTAL :	8,864,837 USD	Programme Evaluation	Evaluation Completed <input type="checkbox"/> es <input type="checkbox"/> b 19/11/2020 Evaluation Report - Attached <input type="checkbox"/> es <input type="checkbox"/> o dd.mm.yyyy	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="background-color: #f2f2f2; text-align: center;">Country, Location(s), Programme Priority Sector(s) / Strategic Results</th> </tr> <tr> <td style="padding: 5px;">Mali</td> </tr> <tr> <td style="padding: 5px;">Climate Change, Vulnerability, Adaptation and Resilience</td> </tr> <tr> <th style="background-color: #f2f2f2; text-align: center;">Implementing Partners</th> </tr> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> MEADD (Ministry of the Environment, Sanitation and Sustainable Development) AEDD (Agency for Environment and Sustainable Development) / MEADD MAEP (Ministry of Agriculture, Livestock and Fisheries) MMEE (Ministry of Mines, Water and Energy) MATD (Ministry of Territorial Administration and Decentralization) MPFEF (Ministry for the Promotion of Women, Children and the Family) OMVF (Office for the Development of the Faguibine System) and Food Safety Commission Territorial authorities (regions, circles, communes...) </td> </tr> <tr> <th style="background-color: #f2f2f2; text-align: center;">Duration of the Programme (months)</th> </tr> <tr> <td style="padding: 5px;"> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Total duration (months): 36</td> <td style="width: 50%;">Official start date: March</td> </tr> <tr> <td>Expected start-up date: October 2015</td> <td>2016</td> </tr> </table> <p>Original Closing Date: March 2019</p> <p>Effective closing date: September 2020</p> <p>Has the agency(ies) operationally closed the programme in its system(s)? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Expected financial closing date :</p> </td> </tr> <tr> <th style="background-color: #f2f2f2; text-align: center;">Submitted by :</th> </tr> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> <input type="checkbox"/> Name : <input type="checkbox"/> Title : <input type="checkbox"/> Participating Organization ("Lead Agency") : <input type="checkbox"/> E-mail address : </td> </tr> </table>	Country, Location(s), Programme Priority Sector(s) / Strategic Results	Mali	Climate Change, Vulnerability, Adaptation and Resilience	Implementing Partners	<ul style="list-style-type: none"> MEADD (Ministry of the Environment, Sanitation and Sustainable Development) AEDD (Agency for Environment and Sustainable Development) / MEADD MAEP (Ministry of Agriculture, Livestock and Fisheries) MMEE (Ministry of Mines, Water and Energy) MATD (Ministry of Territorial Administration and Decentralization) MPFEF (Ministry for the Promotion of Women, Children and the Family) OMVF (Office for the Development of the Faguibine System) and Food Safety Commission Territorial authorities (regions, circles, communes...) 	Duration of the Programme (months)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Total duration (months): 36</td> <td style="width: 50%;">Official start date: March</td> </tr> <tr> <td>Expected start-up date: October 2015</td> <td>2016</td> </tr> </table> <p>Original Closing Date: March 2019</p> <p>Effective closing date: September 2020</p> <p>Has the agency(ies) operationally closed the programme in its system(s)? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Expected financial closing date :</p>	Total duration (months): 36	Official start date: March	Expected start-up date: October 2015	2016	Submitted by :	<ul style="list-style-type: none"> <input type="checkbox"/> Name : <input type="checkbox"/> Title : <input type="checkbox"/> Participating Organization ("Lead Agency") : <input type="checkbox"/> E-mail address :
Programme Title and Project Reference																																												
<ul style="list-style-type: none"> Programme/Project Title: Programmeme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu (PACV-MT) Atlas Award ID: 00064182 Project ID: 00081072 Programmeme-Project/Office reference: 																																												
Participating Organization(s)																																												
Programme/Project Budget																																												
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Total approved budget as reflected in the project document:</i></td> <td style="text-align: right;">\$ 8,533,348</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Contribution of agency(ies)</i></td> <td style="text-align: right;">7,864,837 USD</td> </tr> <tr> <td>Adaptation Fund</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td>UNDP</td> <td></td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Government Contribution</i></td> <td></td> </tr> <tr> <td>AEDD/MAEDD (nature)</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td><i>Other Contributions</i></td> <td></td> </tr> <tr> <td>TOTAL :</td> <td style="text-align: right;">8,864,837 USD</td> </tr> </table>	<i>Total approved budget as reflected in the project document:</i>	\$ 8,533,348	 		<i>Contribution of agency(ies)</i>	7,864,837 USD	Adaptation Fund	\$ 500,000	UNDP		 		<i>Government Contribution</i>		AEDD/MAEDD (nature)	\$ 500,000	 		<i>Other Contributions</i>		TOTAL :	8,864,837 USD																						
<i>Total approved budget as reflected in the project document:</i>	\$ 8,533,348																																											
<i>Contribution of agency(ies)</i>	7,864,837 USD																																											
Adaptation Fund	\$ 500,000																																											
UNDP																																												
<i>Government Contribution</i>																																												
AEDD/MAEDD (nature)	\$ 500,000																																											
<i>Other Contributions</i>																																												
TOTAL :	8,864,837 USD																																											
Programme Evaluation																																												
Evaluation Completed <input type="checkbox"/> es <input type="checkbox"/> b 19/11/2020 Evaluation Report - Attached <input type="checkbox"/> es <input type="checkbox"/> o dd.mm.yyyy																																												
Country, Location(s), Programme Priority Sector(s) / Strategic Results																																												
Mali																																												
Climate Change, Vulnerability, Adaptation and Resilience																																												
Implementing Partners																																												
<ul style="list-style-type: none"> MEADD (Ministry of the Environment, Sanitation and Sustainable Development) AEDD (Agency for Environment and Sustainable Development) / MEADD MAEP (Ministry of Agriculture, Livestock and Fisheries) MMEE (Ministry of Mines, Water and Energy) MATD (Ministry of Territorial Administration and Decentralization) MPFEF (Ministry for the Promotion of Women, Children and the Family) OMVF (Office for the Development of the Faguibine System) and Food Safety Commission Territorial authorities (regions, circles, communes...) 																																												
Duration of the Programme (months)																																												
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Total duration (months): 36</td> <td style="width: 50%;">Official start date: March</td> </tr> <tr> <td>Expected start-up date: October 2015</td> <td>2016</td> </tr> </table> <p>Original Closing Date: March 2019</p> <p>Effective closing date: September 2020</p> <p>Has the agency(ies) operationally closed the programme in its system(s)? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Expected financial closing date :</p>	Total duration (months): 36	Official start date: March	Expected start-up date: October 2015	2016																																								
Total duration (months): 36	Official start date: March																																											
Expected start-up date: October 2015	2016																																											
Submitted by :																																												
<ul style="list-style-type: none"> <input type="checkbox"/> Name : <input type="checkbox"/> Title : <input type="checkbox"/> Participating Organization ("Lead Agency") : <input type="checkbox"/> E-mail address : 																																												



Final Evaluation of the Programme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu (PACV-MT)

Final Report



Team of consultants :

Dr. Youssoufou CONGO, International Consultant

Mr. Ibrahim NIENTA, National Consultant

October 19 to November 27, 2020

CONTENTS

Acronyms and abbreviations	4
List of tables	5
Executive Summary.....	6
Introduction.....	13
0.1. Brief overview of the context and programme.....	13
0.2. Evaluation Objectives and Scope	17
0.3. Methodology	18
0.4. Major phases of the assessment mission	19
0.5. Constraints and limitations of the evaluation	19
Chapter 1: Evaluation Results.....	20
1.1 Programme Strategy	20
1.1.1. Programme design and implementation	20
1.1.2. Programme Relevance.....	21
1.2. Progress toward achieving results	27
1.2.1. Level of achievement of expected results	27
1.2.2. Review of Programme Achievements	29
1.2.3. Effectiveness of partnerships.....	30
1.2.4. Main factors impacting programme implementation and results.....	31
1.3 Programme Efficiency.....	32
1.3.1. Use of resources	32
1.3.2 Efficiency index	33
1.3.3. Main factors affecting programme efficiency	33
1.4 Perceptible impacts or changes in the programme	34
1.4.1. Immediate impacts on production conditions	34
1.4.2. Immediate impacts on producers' living conditions	35
1.4.3 Foreseeable longer-term impacts.....	36
1.5. Sustainability of Programme Results	36
1.5.1. Factors that may affect the sustainability of programme outcomes.....	36
1.5.2. Risks to the Sustainability of Programme Results	37
1.6. Programme implementation and reactive management	39
1.6.1. Business management and planning	39
1.6.2. Co-financing balance sheet	40
1.6.3. Monitoring and evaluation systems at the programme level.....	40
1.6.4. Communication of data	40
1.6.5. Communication	41
Chapter 2: Conclusions, Lessons Learned, Good/Bad Practices and Recommendations	42
2.1. Conclusions	42
2.2. Lessons Learned	47
2.3. Good/bad practices	48
2.4. Recommendations	49
Appendices.....	52
Appendix 1: Evaluation Terms of Reference	53
Appendix 2: Evaluation Matrix	63
Appendix 3: Detailed Review of Programme Achievements	72
Appendix 4: List of documents consulted	76
Appendix 5: List of Interviewees	77
Appendix 6: Data Collection Tools.....	79

ACRONYMS AND ABBREVIATIONS

AEDD	Agency for Environment and Sustainable Development
AF	Adaptation Fund
AWP	Annual Work Plan
CCAF	Climate Change Adaptation Fund
CPD	Country Programme Document
DRA	Regional Direction of Agriculture
DRWF	Regional Directorate of Water and Forests
ESCDP	Economic, Social and Cultural Development Programme
EWS	Early Warning System
GDP	Gross Domestic Product
GDPP	General Directorate of Public Procurement
GEF	Global Environment Facility
MAEP	Ministry of Agriculture, Livestock and Fisheries
MDGs	Millennium Development
MFAIC	Ministry of Foreign Affairs and International Cooperation
MTAD	Ministry of Territorial Administration and Decentralization
MEADD	Ministry of the Environment, Sanitation and Sustainable Development
MMEE	Ministry of Mines, Water and Energy
MPFEF	Ministry for the Promotion of Women, Children and the Family
NAPA	National Climate Change Adaptation Programme of Action
NCAP	National Climate Action Plan
NCCS	National Climate Change Strategy
NEPP	(PNPE) National Environment Protection Policy
NFSP	National Food Security Programme
NGO	Non Governmental Organization
OMVF	Office for the Development of the Faguibine system
PACV-MT	Programmeme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu
ProDoc	Project document
RDCE	Regional Direction of Civil Engineering
RDH	Regional Direction of Hydraulics
DRF	Regional Direction of Fishing
RDPC	Regional Direction of Public Contracts
SC	Steering Committee
SDGs	Sustainable Development Objectives
SFERSD	Strategic Framework for Economic Recovery and Sustainable Development
SFGPR	Strategic Framework for Growth and Poverty Reduction
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programmeme/United Nations Development Programme
PMU	Programme Management Unit
UNFCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistance Framework
USD	United States dollar
WSS	Water Supply Summary

LIST OF TABLES

Table 1: Summary of Final Evaluation and Performance	7
Table 2: Key Evaluation Recommendations and Management Response	11
Table 3: Stakeholders and their role within the project	16
Table 4: Key stakeholders interviewed.....	18
Table 5: Correlation between the constraints faced by the target groups and the interventions of the Programme.....	23
Table 6: Revised Results/Logical Framework.....	26
Table 7: Level of achievement of expected results as of 04/09/2020.....	28
Table 8: Budget by Component (USD)	32
Table 9: Efficiency Index	33
Table 10: Socio-economic benefits	34
Table 11: Risks identified and whether or not they occur	38
Table 12: Funding/cofinancing.....	40

EXECUTIVE SUMMARY

The PACV-MT

With an initial duration of 3 years (March 4, 2016 - March 4, 2019) and extended by 18 months (March 4, 2019 - September 4, 2020), and therefore an effective duration of 4 years and 6 months (March 4, 2016 - September 4, 2020), the Programme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu (PACV-MT) is the result of a partnership between the Government of Mali, through the Ministry of Environment, Sanitation and Sustainable Development (MEADD), the Adaptation Fund (AF) and the United Nations Development Programme (UNDP). It was implemented thanks to the financial support of these three partners: AF - US\$7,864,837, the Government of Mali - US\$500,000 (in kind) and UNDP - US\$500,000. Executed by the Agency for Environment and Sustainable Development (AEDD), the PACV-MT proposes to address the factors limiting the increase in the resilience of vulnerable communities and their capacity to adapt to climate change in the regions of Mopti and Timbuktu, including the Faguibine system area, with a package of interventions combining measures aimed at increasing the resilience to climate change of local water access systems in the regions of Mopti and Timbuktu (Component 1), improving the production of local livelihood systems such as agriculture, livestock, fisheries and forestry (Component 2), and strengthening the capacity of local institutions and communities to better adapt to the adverse effects of climate change (Component 3). It benefits 20 of the most vulnerable communes in the regions of Mopti and Timbuktu and targets particularly vulnerable populations (small farmers, youth, women, displaced populations, etc.).

Objective of the evaluation

The objective of the final evaluation of the PACV-MT is to assess the achievement of its objectives and to draw lessons that can improve the sustainability of the benefits of this programme and foster the overall improvement of UNDP projects/programmes.

Methodology

The evaluation methodology involves three stages: compilation of available documents, face-to-face and remote data collection, analysis and interpretation of the data collected, and development of the draft evaluation design. During the first stage, the evaluation team carried out a document review (documents produced in the framework of the design and implementation of the programme, documents of national development strategies, policies, plans and projects/programmes, UNDP programmatic documents, the United Nations Development Assistance Framework (UNDAF) and the Sustainable Development Goals (SDGs)), then organized face-to-face and distance meetings and interviews with key stakeholders (AEDD, UNDP Mali, Programme Team, Mayors and Communal Councilors, beneficiaries, etc.). This was done using semi-structured individual interview guides (see Annex 6). The total of 66 people were interviewed in Bamako, Mopti and Timbuktu. The next two stages were devoted to analyzing and interpreting the data collected and preparing this report; drawing lessons from programme design and implementation; identifying good/bad practices; and finally making recommendations for the design and implementation of UNDP projects/programmes.

Key Findings

Table 1: Summary of Final Evaluation and Performance

Evaluation Notes :			
1 Monitoring and evaluation	Rating	2 Executing Agency	Rating
Initial Monitoring and Evaluation Design	Satisfactory	Quality of UNDP Execution: Executing Agency	Satisfactory
Monitoring and evaluation plan implementation	Satisfactory	AEDD's quality of execution: executing agency	Satisfactory
Overall quality of monitoring and evaluation	Satisfactory	Overall quality of implementation and execution	Satisfactory
3 Evaluation Results	Rating	4 Sustainability	Rating
Design	Very Satisfactory	Financial Resources	Very Likely
Relevance	Very Satisfactory	Socio-economic	Very Likely
Progress Towards Achieving Results	Very Satisfactory	Institutional framework and governance	Very Likely
Efficiency	Satisfactory	Environmental	Unlikely
Impact	Very Satisfactory	Overall probability of sustainability	Very Likely
Sustainability	Satisfactory		
Programme implementation and reactive management	Very Satisfactory		
Overall Programme Score	Very Satisfactory		
Gender	Very Satisfactory		

✓ *Programme Design*

1. The programme was developed through a participatory and inclusive process involving key stakeholders and actors at the national, regional and local levels and taking into account past experiences with national strategies, policies and projects/programmes and/or similar projects/programmes executed by UNDP Mali.
2. In addition, the different categories of stakeholders concerned by the programme were closely involved in its implementation and the monitoring of interventions in the field. Mayors of the communities targeted were involved in the development of intervention strategies specific to each activity, the choice of sites for the works to be carried out and the monitoring of the activities. Most of the works/investments carried out in the communes were carried out by local companies, while the technical supervision of the works was ensured by the deconcentrated services of the State, as well as the monitoring of activities in the field and the training of beneficiaries.

✓ *Programme Relevance*

3. The relevance of the programme is good for at least six reasons. First, throughout the process it has emphasized three approaches: an approach based on both in-depth and rigorous consultations using objective and relevant criteria to identify target communes and priority interventions, a multisectoral approach in which the situation of the target groups (small farmers, youth, women, displaced populations, etc.) as a whole is taken into account, and an approach that draws on the experiences and lessons learned from the implementation of other projects, most of which have been inspired by the decentralization process in Mali.
4. Second, the choice of the programme intervention area (Mopti and Timbuktu regions) was determined by several objective factors: regions that play a key role in addressing problems related to food productivity and livelihood security in northern and central Mali; regions characterized by fragile and

extremely vulnerable ecosystems; regions that are isolated and receive relatively little support; regions that are among the regions identified with the most vulnerable municipalities; etc.

5. Thirdly, there is a strong correlation between the main challenges faced by the programme's target groups (the challenge of access to water especially during the dry season, the challenge of increasing production in a sustainable manner, the limited capacity to cope with climate change, etc.) and the need to address the challenges of the programme's target groups.) and programme interventions (the implementation of water works to improve access to water; the distribution of improved and more resistant seeds to diseases and climate change and of small materials to producers to improve agricultural, animal and fish productivity; the development of income generating activities to promote the economic empowerment of women; etc.).
6. Fourth, the programme is in line with Mali's economic and social development and sustainable development priorities (SFERSD 2016-2018 and 2019-2023, NEPP, NAPA 2007, etc.), UNDP programmematic tools (Strategic Plan 2014-2017 and 2018-2021 and Country Programme Document 2015-2019), UNDAF (United Nations Development Assistance Framework) 2015-2019 and SDGs (Sustainable Development Goals).
7. In addition, the gender dimension was largely taken into account in the execution of the programme: training of women in the creation and management of gardening projects during the dry season; development of 19 commercial gardening perimeters and distribution of seeds and drainage means for market gardening activities that exclusively benefit women; construction of 18 basic water conveyances that provide drinking water to the populations, but also contribute to reducing the drudgery of women's work. To these achievements must be added the strong representation of women in commercial gardening activities (100%), in fattening (100%), in the total number of producers who have seen their production capacity strengthened with inputs and small equipment (52%), in the total number of people who have improved their access to water (50%), in the total number of people in civil society trained in climate change management (50%), etc.
8. Finally, all of the programme's results indicators/logical framework in relation to the expected results are relevant and all of the targets at the end of the programme are "SMART", i.e. Specific, Measurable, Appropriate and Achievable over time.

✓ *Progress Towards Achieving Results*

9. Despite the risks of insecurity in the intervention areas and their induced effects (postponement of certain activities, suspension of other activities, etc.), the programme has recorded excellent results. In fact, most of the results expected from the execution of the programme have been fully or very largely achieved (implementation rate between 75% and 100%).
10. More generally, efforts were made during the period 2016-2020 to meet the essential needs for access to water for people and livestock, but also to develop fish farming, commercial gardening and forestry through the development of ponds and ponds. This resulted in 43 km of rivers and outlet channels to irrigate rice plains and supply chains of ponds, 5 over-embanked canals and 4 outlet channels to exploit about 200 ha of rice plains for about 8,299 farmers. In addition to these achievements, 34 water conveyances have been installed, providing 141,994 people (50% of whom are women) with better access to drinking water, 10,200 livestock with access to water during the dry season, 11,563 women with access to agricultural activities, particularly the exploitation of 28.3 ha of commercial gardens, 19,924 people with access to 8 ha of nurseries, and 947 people (51% of whom are women) with access to improved fish production.
11. Support for agriculture, animal husbandry, fish farming and agroforestry has resulted in: the development of 19 commercial gardening areas of 30.3 ha for women to produce fruit and vegetables, the creation of 15 farms (ponds and ponds for fish farming) and the development of 15 communal nurseries for local species. In addition, 23,243 producers, 52% of whom are women, have seen their

production capacity strengthened with inputs and small equipment; not to mention training (213,758 inhabitants, 51% of whom are women, trained in planning agricultural activities through the provision of rain gauges and access to agro-climatic and meteorological information; 1,947 farmers, 70% of whom are young people and 5% women, trained in agro-sylvo-pastoral production techniques; 380 people trained in agro-forestry techniques; etc.) and the revision of 19 economic, social and cultural development programmes integrating climate change management.

12. However, some planned activities such as the establishment of microcredit programmes and cereal banks in the regions of Mopti and Timbuktu and the fattening of small ruminants for women in the Mopti region could not be carried out for various reasons: Insecurity in both regions, which made it difficult to set up microcredit programmes and ensure effective monitoring of repayments and financed activities; the mixed results of previous experiences with projects/programmes with a microcredit component and the recommendation made by the Mayors of the target communes to first reflect on the type of microcredit to be developed in the programme area before taking any action, the near failure of the experience of the cereal banks set up by the Food Security Commission in all the communes in the regions of Mopti and Timbuktu, the resurgence of attacks in the region of Mopti followed by cattle abductions, etc.
13. Several factors have positively impacted the execution of the programme and its results: the motivation and determination of the PMU team which made it possible to carry out most of the activities planned in the AWP, the partnership dynamic in the realization and monitoring of activities and works and the priority given to local companies for the execution of works in the communes. On the other hand, the delay in launching the programme (more than a year behind schedule), the delay in the execution of the works by the companies due in part to the delay in awarding contracts, the slowness of the procedures for disbursement of funds, the insecurity and health risk related to the COVID-19 as well as the high number of communes of intervention (20 communes), which are moreover scattered over two very large regions, have hampered the smooth running of the programme.

✓ *Programme Efficiency*

14. The assessment of the activities carried out in 2016, 2017, 2018, 2019 and 2020 shows an activity completion rate of 65%, 89%, 84%, 92% and 84%, respectively, and a financial implementation rate (or budget implementation rate) of 85%, 57%, 49%, 93% and 96%, respectively. The efficiency index (physical implementation rate/financial implementation rate) of the programme is therefore 0.76 in 2016, 1.56 in 2017, 1.71 in 2018, 0.99 in 2019 and 0.87 in 2020.
15. At least three factors adversely affected the efficiency of the programme: the lack of contribution of the beneficiaries to the implementation of the works/investments, the low financial contribution of the Government (0.3% implementation of the planned in-kind co-financing) and the lack of co-financing (in kind) from the sectoral ministries and their branches, and the delay in the actual launching of activities in the field and the extension of the programme duration by 18 months, which resulted in additional costs. On the other hand, the strong commitment of the Adaptation Fund and the UNDP, which resulted in a 99% and 138% rate of funding execution, respectively, and the strong involvement of the State's technical services in the planning, implementation and monitoring of activities as well as the training and support of beneficiaries, which enabled the programme to save on the cost of technical expertise, had a positive impact.

✓ *Impact of the programme*

16. The main immediate positive changes induced by the programme on production conditions are:
 1. the increase and securing of agricultural, animal and fish production to reduce the producers' vulnerability to climate change through access to developed and secured commercial gardening perimeters, seeds more resistant to drought and diseases, livestock for breeding and fry for fish farming

and/or equipment using appropriate technologies; 2. the reduction of the shortage of irrigation water during the dry season thanks to the realization of hydraulic works.

17. As for the immediate beneficial effects on the living conditions of the beneficiaries, the verification of the socio-economic benefits generated by the programme shows, among other things, that the commercial gardening activities and the fattening of small ruminants by women are profitable. The women producers sell part of the commercial garden produce and the income generated by this sale enables them to meet social needs (purchase of food, payment of children's school fees, household health care, etc.). As for fattening, it requires an average investment per head of sheep or goat of between 54,875 CFA francs (about US\$95) and 56,020 CFA francs (about US\$97) and would generate a per capita profit of between 6,410 CFA francs (about US\$11) and 8,365 CFA francs (about US\$11).
18. Finally, many elements have been put in place thanks to the programme's interventions and suggest that longer-term changes are likely: the access of beneficiaries to training and thus the acquisition of know-how that they will later be able to put to their own use and/or to the service of the community, changes in the behavior/attitudes of local actors and populations, an effect induced by the information and awareness-raising activities on issues related to climate change supported by the programme.

✓ *Sustainability of programme results*

19. Several hypotheses allow us to affirm that the positive results of the project's interventions will continue. First of all, the works carried out are the property of the producers and their organizations (this is notably the case for the commercial gardening perimeters, commercial gardening wells, ponds and ponds for fish farming, etc.) or of the community (this is the case for micro-dams, water conveyances, boreholes, etc.). However, it is well known that the appropriation of commercial gardening perimeters by women producers and of the works by the beneficiary communities is stronger when they are the actual owners. Better still, to ensure the management of these works, local management committees have been set up and, in general, they function fairly well and have shown a real capacity for anticipation and a sufficient level of organization and functionality that suggests that they will be able to continue to be in charge of the management of the works and materials/equipment (voluntary contributions from women producers or payment of an annual tax on the plots to finance the maintenance and renewal of materials/equipment received from the programme, the construction of market-gardening wells or the purchase of seeds). In addition, most of the materials/equipment distributed and the works/investments made have an average lifespan of 5 years (this is the case for dewatering means), 10 years, or even more (this is the case for the protection grid for commercial gardening perimeters, micro-dams, over created ponds, water conveyances, etc.), if they are well maintained.
20. Second, the programme supported not only the development of agricultural, commercial gardening, pastoral, fish farming and agroforestry activities, but also other income-generating activities (the fattening of small ruminants for women in particular). The question of the sustainability of these activities should not arise because they are productive activities that generate income. Their sustainability is more in terms of skills (especially for fish farming and agroforestry) and management. Indeed, it is not enough to promote fish farmers' access to fry and for them to find their livelihood in the water. It is also necessary to build structures according to the technical standards in force in the sector, to provide access to water and to ensure close monitoring by government technical services or private service providers both in the pre-investment and post-investment phases. And then, intensive fish farming in individual or community ponds, to take this example, is an activity that requires the use of appropriate and efficient techniques. It would therefore have been necessary to ensure that fish farmers receive solid basic theoretical and technical training, followed by a periodic retraining. This would be a prerequisite for a programme such as PACV-MT to contribute to the sustainable intensification of subsistence fish farming.

21. The main risks for the sustainability of the programme's achievements are the persistence of insecurity in the intervention area and the Coronavirus pandemic. If the security situation were to worsen, it could lead to the displacement of populations to more stable and secure areas. This could affect some of the programme's beneficiaries. If the health risk associated with COVID-19 also increases, it could impact the use of some of the programme's outputs.

✓ *Programme implementation and reactive management*

22. Necessary arrangements to ensure a good governance and effective implementation of activities were undertaken from the start of the programme: management of the programme's human and financial resources in accordance with UNDP procedures, the presence of key stakeholders in and the fact that the latter functioned well, etc.
23. In terms of activity planning, the programme has favored participatory and inclusive planning of interventions. In addition, the PMU was able to adapt the evolution of the programme to the evolution of the security context by suspending the implementation of certain activities, postponing the implementation of other activities or making adjustments (for example, having the Regional Directorates of Civil Engineering and Hydraulics supervise the work carried out in the communes instead of their supervision by SC, having the delegates of certain particularly unstable communes move to the chief towns of the district or region for the identification of priority projects). It has also always taken into account the recommendations formulated by SC for a better execution of the programme and submitted the various deliverables and especially the quarterly and annual reports within the time limits. More generally, the programme team has been responsive to the risk of insecurity and has shown good work organization.
24. The programme has developed a number of internal and external communication tools and activities (regular meetings of the PMU team, regular meetings with implementing partners and regular exchanges with them) and communication tools for the visibility of its actions (the creation of a website, the edition and distribution of annual programme diaries and calendars and 500 copies of the programme flyer, the production of a magazine and 3 video documentaries on investments, the animation of radio programmes by the PMU team to present the programme and its achievements).

Main recommendations

Table 2: Key Evaluation Recommendations

References	Recommendations	Responsible entities
R 1	Facilitate the certification of seeds produced by producers in the project's intervention area by asking the technical services of agriculture to start the process.	Ministry of the Environment, AEDD and UNDP
R 2	Facilitate the elaboration of a guide on good project practices by asking the regional technical services involved to produce factual data on these practices.	Ministry of the Environment, AEDD and UNDP
R 3	Facilitate the centralization and dissemination of the best project results through a good archiving system of these results	AEDD and UNDP
R 4	Capitalize on the various achievements of the project so that other projects can benefit from them, by asking the regional technical services to continue the monitoring and supervision missions in the project intervention areas.	Ministry of the Environment, AEDD and UNDP
R5	Promote a phase of consolidation of the project's achievements by asking the technical services to continue to set up and train the infrastructure management committees (especially the ponds, water supply systems and the commercial gardening perimeters).	Ministry of the Environment and AEDD

0. INTRODUCTION

0.1. Brief presentation of the context and the programme

✓ *The Context*

Mali is characterized by the intensification of extreme weather phenomena (droughts, floods, sandstorms, high interannual variability in rainfall, rising temperatures, etc.). Climate change contributes to amplifying these extreme weather events and if not taken into account, it will threaten key sectors of the economy such as agriculture, livestock, fisheries, forestry, energy, health, infrastructure, etc., thereby hampering Mali's development and increasing the vulnerability of livelihoods, especially in the regions most exposed to natural risks and climate change, such as those in the north and center of the country.

Mali is also characterized by endemic poverty and structural food insecurity. In 2018, it was ranked 184th¹ out of 189 countries in the Human Development Index, while it was ranked 175th out of 187 countries in 2010². The country had at least 9 million people (about 47% of the population) living below the poverty line³, compared to 43.6% in 2010⁴. Food insecurity affects a large part of the population (nearly 17% of the total population in 2019!)⁵.

Endemic poverty and structural food insecurity are largely linked to natural hazards and climate change. Uncertain rainfall, rising temperatures, droughts and floods, which in turn increase the vulnerability of agricultural production systems, these lead to lower yields and the difficulty of diversifying production, thus increasing the vulnerability of those who live directly or indirectly from the agricultural sector, i.e. the vast majority of the population. The agricultural sector, it should be recalled, employs more than 83% of the population and contributes 50% of the GDP⁶.

It is predicted that the negative effects of climate change will increase in the coming decades and that this will result in an increased incidence of the above-mentioned extreme weather events, i.e. droughts, floods, rising temperatures, etc. If nothing is done to reverse these climate trends or at least to slow them down, climate change will have an increased impact on food security and poverty. The consequences will be severe for the majority of vulnerable populations, mainly due to the poor performance of production systems (agriculture, fisheries, livestock, forestry, etc.) and their limited capacity to cope with natural hazards and climate change.

It is for all these reasons that Mali has set ambitious objectives in terms of socio-economic development and the environment. For example, the Government of Mali has developed and implemented a Strategic Framework for Economic Recovery and Sustainable Development (SFERSD) 2016-2018 and 2019-2014, a Strategic Framework for Growth and Poverty Reduction (SFGPR) 2012-2017, a National Climate Action Plan (NAPA), a National Climate Change Adaptation Action Programme (NCCAAP) 2007, a National Climate Change Strategy (NCCS), a National Environmental Protection Policy (NEPP), etc. The Government of Mali has also developed and implemented a Strategic Framework for Economic Recovery and Sustainable Development (SFERSD) 2016-2018 and 2019-2014, a Strategic Framework for Growth and Poverty Reduction (SFGPR) 2012-2017, a National Climate Action Plan (NCCAP), a National Climate

¹. Source: UNDP (2019)

². Source: ProDoc, p. 6

³. Source: National Institute of Statistics of Mali (2017)

⁴. Source: ProDoc, p. 6

⁵. Report of the 15th Regular Session of the Committee for Coordination and Monitoring of Food Security Policies and Programmes

⁶. ProDoc, p. 7

Change Adaptation Action Programme (NCCAAP) 2007, a National Climate Change Strategy (NCCS), a National Environmental Protection Policy (NEPP), etc.

At the same time, the Government of Mali has designed and launched projects and programmes with less ambitious and more localized objectives focused on the country's fragile ecosystems, which are highly vulnerable to extreme weather events that weaken the socio-economic situation and the ability of communities to adapt to them. This is notably the case of the project "Strengthening the resilience of women producers' groups and communities vulnerable to climate change in Mali", the project "Support for human security in northern Mali to strengthen the resilience of young people and women", the project "Strengthening the adaptive capacity and resilience of the communes of Sandare, Massantola, Cinzana and M'pessoba to climate change in the agricultural sector in Mali" and finally the PACV-MT, to take just these four examples.

✓ *The PACV-MT*

Funded by the Adaptation Fund in the amount of US\$7,864,837, the Government of Mali through the Ministry of Environment and Sustainable Development (MEADD) in the amount of US\$500,000 (in kind) and UNDP in the amount of US\$500,000 over a period of 4 years and 6 months (March 4, 2016 - September 4, 2020), compared to an initial term of 3 years (March 4, 2016 - March 4, 2019), Programme Support for Climate Change Adaptation in the vulnerable regions of Mopti and Timbuktu (PACV-MT) is executed by the Ministry of the Environment, Sanitation and Sustainable Development through the Agency for the Environment and Sustainable Development (AEDD). It proposes to address the factors limiting the increase in the resilience of vulnerable communities and their capacity to adapt to climate change in the regions of Mopti and Timbuktu, including the Faguibine system area, with a package of interventions combining measures aimed at increasing the climate change resilience of local water access systems in the regions of Mopti and Timbuktu (Component 1), improving the production of local livelihood systems such as agriculture, livestock, fisheries and forestry (Component 2) and strengthening the capacity of local institutions and communities to better adapt to the adverse effects of climate change (Component 3).

Three main specific results are expected from the implementation of the PACV-MT:

- **Specific Result 1:** The resilience to climate change of local water supply systems in the regions of Mopti and Timbuktu is increased.
- **Specific Result 2:** Production of local livelihood systems such as agriculture, fisheries, livestock and forestry strengthened in the context of climate change is increased.
- **Specific Result 3:** The capacities of local institutions and communities to better adapt to climate change are strengthened.

✓ *Area of intervention*

The PACV-MT intervention area covers 20 of the most vulnerable communes in the regions of Mopti and Timbuktu, namely: Mopti region (Cercle de Koro: commune of Bamba; Cercle de Bandiagara: communes of Pelou and Kendé; Cercle de Douentza: communes of Tédié, Koubewel-koundia, Gandamia and Dangol-Boré; Cercle de Tenenkou : commune of Togoro-Kotia; Cercle de Djenné: commune of Pondori) and Timbuktu region (Cercle de Tombouctou: commune of Alafia; Cercle de Gourma-Rharous: communes of Hanzakoma and Haribomo; Cercle de Goundam: communes of Goundam, Essakane, Bintagoungou and Gargando; Cercle de Diré: communes of Kondi, Arham, Tindirma and Binga).

✓ ***Target groups***

The PACV-MT targets vulnerable population groups, i.e., small farmers, youth, women, displaced populations, etc.

✓ ***Stakeholders***

The main stakeholders of the PACV-MT include, among others, the sectoral ministries (Environment, Sanitation and Sustainable Development; Agriculture, Livestock and Fisheries; Mines, Water and Energy, etc.) and the Ministry of Agriculture, Livestock and Fisheries.) and their Regional Directorates, the Environment and Sustainable Development Agency (AEDD), the Adaptation Fund (AF), UNDP Mali, the Commissariat for Food Security, the Office for the Development of the Faguibine System (OMVF), implementing partner NGOs, local authorities (regions, circles, communes, etc.) concerned, and beneficiary communities.

Table 3: Key Stakeholders and Role within the Programme

Stakeholders	Description or example	Role within the project
Ministry of the Environment, Sanitation and Sustainable Development (MEADD)	Responsible, among other things, for developing and implementing government policy in the areas of energy, mining, water and the environment. the areas of environment, sanitation and sustainable development	Ministry responsible for the programme. Cofinancing, through the AEDD, of the programme up to 500,000 USD (in kind).
Environment and Sustainable Development Agency (AEDD)/ MEADD	Coordinates the implementation of the National Environmental Protection Policy (NEPP) and ensures that the environmental dimension is integrated into all policies.	National Programme Executing Agency
Ministry of Agriculture, Livestock and Fisheries (MAEP)	Develops and implements government policy in the areas of agriculture, livestock and fisheries.	Institutional implementing partner of the programme
Ministry of Territorial Administration and Decentralization (MTAD)	In charge of territorial administration and decentralization issues.	Institutional implementing partner of the programme
Ministry for the Promotion of Women, Children and the Family (MPFEF)	Develops and implements government policy in the field of social promotion.	Institutional implementing partner of the programme
Ministry of Foreign Affairs and International Cooperation (MFAIC)	It develops and implements government policy in the areas of foreign affairs and cooperation.	Institutional implementing partner of the programme
Climate Change Adaptation Fund (CCAF)	It was established by the UNFCCC to finance concrete adaptation programmes and projects in developing countries that have ratified the Kyoto Protocol and are vulnerable to the adverse effects of climate change.	Co-financing of the project to the amount of 8,533,348 USD
UNDP Mali	Support the Government of Mali in developing its national development strategies and policies; mobilize the government, civil society, the private sector, donors and UN agencies to implement these national strategies and policies, etc.	Programme quality assurance, support for programme execution, monitoring progress on programme execution and achievement of programme results according to ProDoc, etc. Co-financing of the programme up to 500,000 USD
State technical services	Various mandates related to the programme (agriculture, animal husbandry, civil engineering, fishing, forestry, hydraulics, meteorology...)	Participation in the planning, implementation and monitoring of programme activities
Office for the Enhancement of the Faguibine System (OMVF)	Enhance the agro-sylvo-pastoral potential of Faguibine. It works in the circles of Diré, Goundam and Timbuktu, i.e. 20 communes.	Technical Delivery Partner
Food Security Commission	Elaborate and ensure the implementation of the national food security policy	Technical Delivery Partner
Territorial authorities: regions, circles, municipalities...	Responsible for the socio-economic development of regions, circles, communes and villages	Participation in the planning and implementation of programme activities with the populations.
Local NGOs		Technical partners for programme delivery
Beneficiary local communities	Vulnerable groups (youth, women, displaced persons, etc.)	Final beneficiaries of programme interventions

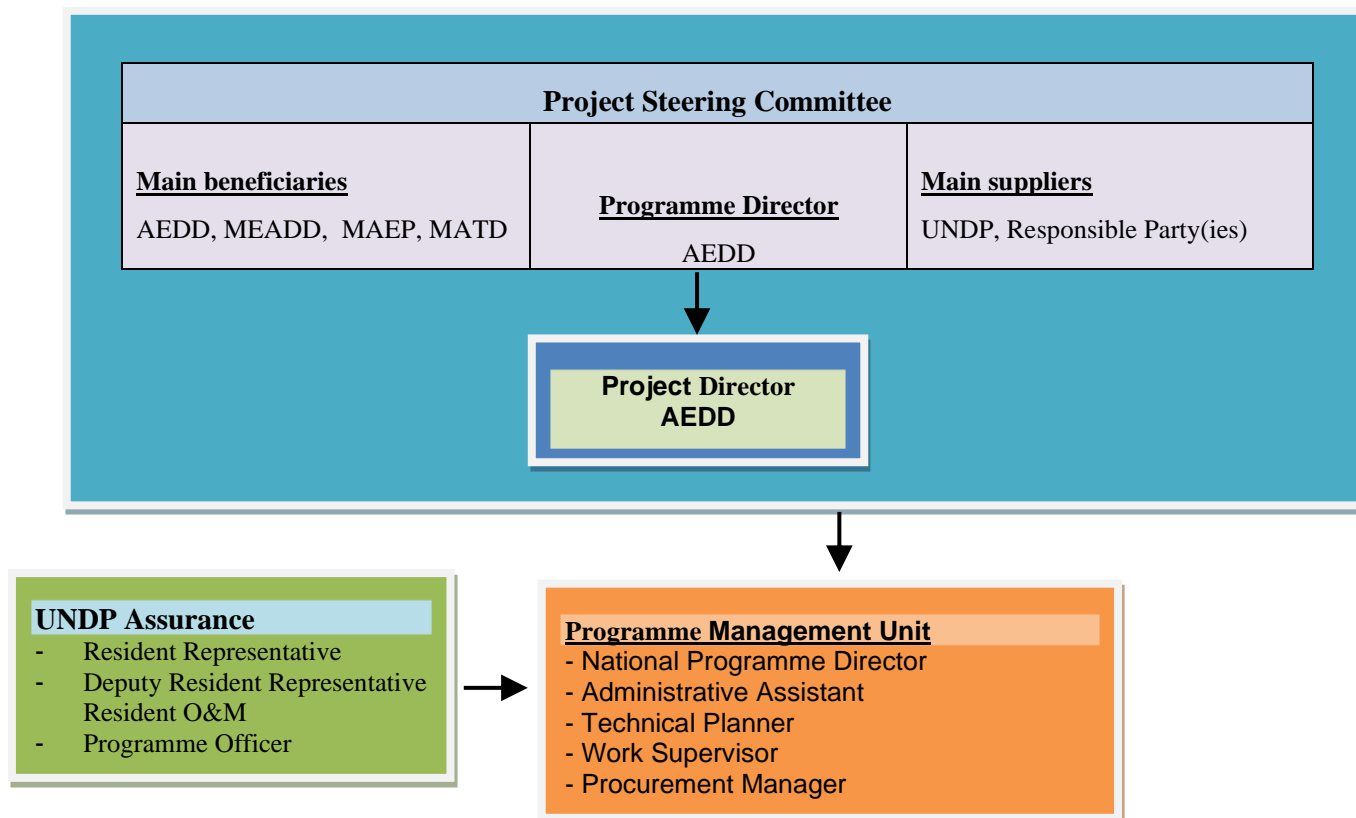
Source: Table based on ProDoc

A programme management structure comprising of a Steering Committee (composed of key stakeholders⁷, it provides guidance to the programme; monitors its implementation; approves the AWP, budgets and

⁷. These are the Ministries of Environment, Sanitation and Sustainable Development; Agriculture, Livestock and Fisheries; Territorial Administration and Decentralization; Mines, Water and Energy; Foreign Affairs and International Cooperation; the Promotion of Women, Children and the Family; Economy and Finance), AEDD, UNDP Mali, the National Meteorological Department, the Governor of the Mopti Region and the Governor of the Timbuktu Region.

annual activity reports) and a Project Management Unit (PMU). The PMU is responsible for the execution of programme activities, including day-to-day operations, and for overall operational, financial and reporting management (see organization chart below).

Programme flow chart



Source: ProDoc, p. 74

0.2. Purpose and Scope of the Evaluation

✓ *Objective of the evaluation*

The objective of the final evaluation of the PACV-MT is to assess the achievement of its objectives and draw lessons that can improve the sustainability of the benefits of this programme and foster the overall improvement of UNDP projects.

✓ *Scope of the evaluation*

The evaluation covers all of the interventions of the PAC-MT during the implementation period and the 20 target communes, including 09 in the Mopti region⁸ and 11 communes in the Timbuktu region⁹.

0.3. Methodology

The methodology consists of two key components: an evaluation matrix (see Appendix 2) and the different data collection tools and methods (see Appendix 8).

⁸. Communes of Bamba, Pelou, Kendé, Tédié, Koubewel-koundia, Gandamia, Dangol-Boré, Togoro-Kotia and Pondori.

⁹. Communes of Alafia, Hanzakoma, Haribomo, Goundam, Essakane, Bintagoungou, Gargando, Kondi, Arham, Tindirna and Binga.

✓ *Evaluation Matrix*

The evaluation matrix borrows from the elements provided in the terms of reference in accordance with the 4 standard criteria for the final evaluation of UNDP-supported and GEF/AF-funded projects/programmes: project/programme design, relevance of the project/programme, progress towards achievement of results, project/programme implementation and responsive management, and sustainability (see Annex 2 for more details).

✓ *Data Collection Tools and Methods*

The following data collection tools and methods were used:

▪ *Literature review*

- Documents produced in the framework of the design and implementation of the programme: Programme Document, quarterly and annual reports, mid-term evaluation report, AWP, financial reports, minutes of the Programme Steering Committee (SC) sessions, etc.
- Documents of national development strategies, policies, plans and programmes: The Strategic Framework for Economic Recovery and Sustainable Development (SFERSD) 2016-2018 and 2019-2023, the Strategic Framework for Growth and Poverty Reduction (SFGPR) 2012-2017, the National Action Programme for Adaptation to Climate Change (NAPA) 2007, the National Climate Change Strategy (NCCS), the National Climate Action Plan (NCAP) 2012-2017, the National Environmental Protection Policy (NEPP), etc.
- UNDP Country Programme Documents (Country Programme Document 2015-2019 and Strategic Plan 2014-2017 and 2018-2021), United Nations Development Assistance Framework (UNDAF) 2015-2019 and Sustainable Development Goals (SDGs).

▪ *Meetings and key informant interviews*

Face-to-face and distance interviews were held in Bamako, Mopti and Timbuktu with key informants (AEDD, UNDP Mali, Programme Team, Mayors of the communes concerned, etc.). This was done using semi-structured individual interview guides (see Appendix 6). A total of 66 people were interviewed in Bamako, Mopti and Timbuktu.

Table 4: Key informants interviewed

Institution	Bamako	Mopti and Timbuktu	Total
AEDD	02	0	02
UNDP	01	0	01
Technical Services	14	06	20
Administrative Authorities	0	02	0
Programme Team	02	02	04
Local authorities (Mayors, prefects...)	0	09	09
Beneficiaries	0	30	30
Total	19	49	66

Source: Authors

0.4. Major phases of the assessment mission

The evaluation was conducted in three main phases:

A/ Preparation phase

- Literature Review;
- Preparation of the start-up report.

B/ Field data collection phase

- Collection of quantitative and qualitative data in Bamako and Mopti.

C/ Data analysis, restitution and reporting phase

- Analysis of collected data;
- Production of the draft evaluation report.

0.5. Constraints and limitations of the evaluation

The main constraints and limitations of the evaluation are related, on the one hand, to the security situation in the areas of intervention of PACV-MT and, on the other hand, to the persistence of the Coronavirus pandemic. It was therefore necessary to adapt the evaluation methodology to these two situations. Due to the security situation in the Timbuktu region, it was decided not to travel to this region. In addition, the evaluation team had planned to collect data in the field in a representative sample of intervention communes in the Mopti region and to visit programme achievements and exchange with the beneficiary communities, but had to give up for security reasons. Instead of collecting data in situ in the intervention communes, Mayors and representatives of the beneficiaries as well as certain actors who participated in the implementation of the programme were invited to face-to-face meetings and interviews in Mopti with the national consultant. These face-to-face meetings and interviews were supplemented by remote interviews with stakeholders who had been unable to travel to Mopti, as well as with government technical service managers and local government officials who were on strike at the time of the field mission to Mopti.

Due to international travel restrictions, an induced effect of the aggravation of the Coronavirus pandemic in Europe, the evaluation mission was carried out remotely by the International Consultant in coordination with the National Consultant.

This is the final report of the final evaluation of the PACV-MT is structured as follows :

- The first chapter assesses the overall results of the programme.
- The second chapter presents the main conclusions of the evaluation; draws lessons from its implementation; identifies good/bad practices; and then makes recommendations to promote the overall improvement of UNDP Mali projects, in particular the future "Climate Security and Sustainable Management of Natural Resources in the Regions of Central Mali for Peacebuilding" project.

1. EVALUATION RESULTS

This section examines the programme's strategy and then assesses its performance in terms of progress towards the achievement of expected results, efficiency, impact, sustainability of achievements, and responsive programme implementation and management. It has been written using information gathered from the document review and the results of face-to-face and distance exchanges and interviews with key informants in both Bamako and Mopti.

1.1. Programme Strategy

1.1.1. Programme design and implementation

The results of the compilation of available documents, the Project Document (ProDoc) and the execution and monitoring reports of activities in particular, as well as the interviews with key informants clearly indicate that not only was the PACV-MT designed taking into account past experiences of national projects/programmes and/or similar projects/programmes implemented by UNDP, but also that it was developed through a participatory and inclusive process. Without going into detail, let us say that in the choice of the regions and communes of intervention and the target groups, account was taken of the results of a series of consultations with local authorities and communities that took place between 2009-2011 in Mopti and Timbuktu as part of the implementation of the Strategic Framework for Growth and Poverty Reduction (SFGPR - 2007-2011), the Economic and Social Development Programme (ESDP), the National Food Security Programme (NFSP) and the Millennium Villages Project (MVP). The choice of intervention communes and target groups was then confirmed by a consultation workshop held in Goundam (Timbuktu region) on October 22 and 23, 2014 as part of the feasibility studies for the operation of the Faguibine System.

This first phase of the programme development process was then followed by another series of consultations around the priority needs of the target groups - the conclusions of these consultations served as the basis for the development of the expected results contained in the project proposal - and a workshop to plan 2016 activities and officially launch the programme in Bamako from March 2 to 4, 2016 in the presence of the various stakeholders and key players at the national, regional and local levels.

It should also be noted that the programme has favored participatory implementation and monitoring of interventions in the field. Thus, for example, the Mayors were involved in the development of intervention strategies specific to each activity, the choice of sites for the works to be carried out and the monitoring of activities in the field. It should be added that the programme gave priority to local enterprises for the execution of works/investments and public procurement at the local level rather than at the national level to reduce delays in the implementation of activities; that to ensure the quality of the works, 6 engineering firms were recruited to control and supervise the works; and that the rural engineering and hydraulic engineering technical services based at the regional and local levels were solicited to provide technical supervision. Monitoring of field activities and training of beneficiaries was carried out with the support of the Regional Directorates concerned (Environment, Agriculture, Livestock, Civil Engineering, Fisheries, Water and Forestry, Hydraulics and Meteorology), while the implementation of certain interventions in the Timbuktu region was entrusted to local NGOs¹⁰. To make collaboration with the Regional Directorates and local NGOs effective, the PACV-MT signed formal memoranda of understanding with them.

¹⁰. These are the NGO ADIL-Mali for the supervision of farmers and the NGO AMSS for the development of livestock management by women.

1.1.2. Programme Relevance

The following issues are addressed here: the relevance of the programme approach, the relevance of the choice of intervention area, the conformity of the programme with Mali's development priorities and UNDP programmatic tools as well as the UNDAF and the SDGs, the correlation between the constraints encountered by the target groups and the programme interventions, the consideration of the gender aspect in the design and implementation of the programme, and the relevance of the indicators and targets of the results framework/logical framework of the programme.

✓ *Appropriateness of the programme approach*

Apart from the consultative and participatory approach associating the different categories of actors concerned in order to create a synergy of action and the conditions for a better appropriation of the programme and its achievements, the programme has put forward three approaches throughout the process:

1. An approach based on extensive and rigorous consultations using three main criteria (weak local institutional capacity, inability to integrate the MDGs into local planning, and high levels of poverty with extreme vulnerability to food insecurity) and their interpolation to identify both beneficiary communes and priority programme interventions. Clearly, this provides a guarantee of selecting intervention communes that are seriously in need and activities that meet the needs of the target groups.
2. A multisectoral approach in which the situation of the target groups is taken into account, i.e. vulnerable communities (small farmers, youth, women, displaced populations, etc.) as a whole. Thus, the programme has focused not only on the simultaneous development of the water sector to improve both access to drinking water for men and livestock and irrigation systems and sustainable agro-sylvo-pastoral practices to improve resilience in food security, but also on strengthening the capacity of local institutions and communities to better adapt to climate change.
3. This approach is based on the experiences and lessons learned from the implementation of several other projects and programmes (SFGPR - 2007-2011, ESPD, NFSP, MVP, EWS, etc.) which, for the most part, have been inspired by the decentralization process in Mali.

✓ *Relevance of the choice of the programme intervention area*

The choice of the programme's intervention area, the regions of Mopti and Timbuktu, was dictated by several objective factors. First, these two regions, including the Faguibine system, play a key role in addressing issues related to food productivity and livelihood security in northern and central Mali. In addition, the regions of Mopti and Timbuktu are characterized by fragile and extremely vulnerable ecosystems¹¹, and analysis of observed climate impacts and long-term projections indicate an increase in the vulnerability of local communities in these two regions. In other words, these two regions are high-priority areas with urgent adaptation needs. There is also the fact that the regions of Mopti and Timbuktu are isolated and receive relatively little support.

Second, the regions of Mopti and Timbuktu are among the regions identified with the most vulnerable municipalities by the Early Warning System (EWS). In addition, of the 166 most vulnerable rural municipalities identified under the project to strengthen the capacity of local actors in planning to accelerate achievement of the MDGs, 98 were in the two regions of Mopti and Timbuktu (61 in Mopti and 37 in

11. ProDoc, p.14

Timbuktu). Finally, in the framework of the National Food Security Programme (NFSP) and the national objectives for the Economic and Social Development Programme (ESPD), 40 communes out of the 130 communes involved in the engagement and consultation process in Mopti and Timbuktu were classified as extremely poor and very vulnerable communes in terms of food security.

Thirdly, the choice of the 20 communes of intervention of the PACV-MT took into account the fact that these communes are characterized by the nomadic and sedentary lifestyle of the local communities involved in agricultural, livestock and fishing activities, and the weak local institutional capacity to address poverty and vulnerability to food security. This provides an opportunity to measure both the impacts on the various livelihoods of local communities and the impacts of the programme and progress in building local institutional capacity to address the challenges.

Finally, as mentioned previously, the relevance of the choice of intervention communes and beneficiary communities of the PACV-MT was confirmed by a consultation workshop held in Goundam (Timbuktu region) on October 22 and 23, 2014 within the framework of the feasibility studies for the operation of the Faguibine System¹². 118 participants from the 20 municipalities of the Faguibine System carried out a diagnosis of the socio-economic situation of the region taking into account the points of view, perceptions and concerns of the populations. This diagnosis confirmed that vulnerability to climate change has been aggravated by the effects of insecurity and the need to pay special attention to the regions of Mopti and Timbuktu.

✓ *Correlation between constraints faced by target groups and programme interventions*

As can be seen in the table below, there is a perfect correlation between the main constraints encountered by the target groups (small farmers, youth, women and IDPs) in developing their activities (agriculture, livestock, fishing...) and the major challenges the programme wants to address. The programme's interventions are indeed focused on : 1. The development of rivers and canals, the construction of rainwater collection and storage facilities, the rehabilitation of wells and the construction of wells and ponds to improve access to water for men and livestock as well as irrigation; 2. the collection of local seed species to produce plants and the training and distribution of improved agricultural seeds, broodstock and fry to farmers to boost local production; 3. Economic empowerment of women through the development of income-generating activities (IGAs) and access to financial services, as well as lightening their workload through access to new technologies (cooking stoves, solar equipment, multifunctional energy platforms, etc.); and 4. The integration of climate risk management into local economic, social and cultural development plans by strengthening the capacities of local authorities and community actors to manage climate hazards,

¹². A total of 118 participants from the 20 communes of the Faguibine System participated in this workshop.

Table 5: Correlation between Constraints Encountered by Target Groups and Programme Interventions

Expected Programme Outcomes	Main constraints encountered by the target groups	Main activities planned in the ProDoc
Result 1: The resilience to climate change of local water supply systems in the regions of Mopti and Timbuktu is increased.	<ul style="list-style-type: none"> • Vegetable growing practices: lack of water points, difficulty in accessing improved and more resistant seeds and means of dewatering, etc. • Livestock practice: difficulties in watering livestock • Practice of fishing and fish farming : 	<ul style="list-style-type: none"> • Implementation measures for watercourses and canals • Construction of rainwater collection and storage facilities, rehabilitation of wells, construction of wells and ponds, etc. • Support and training of women to access new technologies (cooking stoves, solar equipment, multifunctional energy platforms, etc.).
Result 2: The production of local livelihood systems such as agriculture, fisheries, livestock and forestry in the context of climate change is increased.	<ul style="list-style-type: none"> • Farming practices: drought, low rainfall, floods, lack of adequate equipment, difficulty in accessing improved and more resistant seeds, etc. • Breeding practice: feeding difficulties, animal health problems • Practice of fishing and fish farming: lack of adequate equipment, difficulty in accessing inputs, lack of training 	<ul style="list-style-type: none"> • Collection of native seed species to produce plants • Training and distribution of improved seeds, broodstock and fry to farmers • Support and training of women for the creation and management of dry season gardening projects • Support for the development of IGAs (cereal banks, women's fattening, etc.) • Implementation of microcredit programmes
Result 3: The capacities of local institutions and communities to better adapt to climate change are strengthened.	<ul style="list-style-type: none"> • IGA development: lack of means of production, lack of market/distance to markets, insecurity, etc. • Difficulty accessing financial services (savings, credit, etc.) • Lack of access to information and training on climate risks 	<ul style="list-style-type: none"> • Support for strengthening the knowledge and capacity of local authorities and the community in the area of climate risk prevention and management. • Training of 100 community actors to manage climate hazards and development of IGAs • Support for strengthening local institutional capacity in the 20 target communes, etc.

Source: Table based on ProDoc and FAO, WFP et al (2016).

✓ *Conformity of the programme with Mali's economic and social development priorities*

The PACV-MT is in line with both the Strategic Axes and the overall objectives of the new Strategic Framework for Economic Recovery and Sustainable Development (SFERSD) 2019-2023 as well as those of the previous SFERSD (SFERSD 2016-2018) and more particularly Strategic Axis 3 ("Inclusive growth and structural transformation of the economy") and Strategic Axis 4 ("Protection of the environment and strengthening of resilience to climate change"). For the record, the previous SFERSD, i.e. the SFERSD 2016-2018, also emphasized, among other things, the need to promote intensive, diversified and sustainable agriculture, ensuring food self-sufficiency and competitive on regional and international markets (Specific Objective 8), to optimize the development potential of livestock farming (Specific Objective 9), to support the development of the fisheries sector (Specific Objective 10) and to promote the green economy through sustainable management of natural resources and an effective fight against global warming (Specific Objective 12).

The results expected from the implementation of the PACV-MT are also in line with the Strategic Framework for Growth and Poverty Reduction (SFGPR) 2012-2017 which, it should be noted, is divided into two preliminary areas (strengthening peace and security; consolidation of macroeconomic stability) and three strategic areas: growth (Area 1), equitable access to quality social services (Area 2) and

institutional development and governance (Area 3). Without going into detail, let us say that in the rural development (agriculture, livestock and fisheries) and environment sub-sectors, the SFGPR aims to strengthen food security and sustainable management of natural resources. Improving the productivity of the agriculture, livestock and fisheries sectors is seen as a vector that can contribute significantly to increasing production and income and reducing vulnerability and poverty in rural areas.

✓ *Alignment of the programme with national sustainable development priorities*

The PACV-MT is also in line with national sustainable development priorities, in particular those of the national sustainable development reference framework, which is the National Environmental Protection Policy (NEPP). The NEPP aims to "*contribute to the fight against poverty and sustainable development by providing appropriate solutions to the challenges of climate change so that it does not become a limiting factor in socio-economic development*" and the PACV-MT supports its priority objectives: 1. Facilitate a better integration of climate challenges in sectoral socio-economic development policies and strategies and in planning processes at national and territorial levels; 2. strengthen the adaptive capacity of populations and the resilience of ecological systems, economic systems and social systems to the effects of climate change; 3. strengthen capacities for the prevention and management of risks and natural disasters; 4. Contribute to the global effort to stabilize greenhouse gas emissions in the atmosphere and promote international and regional cooperation; 5. Promote national research and technology transfer on climate change; and 6. Strengthen national capacities on climate change.

In addition, the PACV-MT is consistent with the 2007 National Action Programme on Adaptation to Climate Change (NAPA). The objective of the NAPA is to contribute to mitigating the adverse effects of climate change on the most vulnerable populations, with a view to sustainable development and poverty reduction in Mali. The priority activities defined in the NAPA cover several sectors of activity and many of them concern agriculture, livestock, fisheries and forestry: 1. the extension of improved varieties of the main food crops adapted to climatic conditions; 2. the extension of animal and plant species best adapted to climatic conditions; 3. aquaculture development in Mali; 4. The use of meteorological information to improve agricultural production and contribute to food security; 5. Capture of runoff water and restoration of water points (marigot, ponds and lakes); 6. The sensitization and organization of the populations for the preservation of natural resources (elaboration of local conventions for reforestation and agroforestry); 7. The development of soil water conservation/ soil protection and restoration and composting activities; 8. The development of fodder crops; etc. By targeting the agriculture, livestock and fish farming sectors and emphasizing support to agro-sylvo-pastoral production, the PACV-MT is in line with the priorities of the NAPA.

Finally, the PACV-MT is unquestionably aligned with three of the eight strategic axes of the National Climate Change Strategy (NCCS), namely: Strategic Axis III (Strengthening information and awareness on climate change), Strategic Axis VII (Encouraging consideration of climate change at the territorial level) and Strategic Axis VIII (Encouraging the private sector to participate in the national effort on climate change).

✓ *Programme compliance with UNDP programmematic tools, UNDAF and SDGs*

The expected results of the PACV-MT are aligned with the UNDP Strategic Plan 2014-2017 and 2018-2021) and more specifically the Effect 1 of the Strategic Plan 2014-2017 (Growth and development are inclusive and sustainable, generating the necessary productive capacities to create jobs and livelihoods for the poor and excluded) and its various outputs: Output 4 (Vulnerable groups - youth, women, displaced

persons, etc.) implement climate adaptation and resilience activities that contribute to the revitalization of local economies), Output 5 (Environmental standards and concerns are effectively taken into account in development policies) and Output 6 (The State and local governments implement their action plans to reduce disaster risks and improve sanitation). The priority objectives of the 2018-2021 Strategic Plan focus on eradicating poverty in all its forms and dimensions, accelerating structural transformations in favor of sustainable development, and building resilience to crises and shocks in order to preserve development gains. Similarly, the programme is consistent with the 2015-2019 Country Programme Document (CPD) and its priority areas: "Promoting inclusive, diversified and sustainable growth," including improving people's resilience to climate change and disaster risks, and "Strengthening institutional capacity.

The PACV-MT is also aligned with the (United Nations Development Assistance Framework) 2015-2019 "Vulnerable populations, particularly women and youth, benefit from productive capacities in a healthy environment conducive to poverty reduction" and most of the expected outputs: (i) Means and IGAs to improve food and nutritional security are made available to disadvantaged populations; (ii) Job creation and female entrepreneurship for better socio-economic integration of youth and women has increased; (iii) Populations benefit from better sustainable access to water and adequate sanitation; and (iv) The resilience of populations to climate change through climate change adaptation and disaster risk reduction measures has been strengthened.

Finally, the PACV-MT supports the Sustainable Development Goals (SDGs) and more directly SDG 6 ("Access to safe drinking water and sanitation"), SDG 13 ("Take urgent action to combat climate change and its impacts") and SDG 15 ("Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainable forest management, combat desertification and halt and reverse land degradation and loss of biodiversity").

✓ *Results Framework/Logical Framework*

Analysis of the revised¹³ results/logical framework leads to the following key findings:

- All the indicators and targets in the project's logical framework in relation to the objectives pursued and the expected results are relevant. A few examples suffice to illustrate this: "Number of kilometers of rivers and canals cleared", "Number of fish farms developed and managed by the community", "Number of local advisors trained in institutional management of climate change", etc.

Table 6: Revised Results/Logical Framework

Specific Objectives/Results	Indicator	Baseline 2016	Target at the end of the programme
Specific Result 1: The resilience to climate change of local water management systems in the regions of Mopti and Timbuktu is increased.	1.1. Number of kilometers of streams and canals cleared	50	50 km of watercourses and canals to be cleared
	1.2. Number of functional streams and canals increased	25	10 rivers and canals to be made functional
	1.3. Number of water access facilities completed and made functional	762	40 water access facilities to be built and made functional
Specific Result 2: Local livelihood systems such as agriculture, fisheries, livestock and forestry are strengthened for the 20 communities in the context of climate change	2.1. Number of commercial gardening perimeters of at least 0.5 ha each managed by women	187	20 commercial gardening perimeters to be developed of 10 ha and managed by women.
	2.2. Number of fish farms developed and managed by the community	6	20 fish farms (fish ponds) to be developed and managed by the community
	2.3. Number of functional local species nurseries in each of the communes	0	15 communal nurseries of local species to be made functional in

¹³. Some indicators and targets of the results/logical framework as stated in the ProDoc were revised or reformulated during a workshop held in 2017. The results of the workshop were then approved by SC.

Specific Result 3: The capacity and knowledge of local institutions and communities to better adapt to climate change is strengthened.	3.1. Number of local advisors trained in institutional climate change management	41	274 local councilors to be trained in institutional management of climate change
	3.2. Number of revised Economic, Social and Cultural Development Programmes (ESCDPs) integrating climate change management	6	20 ESCDs to be revised to integrate climate change management
			IGAs are developed and microcredit programmes created.

Source: PACV-MT document: review of projects/programmes implemented by the AEDD 2020

- Furthermore, all targets at the end of the programme are "SMART", i.e. Specific, Measurable, Appropriate and Achievable over time. Here again, a few examples are enough to show this: 50 km of rivers and canals to be cleared; 40 water access facilities to be built and made functional; 20 market gardening perimeters to be developed of 10 ha; etc.

✓ *Gender mainstreaming in programme design and delivery*

If we refer to the revised results/logical framework, we can see that only one indicator ("Number of commercial gardening perimeters to be developed of at least 0.5 ha each and managed by women") out of a total of 8 indicators (i.e. about 12.5%) and only 2 targets ("20 commercial gardening perimeters to be developed of 10 ha and managed by women", "IGAs: cereal banks, mouths for women... are developed") out of a total of 10 targets (i.e. 20%) explicitly refer to women.

However, the gender dimension was largely taken into account in the implementation of the programme, in particular:

- Capacity building for women: training of women in the creation and management of gardening projects in the dry season, in the use of new technologies (kitchen stoves, solar equipment, multifunctional energy platforms, etc.), in the prevention and management of climate risks;
- The development of 19 commercial gardening perimeters in the programme's intervention area and the distribution of seeds and drainage means for market gardening activities exclusively benefit women. In the communes of Gomitogo in the Djenné circle (Mopti region) and Dialloubé in the Diré circle (Timbuktu region) alone, 285 women, including 110 in Dialloubé and 175 in Gomitogo, have been provided with seeds and drainage resources.
- The 18 groundwater access facilities in the regions of Mopti and Timbuktu are also used for fruit and vegetable production by women. In addition, they provide drinking water to the populations, as well as the installation of water conveyance systems in the communes and villages. These structures help reduce the drudgery of women's/girls' work, as they bear most of the burden of fetching water.

To these achievements, we should add:

- The strong representation of women in commercial gardening (100%) and in fattening (100%);
- The good representation of women in the total number of producers who have seen their production capacity strengthened with inputs and small equipment (52%);
- The good representation of women in the total number of inhabitants who were able to improve their planning of agricultural activities through the provision of rain gauges and access to agro-climatic and meteorological information (51%);
- The good representation of women in the total number of people who have improved their access to water (50%);
- The good representation of women in the total number of civil society people trained on climate change management (50%).

1.2. Progress toward achieving results

1.2.1. Level of achievement of expected results

The level of achievement of the objectives and results of the PACV-MT, as stated in the ProDoc, is assessed by assigning a "Score" of VH (Very high: achievement rate $\geq 100\%$), H (high: $75\% \leq$ achievement rate $< 100\%$), M-L (Medium or low: $75\% <$ achievement rate ≤ 0) or NP (the available elements do not allow to quantify the level of achievement of the result).

The results in terms of the achievement of the objectives and results expected from the execution of the programme are very satisfactory (see table below). Although the objective of setting up microcredit programmes, creating new cereal banks and/or supporting existing cereal banks in the programme area, and developing IGAs (the fattening of small ruminants for women, in particular) in the Mopti region has not yet been achieved, all the other planned results and indicators have been fully or very largely achieved (achievement rate between 75% and 100%).

Table 7: Level of achievement of expected results as of 04/09/2020

Specific Objectives/Results	Indicator	Baseline 2016	Target at the end of the programme	Achieved 30/09/2020	Achieving the target	Score			
						VH	H	M-L	NP
Specific Result 1: The resilience to climate change of local water management systems in the regions of Mopti and Timbuktu is increased.	1.4. Number of kilometers of streams and canals cleared	50	50 km of watercourses and canals to be cleared	43.125 km of streams and canals have been cleared.	86,25%				
	1.5. Number of functional streams and canals increased	25	10 rivers and canals to be made functional	05 channels odug and 4 channels were unclogged.	90 %				
	1.6. Number of water access facilities completed and made functional	762	40 water access facilities to be built and made functional	34 water access facilities have been built for (water systems, ponds, nurseries, dams)	85%				
Specific Result 2: Local livelihood systems such as agriculture, fisheries, livestock and forestry are strengthened for the 20 communities in the context of climate change	2.1. Number of commercial gardening perimeters of at least 0.5 ha each managed by women	187	20 commercial gardening perimeters to be developed of 10 ha and managed by women.	19 commercial gardening perimeters of 30.3 ha managed by women	95%				
	2.2. Number of fish farms developed and managed by the community	6	20 fish farms (fish ponds) to be developed and managed by the community	15 fish farms (ponds, ponds for fish farming) realized	75%				
	2.3 Number of functional communal nurseries of local species in each of the communes	0	15 communal nurseries of local species to be made functional	15 communal nurseries of local species developed and functional	100%				
Specific Result 3: The capacity and knowledge of local institutions and communities to better adapt to climate change is strengthened.	3.3. Number of local advisors trained in institutional climate change management	41	274 local counsellors to be trained in institutional management of climate change	274 local counsellors, including 38 women, were trained. In addition, 40 people from civil society, including 20 women and 101 government officials, were also trained.	100%				
	3.4. Number of revised Economic, Social and Cultural Development Programmes (ESCPs) integrating climate change management	6	20 ESCDPs to be revised to integrate climate change management	19 ESCDPs have been revised	95%				
			IGAs (cereal banks, women's fattening, etc.) are being developed.	IGAs have been developed (but only in the Timbuktu region).	50%				
			Microcredit programmes are set up	No microcredit programme has been set up.	0%				

Source: Table based on ProDoc and PACV-MT Document: Review of projects/programmes implemented by the AEDD 2020.

1.2.2. Review of programme achievements

Most of the programmed activities have been carried out, enabling the programme to achieve major gains. Indeed, 92% and 84% of the activities scheduled for 2019 and 2020 have been completed, compared to 65%, 65%, 89% and 84% in 2016, 2017 and 2018, respectively.

The major achievements include the construction of hydraulic works, the development of commercial gardening areas, increased agricultural, pastoral and forestry productivity through better access by producers to improved and adapted inputs and more efficient equipment, and capacity building of local authorities and communities in the management of climate change in community development programmes. In more detail, the efforts made during the 2016-2020 period to not only meet the essential need for access to water for the populations and livestock, but also to develop fish farming, market gardening and forestry through the development of ponds have been fruitful (for more details, see Annex 3: Assessment of the programme's achievements from 2016 to 2020). For example, no less than 43 km of rivers and channels have been opened up to irrigate rice plains and supply chains of ponds; 5 canals have been over-embanked and 4 channels have been opened up. These investments make it possible to exploit about 200 ha of rice plains by some 8,299 farmers.

A total of 34 summary water conveyances were built, also contributing to the improvement in the rate of access to water. It is estimated that 141,994 people (including 71,381 women) have seen their access to water improved: 109,560 people (including 59,337 women) for drinking water and 10,200 head of livestock, 11,563 women for agricultural activities including the exploitation of 28.3 ha of market gardens, 19,924 people for the production of seedlings on 8 ha of nurseries, and 947 people (including 481 women) for the improvement of fish production.

At the same time, sustained efforts to develop agriculture, animal husbandry, fish farming and agroforestry have resulted in the development of 19 commercial gardening perimeters of 30.3 ha for women to produce fruit and vegetables, the creation of 15 farms (ponds and ponds for fish farming) and the development of 15 communal nurseries of local species. In addition, 23,243 producers, including 12,133 women, have had their production capacity strengthened with inputs (improved drought- and disease-resistant seeds, broodstock, fry, in particular), equipment (multifunctional seed drills by the Rural Economy Institute, means of dewatering: wheelbarrows, buckets, watering cans, shovels, picks, hoes, etc.) and training. Among the 12,133 women beneficiaries, 11,563 were active in commercial gardening and 570 in fattening small ruminants (sheep, goats, etc.). In addition, thanks to the programme, 213,758 inhabitants (including 109,017 women) were able to improve their planning of agricultural activities through the provision of rain gauges and access to agro-climatic and meteorological information; that 1,947 farmers (including 1,362 youth and 92 women) were trained in agro-sylvo-pastoral production techniques and yield improvement including agroforestry (380), water and soil conservation techniques (350 including 25 women), seedling production (231) to encourage community reforestation activities, and adapted cultivation techniques (986).

Finally, the focus has been on local strategies that are resilient to climate change, through the training of farmers and commune councilors in various areas such as climate change management in commune development programmes (19 economic, social and cultural development programmes have been revised to integrate climate change management), techniques of peasant agroforestry and monitoring of assisted natural regeneration adapted to climate change, climatic and meteorological applications and seedling production (A total of 274 local advisers, including 38 women, and more than 40 people from civil society, including 20 women and 101 government officials have been trained) ; not forgetting the conduct of

technical, socio-economic and environmental studies for 18 investments in the Timbuktu region. Technical, socio-economic and environmental studies of the 18 investments.

It should be noted, however, that some programmed activities, such as the implementation of microcredit programmes, could not be carried out for various reasons. First of all, the ongoing insecurity in the Timbuktu region and the volatile security situation in the Mopti region made it difficult to do so and to ensure effective monitoring of repayments and financed activities. It is important to note here that the activities of microfinance institutions operating in these regions were virtually at a standstill. Secondly, the mid-term evaluation of the programme recommended that the PMU team avoid launching activities that required more follow-up in the field. And then the exchanges with the Mayors of the beneficiary communes had clearly shown that the results of the previous experiences were very mixed and concluded that it was necessary to start thinking about the type of microcredit to be developed in the programme area before any action could be taken.

Because the experience of the cereal banks set up by the Commission for Food Security in all the communes in the regions of Mopti and Timbuktu was not conclusive, the programme preferred not to invest in the development of cereal banks. However, it did identify the communes most at risk of food insecurity, namely the communes of Gandamia, Bamba and Togoro-kotia in the Mopti region and the commune of Bintagoungou in the Timbuktu region, and supported cereal banks in the communes of Gandamia, Togoro-kotia and Bintagoungou.

Finally, while 37 women's associations in Timbuktu's 11 communes were able to fatten small ruminants thanks to the programme, this activity never got off the ground in the Mopti region because of recurring attacks followed by cattle abductions.

1.2.3. Effectiveness of partnerships

The programme has developed partnerships with various actors at the national, regional and local levels in order to increase its overall effectiveness:

- The partnership concluded between the PACV-MT and the Mopti Regional Department for Water and Forests has made it possible to set up 8 community nurseries and train 176 nurserymen in seedling production and nursery management techniques. Within the framework of the installation of the 8 central nurseries, the programme financed the local collection of indigenous seeds adapted to their environment and other seeds with the support and advice of the Water and Forestry agents. No less than 104 kg of seeds were collected for 16 species.
- The partnership concluded between the PACV-MT and the Tropical Ecology Laboratory of the Faculty of Technical Sciences and Technology has made it possible to inventory the natural regeneration assisted in agroforestry parks and to evaluate their carbon sequestration rate.
- The partnership concluded between the PACV-MT and the Kopro Agricultural Research Station resulted in the training of 595 pilot beneficiaries on 2 climate change resilient technologies: weather applications and multifunctional seed drills.
- The partnership between the PACV-MT and the Office for Development of the Faguibine Systems (OMVF) has enabled the opening of 20 km of silted channels in 5 target communes.
- Thanks to the partnership between PACV-MT and Mali-Météo, the programme has been able to access climate information and build the capacity of elected officials and farmers. In addition, Mali-Météo made climate data and daily forecasts on the vigilance maps available to the PACV-MT and

local radios for wide distribution to producers. More concretely, memorandums of understanding were signed with 6 of the most listened to local radios in the communes of the PACV-MT intervention area. Finally, the partnership concluded between PACV-MT and Mali-Météo made it possible to train 530 farmers and 20 commune councilors on meteorological and climatic applications and their use.

- The partnership concluded between PACV-MT and the Institute of Rural Economy made it possible to train 45 pilot farmers on the techniques of using multifunctional seed drills.
- The partnership concluded between PACV-MT and the Town Hall of the Commune of ALAFIA (Timbuktu region) has enabled the programme to equip two women's associations with floating cages and those concluded with the local NGO ADIL-Mali of Timbuktu to support 420 farmers (including 399 women) and the NGO AMSS of Timbuktu for the development of female fattening.

1.2.4. Main factors impacting programme implementation and results

The effectiveness of the programme was influenced by a combination of positive factors such as the mobilization of the PMU team, the strong commitment of certain partners, the responsiveness of the PMU to the risk of insecurity or the priority given to local companies for the execution of work in the communes, and negative factors such as the late start of programme activities, the slowness of bidding and fund disbursement procedures, the very wide dispersal of intervention communes and the constraints related to insecurity in the regions of Mopti and Timbuktu and the Coronavirus pandemic.

The motivation and determination of the PMU team allowed the implementation of a good organization of the work which resulted in the realization of most of the activities foreseen in the annual work plans and budget. The strong commitment of the various institutional partners (the AEDD, UNDP Mali, the sectoral ministries concerned and their branches, and the territorial entities), the partnerships concluded between the PACV-MT and the decentralized State services (Agriculture, Livestock, Fishing, Water and Forestry, Rural Engineering, Hydraulics...) and the local authorities have enabled the PMU to achieve its objectives, Meteorology), the programme's strong capacity to adapt to insecurity by using local private service providers who have a good understanding of the programme's intervention area for the implementation of basic community infrastructure (water points, ponds, market gardening areas, etc.), and the programme's ability to adapt to the situation.) and the priority given to local companies for the execution of works in the communes (for example, out of a total of 12 investments made in 2019-2020, 9 investments were made by local companies) appear to be the programme's main comparative advantages.

To these positive factors that have influenced the effectiveness of the programme, one must add the strong involvement of local communities in the monitoring of interventions in the field, the project approach based on the demand and needs of the communities which helped in their understanding of the programme and favored their adhesion and appropriation of the achievements, and the agrometeorological assistance which integrates the time factor in the technical package already popularized in the agronomic research.

On the other hand, a number of challenges have hindered the implementation of the programme and its results. First of all, there was the delay in launching the programme - it was officially launched on March 4, 2016, more than a year behind schedule. Then there is the slowness of administrative procedures (6 to 8 months for processing and approval of tender documents by the GDPP/ RDPC) and the induced delay in awarding contracts which sometimes led to postponement of work as well as the slowness of procedures for disbursement of funds (15 to 30 days for processing quarterly cash advances at UNDP level) and the lack of support to adapted seed multipliers and accompaniment of potential seed producers for certification. The context in which the programme was implemented, context of insecurity and health risk related to the

Coronavirus pandemic, the high number of communes of intervention (20 communes), moreover dispersed in two very large regions, have impacted the effectiveness of the programme.

Examples of the impact of insecurity in the programme's intervention area are provided by the deprogrammement of the 2 joint investment monitoring missions to the Mopti region in 2018, and the non-implementation of the Tokoro-Kotia central nursery located in the Inner Niger Delta, the delay in the development of the commercial gardening perimeters of Guinée in the circle of Koro, the delay in the start of work on the Adjou pond in the circle of Douentza, the postponement of the SC supervision mission to 2019, the failure to set up microcredit programmes, the failure to carry out the fattening activity for women in the region of Mopti, etc. As for the effects of the health risk related to COVID-19 on the execution of the programme, the cancellation of certain activities such as the last SC session in 2019, the postponement of the 2019 audit of the programme, etc., are among the factors that have affected the execution of the programme.

1.3. Programme Efficiency

The analysis of programme efficiency focuses on the institutional set-up, the use of allocated resources (human, material and financial) and the programme's efficiency index.

1.3.1. Use of resources

The management of the programme required the establishment of a relatively small team of 5 staff at the beginning, including one woman, and 2 staff at the end.

As can be seen in the table below, about 32% of the programme budget is dedicated to Result 1 (The resilience to climate change of local water management systems in the regions of Mopti and Timbuktu is increased), compared to 38% and 14% respectively to Result 2 (Local livelihood systems such as agriculture, fisheries, livestock and forestry are strengthened for the 20 communities in the context of climate change) and Result 3 (The capacities and knowledge of local institutions and communities to better adapt to climate change are strengthened). It was planned to devote 8% of the budget to the implementation of the programme.

Table 8: Budget by Component (USD)

Specific result	Financing / co-financing	
	Amount	%
Specific result 1	2,730,000	31.99
Specific result 2	3,249,000	38.07
Specific result 3	1,203,500	14.10
Programme implementation	682,377	07.99
Programme Cycle Management Fees	668.511	14.95
Total	8,533,348	100

Source: Table based on ProDoc and annual reports.

1.3.2. Efficiency index

The assessment of the activities carried out in 2016, 2017, 2018, 2019 and 2020 shows an activity completion rate (or physical implementation rate) of 65%, 89%, 84%, 92% and 84%, respectively, and a financial implementation rate (or budget implementation rate) of 85%, 57%, 49%, 93% and 96%, respectively. The efficiency index (physical implementation rate/financial implementation rate) of the programme is therefore 0.76 in 2016, 1.56 in 2017, 1.71 in 2018, 0.99 in 2019 and 0.87 in 2020.

Table 9: Efficiency Index

	2016	2017	2018	2019	2020
Physical achievement rate (%)	65%	89%	84%	92%	84%
Financial implementation rate (%)	85%	57 %	49%	93%	96%
Efficiency index	0.76	1.56	1.71	0.99	0.87

Source: Table based on PACV-MT activity and financial reports.

1.3.3. Main factors impacting programme efficiency

A variety of factors have positively or negatively affected the efficiency of the PACV-MT programme. These include, but are not limited to, the following:

- The lack of recipient contributions (cash or in-kind) to the completion of the works affected the efficiency of the programme (negative aspect).
- The low financial contribution of the Government (0.3% of the planned in-kind co-financing) and its inability to provide premises for the PMU team and to cover even the costs of water, electricity and maintenance; and the lack of co-financing (in kind) from the sectoral ministries and their branches (negative aspect).
- The delay in the actual start of field activities and the extension of the programme duration by 18 months which resulted in additional costs, including equipment and PMU operating costs (negative aspect).
- The remoteness of the coordination from the programme's intervention area. In fact, coordination is based in Bamako while the programme covers the regions of Mopti and Timbuktu, which increases programme management costs (negative aspect). However, while it is true that moving coordination away from the intervention area increases management costs, it is also true that setting it up in a region plagued by insecurity has many drawbacks: risk of having to relocate the PMU team to Bamako or elsewhere if the security situation worsens, distance of the PMU from the main stakeholders (AEDD, sectoral ministries, UNDP...), difficulties related to the means of communication, reluctance of the PMU team to settle in such a region.
- The strong financial commitment of the AF and UNDP which resulted in a funding execution rate of 99% and 138%, respectively (positive aspect).
- The strong involvement of the sectoral ministries and their regional directorates (Agriculture, Livestock, Fisheries, Water and Forestry, Rural Engineering, Hydraulics, Meteorology) in the planning, implementation and monitoring of activities as well as the training and support of beneficiaries has enabled the programme to save on the cost of technical expertise (positive aspect) but has not been translated into co-financing (negative aspect).
- The local project management fostered by the programme through the support of the AEDD (it only approved the contracts), which not only reinforced the roles of the communities but also significantly alleviated the AEDD's missions (positive aspect).

1.4. Perceptible impacts or changes in the programme

The evaluation of the impacts or changes induced by the PACV-MT are viewed from two different angles: from the perspective of immediate impacts or changes on production conditions and the living conditions of producers, and from the perspective of foreseeable impacts or changes in the longer term.

1.4.1. Immediate impact on production conditions

In the areas of impact on production conditions, the table below shows that the programme has contributed to increasing and securing agricultural, animal and fish production to reduce the vulnerability of small producers to climate change through access to developed and secure commercial gardening perimeters, seeds more resistant to drought and disease, broodstock for breeding and fry for fish farming and/or equipment using appropriate technologies.

Another no less important achievement of the programme is the reduction of the shortage of irrigation water during the dry season thanks to the construction of hydraulic works (micro-dams, ponds, commercial gardening wells, boreholes, etc.) and its induced impact on the increase of market gardening and fish production and on the establishment of community nurseries.

Table 10: Socio-economic benefits.

Main themes	Main actions planned	Level of achievement	Expected impacts/changes	Comments
Water collection, storage and distribution	Realization of works/investments (micro-dams, ponds, commercial gardening wells, boreholes...)	Directed	<ul style="list-style-type: none"> - Increasing water storage capacity and improving access to water for people and animals - Reduction of the shortage of irrigation water during the dry season and increase in vegetable and fish production... - Reduced workload for women/girls 	Impact visible
	Training of local committees in works/investment management	Directed	Capacity building of local committees in works/investment management	Impact visible
Agro-sylvo-pastoral production	Producers provided with improved and climate-resilient seeds	Directed	<ul style="list-style-type: none"> - Increasing and securing agricultural, animal and fish productivity - Income generation for producers - Capacity building for producers 	Impact visible
	Producers provided with small materials and equipment			
	Training and follow-up-support for producers			
Soil protection and restoration/conservation	Establishment of community nurseries	Directed	<ul style="list-style-type: none"> - The decline in soil degradation - Increase in the number of community nurseries - Capacity building of nurserymen 	Not yet perceptible
	Endowment of nurserymen with small materials and equipment			Impact visible
	Training of nurserymen on peasant agroforestry techniques, seedling production...			
Local strategies resilient to climate change	Training of farmers and communal councilors (management of climate change s in community development plans)	Directed	<ul style="list-style-type: none"> - The existence of revised ESCDPs incorporating CC management - Strengthening farmers and communal advisors in the institutional management of CCs 	Impact visible
	Training of nurserymen on climatic and meteorological applications, plant production, etc.			

	Provision of sustainable mechanisms for the transmission of climate forecasts to producers			
Empowering Women in the Timbuktu Region	Agr. development	Directed	- Income generation for women beneficiaries - Capacity building for women beneficiaries	Impact visible
	Training in agr. management, design and implementation of dry season gardening projects, etc.			
Empowering Women in the Mopti Region	Agr. development	Not realized	-	-
	Training in AGR management, design and implementation of dry season gardening projects, etc.		-	-
Dimension Gender	Provision of means of production, training of women, reduction of the drudgery of women's work, etc.	OK	- Increase in vegetable production - Income generation for women producers - Capacity building for women producers	Impact visible

Source: Authors

1.4.2. Immediate impacts on the living conditions of producers

The impacts of the PACV-MT on producers' living conditions are perceptible (see table above). In the intervention communes, there has been an improvement in the level of production and income of producers. The purpose of the works carried out is precisely to enable producers to be better equipped against the effects of climate change and to produce under conditions that will increase their income. The same is true for the IGAs financed by the programme. In this regard, the verification of the socio-economic benefits generated by the programme to date gives the following results:

- A strengthening of the economic empowerment of women producers, an effect induced by the increase in production and the profitability of market gardening activities. The women producers consume part of the market garden products themselves and put the other part on the market. The income generated by the sale of production enables them to finance social needs (purchase of food, household health care, payment of children's school fees, etc.).
- The practice of small ruminant fattening also has immediate beneficial effects on the women beneficiaries. Fattening requires an average investment per head of sheep or goat of between 54,875 CFA francs (about US\$95) and 56,020 CFA francs (about US\$97) and generates a per capita profit of between 6,410 CFA francs (about US\$11) and 8,365 CFA francs (about US\$11)¹⁴.

However, it is regrettable that PACV-MT has not set up a working capital fund for women's commercial gardening groups, as experiences in Mali (case of the Fonds Climat Mali - Kita project) and elsewhere show that such a fund can make a difference in terms of impact. The financing of a working capital of 200,000 FCFA (about US\$345) by the Climate Funds of Mali - Kita project (the fund is administered by the group's management committee) has made it possible to grant microloans to members of the Kassaro village group (Cercle de Kita) with an annual interest rate of 10%. The interest income (110,000 FCFA, about US\$190) was used to build a commercial garden well, dig a compost pit, make cement posts for fencing around market garden perimeters, and pay a janitor (20,000 FCFA/month, about US\$34) to watch over the site.

¹⁴. Source: FCM-Kita Project Final Report

1.4.3. Foreseeable longer-term changes

Many elements have been put in place as a result of programme interventions and suggest that longer-term changes are likely. These include the following:

- Access for different categories of beneficiaries to training in commercial gardening techniques, design and management of vegetable gardens, IGA management, seedling production, peasant agroforestry techniques and monitoring of assisted natural regeneration adapted to climate change, climate and weather applications, etc. They have thus acquired know-how and thus strengthened their capacities. It is conceivable that they will later be able to put this know-how at their own service and/or at the service of the community.
- Changes in the behavior/attitudes of local actors and populations. The PACV-MT includes information and awareness-raising activities on issues related to climate change. These activities have resulted in the beginning of an awareness of local actors and populations regarding the impacts of climate change and the need to develop adaptation strategies in terms of behavioral changes with respect to their environmental context. This is the case of the management of climate change in the development programmes of the communes.
- The implementation of an "experimentation/demonstration/replication" approach, notably through the provision of pilot beneficiaries (pilot farmers, pilot fish farmers and pilot nurseries) with more efficient and adapted inputs and/or small equipment using appropriate technologies such as multifunctional seed drills..

1.5. Sustainability of programme results

1.5.1. Factors that may affect the sustainability of programme results

Several hypotheses allow us to assert that the results achieved by the PACV-MT will last. Among these hypotheses are the following:

- The question of the sustainability of some of the works carried out under the programme does not merit attention because there are no specific problems due to their legal status. They are the property of the producers and their organizations (this is notably the case for commercial gardening perimeters, commercial gardening wells, ponds and ponds used for fish farming, etc.) or of the community (this is the case of micro-dams, summary water conveyances, boreholes, etc.). Better still, local management committees have been set up to ensure the management of these works and also of the materials and equipment distributed (multi-purpose seed drills, dewatering means and farming tools, etc.). In addition, most of the works/realisations (micro-dams, over-created ponds, fencing of irrigated perimeters and summary water conveyance systems, etc.) have an average lifespan of more than 5 years, if they are well maintained.
- The appropriation of the programme by the beneficiary communities through their involvement in the management of the works carried out and the materials and equipment distributed had already been perceived in ProDoc as a condition for the sustainability of its results. Interventions were also planned to mobilize the various actors concerned, in particular the beneficiaries, mayors and communal councilors, around the programme and to strengthen their capacities.

- The project supported not only the development of agriculture, commercial gardening, pastoral, fish farming and agroforestry activities, but also the creation of other IGAs such as small ruminant fattening for women and cereal banks. The question of the sustainability of these activities should not arise because they are productive activities that generate income. The sustainability of these activities is more in terms of skills (especially for fish farming and agroforestry) and management. Indeed, problems of skills and management arise at the level of beneficiary communities (lack of skills in certain production techniques, illiteracy, lack of knowledge of basic accounting rules, etc.). Faced with these weaknesses, the programme has put in place solutions such as training (training on agro-sylvo-pastoral production techniques and yield improvement, including agro-forestry, water and soil conservation techniques, seedling production techniques, adapted cultivation techniques, peasant agro-forestry techniques and monitoring of assisted natural regeneration adapted to climate change, etc.) and the monitoring-accompaniment of beneficiaries by the deconcentrated services of the State.
- Finally, the results of the analysis of the annual reports and interviews with the Mayors clearly indicate that in most of the communes where the programme is active, The local management committees function as well as they can and have shown real capacity for anticipation and a sufficient level of organization and functionality that suggests that they will be able to continue to take charge of the management of the operation of the works and materials/equipment (voluntary contributions from women producers or payment of an annual tax on the plots to finance the maintenance and renewal of materials/equipment received from the programme, the construction of market-gardening wells or the purchase of seeds).

1.5.2. Risks to the sustainability of programme results

One of the main risks to the sustainability of the programme's achievements is the persistence of insecurity in the regions of Mopti and Timbuktu. If it were to worsen, it could lead to the displacement of populations to more stable and secure areas. Some programme beneficiaries could be affected.

Table 11: Risks identified and whether or not they occur

Water management technology	Description of Risks	Risk situation at the date of the evaluation
Water supply and storage		
Water Retention	<p>Animals can fall into these water reservoirs if they are not fenced off.</p> <p>Can promote the proliferation of water-borne diseases such as mosquitoes and have a negative impact on malaria control programmes in the areas concerned.</p>	<p>In progress However, anticipatory measures to inform and sensitize the population, including livestock breeders, have been integrated into the implementation of the programme.</p> <p>In progress However, anticipatory measures to raise awareness of this risk in the training of breeders have not been integrated into the implementation of the programme. Coordination with other programmes on aquatic diseases was also not ensured.</p>
Drilling	<p>Some boreholes produce salt water that is not potable for human consumption.</p> <p>Insufficient knowledge of maintenance</p>	<p>Risk not incurred</p> <p>In progress However, anticipatory training measures for certain beneficiaries and members of the management committees have been integrated into the implementation of the programme.</p>

Rainwater harvesting	May cause water-related illness if not stored properly and covered.	In progress However, anticipatory measures to create a link with the health centers in the intervention areas were not integrated into the implementation of the programme.
Well	Requires significant physical work to be done. Risks of water contamination by agro-pastoral activities	In progress But the beneficiaries accept this technology despite the fact that it requires a lot of physical work. Risk not incurred
Small Dams	The difficulty of controlling water use can affect the sustainability of water resources and infrastructure.	In progress However, participatory measures (setting up local management committees) have been integrated into the implementation of the programme.
Irrigation		
Underground irrigation (pipes)	While subsurface irrigation provides water to deep, buried areas on farm pipes, creating difficulties in resolving problems related to water application.	In progress But these difficulties were taken into account in the design and implementation of this irrigation technology to allow easy access to pipes and easy means of correcting water application rates and levels.
Irrigation of surface wells	Water use can be difficult to control because it can be used for different purposes.	In progress However, anticipatory measures (creation of management committees) have been integrated into the execution of the programme.
Flood water management		
Flood water collection	Risk of overcrowding and bundle breaks Risk of proliferation of aquatic disease vectors	In progress However, this risk was taken into account during the design and construction of the works. In progress However, the design of the structures was not done in consultation with aquatic disease vector control programmes.

Source: Table based on ProDoc and programme activity reports.

The other main risk to the sustainability of the programme's achievements is Coronavirus disease. If it were to worsen, it could impact some of the activities funded by the programme.

Other risks are identified in the ProDoc (see table above). This table also presents the changes observed in the potential risks initially identified.

1.6. Programme implementation and reactive management

1.6.1. Business management and planning

With regard to the organizational and institutional governance framework, as mentioned in the introduction and in the first section of this chapter, necessary arrangements to ensure good governance and effective implementation of activities have been undertaken from the inception of the PACV-MT. In this regard, the programme has proceeded to organize workshops for planning activities and officially launching activities in the presence of the various stakeholders¹⁵. Then, the management of the programme's human and financial resources was done in accordance with UNDP procedures. Finally, the main partners involved in the implementation of the programme are present in SC. The results of the document review and the face-to-face and remote interviews with the main stakeholders at the national and local levels indicate that it has worked well (the statutory meetings of SC were held within the time limits)¹⁶.

¹⁵. The official kick-off workshop was held October 1, 2017.

¹⁶. The 2019 ordinary session of SC had to be postponed due to COVID-19.

In terms of activity planning, the programme has favored participatory and inclusive planning and implementation of interventions. The programme's implementing partners, particularly the State technical services (Environment, Agriculture, Livestock, Fishing, Civil Engineering, Hydraulics, Water and Forestry, Meteorology) are involved in the elaboration of the annual work plans and budget. The main planning tools used are: internal planning meetings at PMU level, ProDoc, planning meetings with partners, SC sessions.

It should be added that the PMU has been able to take into account the new risks that have been imposed on it and that are not listed in the ProDoc, namely the worsening security situation in the regions of Mopti and Timbuktu and the COVID-19 pandemic, and the disruption that this causes to the execution of activities. To deal with this situation, the PMU had to adapt the implementation of the programme by suspending the implementation of certain activities (for example, the work to develop the commercial gardening perimeter of Guinedia in the Koro circle started in 2018 had to be suspended), by postponing the implementation of other activities (for example, the start of work on the Adjou pond in the Douentza circle scheduled for 2018 had been postponed to 2019) or by making certain adjustments : for example, having the Regional Civil Engineering and Hydraulic Engineering Departments supervise the work carried out in the communes in 2019 instead of their supervision by SC or having the delegates from certain communes in Mopti (Togoro Kotia in the Tenenkou cercle, Gandamia in the circle of Douentza and Bamba in the circle of Koro) and the 11 communes of the Timbuktu region at the level of the chief towns of the circle or region for the identification of priority projects with the support of the technical services of the State.

In addition, to improve the implementation of the programme and its results, the indicators and targets of the results/logical framework have been revised in 2017 and some elements of the programme's offer have been adapted to the needs of the beneficiary communities (for example, in 2018, in some communes, seeds have been replaced by means of dewatering, at the request of women producers).

1.6.2. Co-financing balance sheet

The project is financed by the AF by US\$7,864,838 and co-financed by the Government of Mali for US\$500,000 (in kind) and UNDP for US\$500,000. As can be seen in the table below, the implementation rate of government co-financing is negligible (0.3%).

Table 12: Funding/cofinancing

Source of financing/co-financing	Planned financing/cofinancing		Execution of financing/cofinancing as at 04/09/2020	
	Amount (USD)	%	Amount (USD)	%
AF	7,864,838	88.72	7,782,461.55	99
Government	500,000	05.64	1.598.16	0.3
UNDP	500,000	05.64	690.552.88	138
Total	8,864,838	100	8.474.612,59	-

Source: PACV-MT document: review of projects/programmes implemented by the AEDD 2020

1.6.3. Monitoring and evaluation systems at the programme level

The programme has put in place a results-based monitoring-evaluation strategy and therefore the use of monitoring-evaluation tools such as quarterly and annual activity reports, monitoring reports from stakeholders (PMU, AEDD, SC, implementing partners, etc.), the mid-term evaluation report and the audit report to collect the data needed to inform the programme's logical framework. Like the management and planning tools, the monitoring-evaluation tools were developed and finalized in a participatory manner. In addition, individual missions (Programme Director/AEDD, PMU, SC, implementing partners) and joint

missions (PMU-Programme Director/AEDD, PMU-OMVF) for monitoring and supervision of activities and investments were carried out throughout the duration of the programme.

The recommendations made by SC have always been taken into account by the PMU for a better execution of the programme. For example, in 2017, SC had recommended to expedite formal collaboration protocols with the technical services of the State for the monitoring and execution of investment works. The PMU had responded to this recommendation by establishing 8 formal memoranda of understanding with the technical services of the State. As another example, in 2019, SC had recommended the completion of ongoing investments, the execution and consolidation of the achievements of the programme in terms of repairing certain investments and strengthening their level of functionality, and strengthening the capacities of local committees for the management of these investments. At the closing of the programme, i.e. on September 4, 2020, all the committed investments were 100% executed and the investments requiring repairs, i.e. 5 investments (2 commercial gardening perimeters, a micro-dam, a summary water supply and a borehole) were fully consolidated. The capacities of the local management committees were also strengthened in management, repair and maintenance techniques.

1.6.4. Data communication

Interviews with key stakeholders, both face-to-face and remotely, reveal that the various deliverables, particularly the quarterly and annual programme reports, were prepared by the PMU and submitted to UNDP within the specified time frame. It should be noted here that the quarterly and annual reports provide information on activities and investments made, activities not carried out, results achieved, difficulties encountered, findings and prospects.

1.6.5. Communication

The programme has developed a number of internal and external communication tools and activities: regular PMU team meetings, regular meetings with implementing partners and regular exchanges with them for external communication. At the same time, the programme has developed communication tools for the dissemination of its results and lessons learned and thus for the visibility of its actions. These tools and activities include

- The creation of a website for the programme (www.pacvmt-mali.org);
- Editing and distribution of annual programme diaries and calendars;
- Publishing and distribution of 500 copies of the programme brochure;
- The production of a magazine ;
- The production of 3 video documentaries on investments ;
- The animation of radio programmes by the PMU team to present the programme as well as its activities and results.

2. CONCLUSIONS, LESSONS LEARNED, GOOD PRACTICES AND RECOMMENDATIONS

This chapter presents the main findings of the evaluation, draws lessons from programme design and implementation, also identifies good/bad practices, and then makes recommendations for the overall improvement of UNDP projects and programmes.

2.1. Conclusions

Evaluation Criteria	Conclusions
Programme Strategy	<p>Rating: Very Satisfactory</p> <p>The programme was developed through a participatory and inclusive process involving key stakeholders and actors at the national, regional and local levels (sectoral ministries, AEDD, UNDP Mali, deconcentrated State services, regional and local administrative authorities, local communities, etc.) and taking into account past experience with national strategies, policies and projects/programmes and/or similar projects/programmes implemented by UNDP Mali (Strategic Framework for Growth and Poverty Reduction - SFGPR 2007-2011), the Economic and Social Development Programme (ESPD), the National Food Security Programme (NFSP), the Millennium Villages Project (MVP), etc.).</p> <p>In addition, the different categories of actors concerned were closely involved in the execution of the programme and the monitoring of interventions in the field. Mayors from the relevant communes were involved in the development of intervention strategies specific to each activity, the choice of sites for the works to be carried out and the monitoring of the activities. Most of the works/investments carried out in the communes were carried out by local enterprises, while technical supervision of the works was ensured by the technical services of rural engineering and hydraulics based at regional and local level, and the monitoring of activities in the field and training of beneficiaries by the Regional Directorates (Environment, Agriculture, Livestock, Fisheries, Water and Forestry, Hydraulics...).</p> <p>The relevance of the programme is good for at least six reasons. First, throughout the process, three approaches were emphasized: an approach based on both in-depth and rigorous consultations using objective and relevant criteria to identify target communes and priority interventions; a multisectoral approach in which the situation of the target groups (small farmers, youth, women, displaced populations, etc.) is taken into account; and a multi-sectoral approach, in which the situation of the target groups is taken into account.) as a whole, and an approach that draws on the experiences and lessons learned from the implementation of several other projects and programmes, most of which were inspired by the decentralization process in Mali.</p> <p>Second, the choice of the programme intervention area (Mopti and Timbuktu regions) was dictated by several objective factors: regions that play a key role in addressing problems related to food productivity and livelihood security in northern and central Mali; regions characterized by fragile and extremely vulnerable ecosystems; regions that are isolated and receive relatively little support; regions that are among the regions identified with the most vulnerable municipalities; etc.</p> <p>Thirdly, there is a perfect correlation between the main challenges faced by the programme's target groups (the challenge of access to water especially during the dry season, the challenge of sustainably increasing agro-sylvo-pastoral production, the limited capacity to cope with natural hazards and climate change, etc.) and the need for a more sustainable approach to water management.) and programme interventions (e.g. carrying out water works to improve access to water for people and livestock as well as for irrigation; distribution of improved and</p>

	<p>more resistant seeds to diseases and climate change and small materials to producers to improve agricultural, animal, fish and agroforestry productivity; development of IGAs to empower women; etc.).</p> <p>Fourth, the programme is consistent with Mali's economic and social development and sustainable development priorities (SFERSD 2016-2018 and 2019-2023, NEPP, NAPA 2007, etc.), UNDP programmematic tools (Strategic Plan 2014-2017 and 2018-2021 and Country Programme Document 2015-2019), UNDAF (United Nations Development Assistance Framework) 2015-2019 and the SDGs (Sustainable Development Goals).</p> <p>In addition, the gender dimension was largely taken into account in the execution of the programme: training of women in the creation and management of gardening projects during the dry season; development of 19 commercial gardening perimeters and distribution of seeds and drainage means for market gardening activities that exclusively benefit women; construction of 18 basic water conveyances that provide drinking water to the populations, but also contribute to reducing the drudgery of women's work, since they bear the bulk of the water collection. To these achievements must be added the high representation of women in market gardening activities (100%), in watering (100%), in the total number of producers whose production capacity has been strengthened with inputs and small equipment (52%), in the total number of people who have improved their access to water (50%), and in the total number of people in civil society trained in climate change management (50%), etc.</p> <p>Finally, all the indicators in the programme's results/logical framework in relation to the expected results are relevant and all the targets at the end of the programme are "SMART", i.e. Specific, Measurable, Appropriate and Achievable over time.</p>
<p>Progress Towards Achieving Results</p>	<p>Rating: Very Satisfactory</p> <p>The results in terms of the achievement of the expected results of the programme's execution are very satisfactory. Most of the results expected from its implementation have been fully or very largely achieved (implementation rate between 75% and 100%).</p> <p>More generally, the efforts made during the period 2016-2020 to not only meet the essential need for access to water for people and livestock, but also to develop fish farming, commercial gardening and forestry by developing ponds and ponds were fruitful: 43 km of rivers and channels for irrigating rice plains and supplying chains of ponds, 5 over-embanked canals and 4 open channels allowing the exploitation of about 200 ha of rice plains by about 8,299 farmers. In addition to these achievements, 34 water conveyances have been installed, providing 141,994 people (50% of whom are women) with better access to drinking water, 10,200 head of cattle with access to water during the dry season, 11,563 women with access to agricultural activities, particularly the exploitation of 28.3 ha of commercial gardens, 19,924 people with access to 8 ha of nurseries, and 947 people (51% of whom are women) with access to improved fish production.</p> <p>Support for agriculture, animal husbandry, fish farming and agroforestry has resulted in: the development of 19 market gardening areas of 30.3 ha for women to produce fruit and vegetables, the creation of 15 farms (ponds and ponds for fish farming) and the development of 15 communal nurseries of local species. In addition, 23,243 producers, 52% of whom are women, have seen their production capacity strengthened with inputs (improved drought- and disease-resistant seeds, broodstock, fry, in particular), equipment (multifunctional seed drills, dewatering means: wheelbarrows, buckets, watering cans, shovels, picks, hoes, etc.) and the use of a variety of tools (seeders, watering cans, etc.); not forgetting training (213,758 inhabitants, 51% of whom are women, trained in planning agricultural activities through the provision of rain gauges and access to agro-climatic and meteorological information; 1,947 farmers, 70% of whom are young people and 5% women, trained in agro-sylvo-pastoral</p>

	<p>production techniques; 380 people trained in agro-forestry techniques; etc.) and the revision of 19 economic, social and cultural development programmes integrating climate change management.</p> <p>However, some planned activities such as the establishment of microcredit programmes and cereal banks in the regions of Mopti and Timbuktu and the fattening of small ruminants for women in the Mopti region could not be carried out for various reasons: Insecurity in both regions, which made it difficult to set up microcredit programmes and ensure effective monitoring of repayments and financed activities; the mixed results of previous experiences with projects/programmes with a microcredit component and the recommendation made by the Mayors of the target communes to first reflect on the type of microcredit to be developed in the programme area before taking any action, the near failure of the experience of the cereal banks set up by the Food Security Commission in all the communes in the regions of Mopti and Timbuktu, the resurgence of attacks in the region of Mopti followed by cattle abductions, etc.</p> <p>Several factors have positively impacted the execution of the programme and its results: the motivation and determination of the PMU team which made it possible to carry out most of the activities planned in the AWP, the partnership dynamic in the realization and monitoring of activities and works and the priority given to local companies for the execution of works in the communes. On the other hand, the effectiveness of the programme was negatively influenced by the delay in launching the programme (more than a year behind schedule), the slowness of administrative procedures and the resulting delay in awarding contracts, the slowness of procedures for disbursement of funds, the insecurity and health risk related to the COVID pandemic-19 as well as the high number of intervention communes (i.e. 20 communes), which are moreover scattered over two very large regions.</p>
<p>Programme Efficiency</p>	<p>Rating: Satisfactory</p> <p>Approximately 32% of the programme budget is dedicated to Outcome 1 (Resilience to climate change of local water management systems in the regions of Mopti and Timbuktu is increased), compared to 38% and 14%, respectively, to Outcome 2 (Local livelihood systems such as agriculture, fisheries, livestock and forestry are strengthened for the 20 communities in the context of climate change) and Outcome 3 (Capacity and knowledge of local institutions and communities to better adapt to climate change is enhanced). It was planned to devote 8% of the budget to the implementation of the programme.</p> <p>The assessment of the activities carried out in 2016, 2017, 2018, 2019 and 2020 shows an activity completion rate (or physical implementation rate) of 65%, 89%, 84%, 92% and 84%, respectively, and a financial implementation rate (or budget implementation rate) of 85%, 57%, 49%, 93% and 96%, respectively. The efficiency index (physical implementation rate/financial implementation rate) of the programme is therefore 0.76 in 2016, 1.56 in 2017, 1.71 in 2018, 0.99 in 2019 and 0.87 in 2020.</p> <p>At least three factors adversely affected the efficiency of the programme: the lack of contribution of the beneficiaries to the implementation of the works/investments, the low financial contribution of the Government (0.3% implementation of the planned in-kind co-financing) and the lack of co-financing (in kind) from the sectoral ministries and their branches, and the delay in the actual launching of activities in the field and the extension of the programme duration by 18 months, which resulted in additional costs. On the other hand, the strong commitment of the Adaptation Fund and the UNDP, which resulted in a 99% and 138% rate of funding execution, respectively, and the strong involvement of the State's technical services in the planning, implementation and monitoring of activities as well as the</p>

	training and support of beneficiaries, which enabled the programme to save on the cost of technical expertise, had a positive impact.
Impact of the programme	<p>Rating: Very Satisfactory</p> <p>The main immediate positive changes induced by the programme on production conditions are: 1. the increase and securing of agricultural, animal and fish production to reduce the vulnerability to climate change of producers through access to developed and secured market gardening perimeters, seeds more resistant to drought and diseases, broodstock for breeding and fry for fish farming and/or equipment using appropriate technologies; 2. the increase in the number of farmers with access to appropriate technologies; 3. the increase in the number of farmers who have access to the necessary tools to improve their production conditions. The reduction of the shortage of irrigation water during the dry season through the construction of hydraulic works (micro-dams, ponds, market garden wells, boreholes, etc.).</p> <p>As for the immediate beneficial effects on the living conditions of the beneficiaries, the verification of the socio-economic benefits generated by the programme shows, among other things, that market gardening activities and the fattening of small ruminants by women are profitable. The women producers sell part of the market garden produce and the income generated by this sale enables them to meet social needs (purchase of food, household health care, payment of children's school fees, etc.). As for fattening, it requires an average investment per head of sheep or goat of between 54,875 CFA francs (about US\$95) and 56,020 CFA francs (about US\$97) and would generate a per capita profit of between 6,410 CFA francs (about US\$11) and 8,365 CFA francs (about US\$11).</p> <p>Finally, many elements have been put in place thanks to the programme's interventions and suggest that longer-term changes are likely: the access of beneficiaries to training and thus the acquisition of know-how that they will later be able to put to their own use and/or to the service of the community, changes in the behavior/attitudes of local actors and populations, an effect induced by the information and awareness-raising activities on issues related to climate change supported by the programme.</p>
Sustainability of programme results	<p>Rating: Satisfactory</p> <p>Several hypotheses suggest that the positive results observed as a result of the programme's interventions will continue. First of all, the works carried out are the property of the producers and their organizations (this is notably the case for market gardening perimeters, market gardening wells, ponds and ponds for fish farming, etc.) or of the community (this is the case for micro-dams, summary water conveyances, boreholes, etc.). However, it is well known that the appropriation of market gardening perimeters by women producers and of the works by the beneficiary communities is stronger when they are the actual owners. Better still, to ensure the management of these works, local management committees have been set up and, in general, they function fairly well and have shown real capacity for anticipation and a sufficient level of organization and functionality that suggests that they will be able to continue to take charge of the management of the works and materials/equipment (voluntary contributions from women producers or payment of an annual tax on the plots to finance the maintenance and renewal of materials/equipment received from the programme, the construction of market-gardening wells or the purchase of seeds). In addition, most of the materials/equipment distributed and the works/investments made have an average lifespan of 5 years (this is the case for dewatering means), 10 years, or even more (this is the case for the protection grid for market gardening perimeters, micro-dams, overcreated ponds, summary water conveyances, etc.), if they are well maintained.</p> <p>Then, the programme supported not only the development of agricultural, market gardening, pastoral, fish farming and agroforestry activities, but also other IGAs (small ruminant fattening for women and cereal banks). The question of the sustainability of these activities</p>

	<p>should not arise because they are productive activities that generate income. Their sustainability is more in terms of skills (especially for fish farming and agroforestry) and management. Indeed, it is not enough to promote fish farmers' access to fry and for them to find their livelihood in the water. It is also necessary to build structures according to the technical standards in force in the sector, to provide access to water and to ensure close monitoring by government technical services or private service providers both in the pre-investment and post-investment phases. And then, intensive fish farming in individual or community ponds, to take this example, is an activity that requires the use of appropriate and efficient techniques. It would therefore have been necessary to ensure that fish farmers receive solid basic theoretical and technical training, followed by periodic retraining. This would be a prerequisite for a programme such as CAPV-MT to contribute to the sustainable intensification of subsistence fish farming.</p> <p>The main risks to the sustainability of the programme's achievements are the persistence of insecurity in the regions of Mopti and Timbuktu and the COVID-19 pandemic. If the security situation were to worsen, it could lead to the displacement of populations to more stable and secure areas. This could affect some programme beneficiaries. If the risk of Coronavirus disease also increases, it could hinder the use of the works/investments made by the programme.</p>
<p>Programme implementation and reactive management</p>	<p>Rating: Very Satisfactory</p> <p>Necessary provisions to ensure good governance and effective implementation of activities were undertaken from the start of the programme: management of the programme's human and financial resources in accordance with UNDP procedures, the presence of key stakeholders in SC and the fact that it functioned well, etc.</p> <p>In terms of activity planning, the programme has favored participatory and inclusive planning of interventions. In addition, the PMU was able to adapt the evolution of the programme to that of the security context by suspending the implementation of certain activities, postponing the implementation of other activities or making adjustments (for example, having the Regional Directorates of Civil Engineering and Hydraulics supervise the work carried out in the communes instead of their supervision by SC, having the delegates of certain particularly unstable communes move to the chief towns of the district or region for the identification of priority projects with the support of the technical services of the State). It has also constantly taken into account the recommendations made by SC for a better execution of the programme and submitted the various deliverables and especially the quarterly and annual reports to UNDP Mali within the deadlines. More generally, the programme team demonstrated responsiveness to the risk of insecurity and good work organization.</p> <p>The programme has developed a number of internal and external communication tools and activities (regular meetings of the PMU team, regular meetings with implementing partners and regular exchanges with them) and communication tools for the visibility of its actions (the creation of a website, the edition and distribution of annual programme diaries and calendars and 500 copies of the programme flyer, the production of a magazine and 3 video documentaries on the investments, the animation of radio programmes by the PMU team to present the programme and its achievements, etc.</p>

2.2. Lessons Learned

1. Even in a context of insecurity such as that of the northern and central regions of Mali, a project/programme can be successfully implemented provided that :
 - Do not intervene in a large number of municipalities, especially if they are scattered in one or more regions ;

- Take into account the evolving security situation and constantly adapt the evolution of the implementation of project/programme interventions in the field accordingly ;
 - Give priority to the partnership approach between the project on the one hand and local companies (for the execution of works and investments in the communes), the concerned State technical services (for the technical follow-up of works/investments and the training and support of beneficiaries) and local NGOs (for the implementation of activities) on the other hand.
2. One cannot understand the excellent results of the PACV-MT without taking into account the extension of its duration (4 years and 6 months instead of 3 years). This has made it possible to reprogramme activities and complete the works/investments whose implementation was hampered by insecurity.
 3. The pooling of support for a dynamic community involvement by the beneficiaries and effective support from the rest of the village community is the guarantee of ownership and sustainability of the support of a project/programme.
 4. There is no real national ownership of a project/programme without effective and significant implementation of state financing/cofinancing.
 5. Local project management was an alternative to minimize the consequences of insecurity on the programme.
 6. Beneficiary communities can ensure, within the framework of agrometeorological assistance, better planning of their agricultural activities by integrating climatic hazards, thanks in particular to information from daily weather reports, decadal agrometeorological bulletins and quarterly climate forecast bulletins, relayed by community radio stations, in the absence of an agricultural calendar.
 7. An equitable partnership between the decentralized State services, private providers and beneficiary communities makes it possible to ensure the supervision and monitoring of achievements in order to guarantee their sustainability.
 8. The provision of a technology package to the beneficiary communities enables transformational change to take place, leading to a reduction in pressure on natural resources and the socio-economic resilience of households.

2.3. Good/bad practices

Good/bad practices observed in the design and implementation of the PACV-MT include the following:

1. The real and strong involvement of the various actors concerned at the regional and local levels (Governors, Mayors, regional, communal and local councils) in the planning, implementation and monitoring of activities, but also of local committees in the management of works/investments, allowing for better regional and local ownership of the programme's approach and activities (good practice).
2. Taking into account the gender dimension in the implementation of the programme through the realization of works/investments and activities targeting exclusively or mainly women: commercial gardening, sheep and goat fattening, training in the design and implementation of dry season gardening projects and in the management of market gardens, etc. (good practice).
3. The consideration of the recommendations of the steering committee by the PMU team to improve the execution of the programme and its results (good practice).

4. The priority given to local companies for the execution of works in the communes, the recruitment of engineering firms for the control and supervision of works, and the use of technical services of rural engineering and hydraulics based at the level of the region or circle for the technical supervision of works (good practice).
5. The establishment of formal memoranda of understanding with the decentralized technical services of the State and with the NGOs for the implementation of activities in the field (good practice).
6. Taking into account the "agro-meteorological assistance" aspect which focuses on producers with a system based on data collection (good practice).
7. The absence of contribution of the beneficiary communities to the realization of the works/investments and the very low rate of execution of State co-financing (bad practices).

2.4. Recommendations

References	Recommendations	Responsible entities
R 1	Facilitate the certification of seeds produced by producers in the project's intervention area by asking the technical services of agriculture to start the process.	Ministry of the Environment, AEDD and UNDP
R 2	Facilitate the elaboration of a guide on good project practices by asking the regional technical services involved to produce factual data on these practices.	Ministry of the Environment, AEDD and UNDP
R 3	Facilitate the centralization and dissemination of the best project results through a good archiving system on these results.	ESDA and UNDP
R 4	Capitalize on the various achievements of the project so that other projects can benefit from them by asking the regional technical services to continue the monitoring and supervision missions in the project intervention areas.	Ministry of the Environment, AEDD and UNDP
R5	Promote a phase of consolidation of the project's achievements by asking the technical services to continue to set up and train the infrastructure management committees (especially the ponds, water supply systems, women's market gardening areas).	Ministry of the Environment and AEDD

APPENDICES

Appendix 1: Terms of Reference



Selection Guide for Individual Consultants International Consultant Head of Mission

Date : 04/08/2020

Country: UNDP MALI

Mission Title: Final Evaluation of the PACV-MT

Duration: 20 days

Location: Mali, Mopti and Timbuktu Regions

Please send your proposals (technical and financial proposals) duly signed to the e-mail address mali.procurement@undp.org with the reference and title of the file. **Your proposal must be received no later than2020 at 17H00 at the latest.**

BACKGROUND

The Support Programme for Climate Change in the Most Vulnerable Communes of the Regions of Mopti and Timbuktu (PACV-MT) is financed by the Adaptation Fund of the United Nations Framework Convention on Climate Change (UNFCCC) in the amount of US\$7,864,837 in cash, with co-financing in kind (rent) from the Government of Mali of US\$500,000 and UNDP of US\$500,000 in cash.

Funding is targeted to 20 of the most vulnerable communes in the regions of Mopti and Timbuktu (**see annex for list of target communes**). It is also thematic and is intended to finance local initiatives in terms of local adaptation strategies and the resilience of populations to the effects of climate variability and change.

It is important to note that of these 20 communes, nine (09) are located in the Mopti region with a total population of 129,595 inhabitants and 11 communes in the Timbuktu region with a total population of 84,163 inhabitants (RGPH 2009). It should also be noted that these communes are often very distant from each other.

The programme is implemented through the UNDP **National Execution Modality**. The Ministry of Environment, Sanitation and Sustainable Development (MEADD) is responsible for supervision through the Agency for Environment and Sustainable Development (AEDD) acting as the National Executing Agency designated as the *"implementing partner"* of the programme.

The three-year project was officially launched on March 4, 2016 by the Minister of the Environment, Sanitation and Sustainable Development with a view to effectively starting up activities in the 20 target municipalities in the two regions concerned. Given the insecurity and the low disbursement rate, the project has been granted an 18-month cost-free extension from April 2019 to September 2020.

Project Title :	Support Programme for Adaptation to Climate Change in the Most Vulnerable Communes of the Regions of Mopti and Timbuktu (PACV-MT)				
Project ID	81872			<i>to approval (in millions of USD)</i>	<i>mid-term (in millions of USD)</i>
UNDP Project ID :	81072	Adaptation Funding :	Fund	7 864 837	7 864 837
Country :	Mali	Financing executing	of the /	500,000US	500,000US

		implementing agency: UNDP		
Regions :	Mopti Region (09 communes) and Timbuktu Region (11 communes)	Cofinancing Government of Mali :	500,000 US	Nature
Focal area :	Adaptation to Climate Change	Other :		
Objectives FA, (OP/SP) :	Increase the resilience of vulnerable communities and their capacity to adapt to climate change in the regions of Mopti and Timbuktu, including the Faguibine system area.	Total co-financing :	1,000,000 US	US\$500,000 in cash and US\$500,000 in kind
Executing Agent National	MEADD through the AEDD	Total cost of the project :	7 864 837	7 864 837
Other partners involved in the project :		Signature of RFP (Official Project Start Date) :		March 04, 2016
		Evaluation Date Final (operational) :	Proposed : May 20th to	Actual: September 2020

It has four components, namely :

Component 1: Improving Water Control Measures in Buffer Areas

- **Result:** Increased resilience to climate change of local water supply systems in the regions of Mopti and Timbuktu.

Component 2: Livelihood Resilience of Vulnerable Communities

- **Outcome:** Increased production of local livelihood systems such as agriculture, fisheries, livestock and forestry strengthened in the context of climate change

Component 3: Capacity Building and Knowledge Generation for Adaptation

Outcome: Strengthened capacity of local institutions and communities to better adapt to climate change. In accordance with the monitoring and evaluation policies and procedures of UNDP and the Adaptation Fund, all medium- and large-scale projects supported by UNDP and financed by the Adaptation Fund must undergo a mid-term and final evaluation. The mid-term evaluation took place at the halfway point of its implementation from 31 May to 30 June 2018.

The final evaluation will be conducted in accordance with the guidelines, rules and procedures established by UNDP and the Adaptation Fund as outlined in the UNDP evaluation guidelines adapted for projects financed by the Adaptation Fund. The objectives of this evaluation are to assess the achievement of project objectives and to draw lessons that can improve the sustainability of project benefits and contribute to the overall improvement of UNDP programmes.

These Terms of Reference (TOR) are part of the recruitment of an international consultant and a national consultant for a final evaluation of the Climate Change Adaptation Support Programme in the most vulnerable municipalities in the regions of Mopti and Timbuktu.

EVALUATION APPROACH AND METHOD

The evaluator should adopt a participatory and consultative approach that ensures close collaboration with all stakeholders involved in the implementation of the programme (Government/guardian, selected members of the Steering Committee, target communes (elected officials and beneficiary populations), Adaptation Fund operational focal point, UNDP country office, programme team, UNDP technical advisors and the Adaptation Fund).

The evaluator should carry out the mission remotely and coordinate with the national consultant for interviews with elected officials, direct beneficiaries, and administrative authorities in some of the communes sampled for the purpose in Mopti and Timbuktu and for visits to investment sites.

At the national level, interviews will take place at least with the following actors: the programme's executing agencies (AEED, UNDP), certain members of the steering committee and the programme team.

The evaluator will review all relevant sources of information, such as the PRODOC, programme implementation reports, including the Quarterly Report, Annual Report and other reports, project budget revisions, mid-term report, progress reports, Adaptation Fund focal area monitoring tools, project files, national policy and legal documents, and any other documents that the evaluator deems useful for this evidence-based evaluation.

COMPOSITION OF THE TEAM

The evaluation team will be composed of 2 consultants (1 international and 1 national). The consultants must have previous experience in evaluating similar projects. Experience with projects funded by the Adaptation Fund is an advantage. The international consultant is the team leader and will be responsible for finalizing the report in a short time frame given that the project closes in September 2020.

The selected evaluators must not have been involved in the preparation or implementation of the programme and must not have a conflict of interest with programme-related activities.

QUALIFICATION AND EXPERIENCE OF THE TEAM

Individual consultants must have the following general skills:

➤ **Profile and required qualifications :**

Training :

University studies at least Bac+4 with expertise in planning, socio-economics, agro-economics or related fields of expertise.

Professional experience :

- Have a minimum of 15 years of general professional experience
- With at least 10 years of relevant experience in project evaluations or M&E with monitoring and evaluation methodologies ;
- Have knowledge of climate change adaptation/resilience and mitigation.
- Previous experience with UNDP and Adaptation Fund projects and programmes is an additional asset;
- A good knowledge of the national and global institutional context of climate change ;
- Experience in results-based management ;
- Knowledge of UNDP and Adaptation Fund procedures and guidelines is an advantage;
- Knowledge of the regions of Mopti and Timbuktu is also an asset.

➤ **Required language :**

- Excellent communication and writing skills in French and English for the international consultant and in French for the national consultant.

➤ **Other Skills and Abilities :**

- Immediate availability

DURATION OF THE PERFORMANCE

The evaluation will last a total of 30 days over a period from August 15 to September 15, 2020. This duration includes the preparatory phases, evaluation missions, preparation of the draft evaluation report and the final report.

ACTIVITY	DURATION	COMPLETION DATE
Preparation	2 days	<i>August 17, 2020</i>
Evaluation mission	10 days	<i>August 28, 2020</i>

Draft Evaluation Report	6 days	September 05, 2020
Final Report	2 days	September 15, 2020.

EVALUATION CRITERIA AND RATINGS

The evaluation of the offers takes place in two stages. The evaluation of the technical proposals is completed before the opening and comparison of the financial proposals.

a. Technical proposals

They are evaluated on the following criteria in relation to the terms of reference.

For information, the technical proposal will be evaluated on its degree of response to the terms of reference and on the basis of the following criteria:

Academic training	15 Points
Professional experience: Have a minimum of 15 years of general professional experience (4 points for 3 years of experience, i.e. a total of 20 points).	20 Points
Strong M&E skills: With at least 10 years of relevant experience in project evaluations or M&E with M&E methodologies (3 points for each relevant experience for a total of 30 points).	30 Points
Experience in results-based management	20 Points
Experience with the Adaptation Fund and UNDP and their procedures	15 Points
Total	100 Points

Technical proposals that obtain 70% of the maximum score of 100 points will be considered qualified; this technical score will be weighted at 70%.

b. Financial proposals

The Consultant shall make his/her financial proposal according to the Cost Table. The Consultant shall propose a lump sum amount and provide a breakdown of the lump sum in the Cost Table.

In a second stage of the evaluation process, the financial envelopes will be opened and the financial offers compared; a financial score will be calculated for each proposal based on the formula :

Financial Score A = [(Lowest Financial Offer)/Financial Offer of A] x 30

The Consultant with the highest cumulative score (Weighted Technical + Financial) will be selected for the contract.

Documents constituting the Offer :

To demonstrate their qualifications, applicants will be required to submit an offer which will include the following documents:

<u>Document</u>	<u>Description</u>	<u>Form</u>
Curriculum Vitae or P11	Fill out the attached P11 form, mainly including your experience on similar assignments and indicating at least 3 (three) references.	Appendix 3 :
Diplomas	Send copies of your diplomas	
Table of costs	Fill in the table	Appendix 4

EVALUATOR'S CODE OF ETHICS

Evaluation consultants are held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the engagement. UNDP evaluations are conducted in accordance with the principles outlined in the "[UNEG Ethical Guidelines for Evaluations](#)".

EVALUATION DELIVERABLES

Three (03) hard copies and an electronic version of the following documents are expected: the initial report, the draft final report and the final report. These documents will be forwarded to UNDP-Mali.

DELIVERABLES	TABLE OF CONTENTS	DURATION	RESPONSIBILITIES
Initial Report	Evaluators provide details on the timing and method of the evaluation	No later than one week before the evaluation mission.	Evaluator sends to UNDP CO
Presentation	Initial findings	End of the evaluation mission	To the project management, UNDP CO
Draft Final Report (Interim Report)	Full report, (according to the attached template) with appendices	Within two weeks of the evaluation mission	Sent to the PO, reviewed by the MT, the Programme Coordination Unit and the Adaptation Fund OFPs.
Final Report* (Final Report)	Revised Report	Within one week of receiving UNDP's comments on the project	Sent to the CO for downloading on the UNDP website.

Appendices

Appendix 1 - Mission Term of Reference (see above)

Schedule 2 - General Conditions of Individual Contracts

Appendix 5- Type of contract



**Selection Guide for Individual Consultants
National Consultant**

Date: 04/08/2020

Country: UNDP MALI

Mission Title: Final Evaluation of the PACV-MT

Duration: 30 days

Location: Mali, Mopti and Timbuktu Regions

Please send your proposals (technical and financial proposals) duly signed to the e-mail address mali.procurement@undp.org with the reference and title of the file. Your proposal must be received no later than Tuesday, August 11, 2020 before 12H00.

BACKGROUND :

The Support Programme for Climate Change in the Most Vulnerable Communes of the Regions of Mopti and Timbuktu (PACV-MT) is financed by the Adaptation Fund of the United Nations Framework Convention on Climate Change (UNFCCC) in the amount of US\$7,864,837 in cash, with co-financing in kind (rent) from the Government of Mali of US\$500,000 and UNDP of US\$500,000 in cash.

Funding is targeted to 20 of the most vulnerable communes in the regions of Mopti and Timbuktu (see annex for list of target communes). It is also thematic and is intended to finance local initiatives in terms of local adaptation strategies and the resilience of populations to the effects of climate variability and change.

It is important to note that of these 20 communes, nine (09) are located in the Mopti region with a total population of 129,595 inhabitants and 11 communes in the Timbuktu region with a total population of 84,163 inhabitants (RGPH 2009). It should also be noted that these communes are often very distant from each other.

The programme is implemented through the UNDP National Execution Modality. The Ministry of Environment, Sanitation and Sustainable Development (MEADD) is responsible for supervision through the Environment and Sustainable Development Agency (AEDD) acting as the National Executing Agency designated as the "implementing partner" of the programme.

The three-year project was officially launched on March 4, 2016 by the Minister of the Environment, Sanitation and Sustainable Development with a view to effectively starting up activities in the 20 target municipalities in the two regions concerned. Given the insecurity and the low disbursement rate, the project has been granted an 18-month cost-free extension from April 2019 to September 2020.

<i>Project Title :</i>	<i>Support Programme for Adaptation to Climate Change in the Most Vulnerable Communes of the Regions of Mopti and Timbuktu (PACV-MT)</i>			
<i>Project ID</i>	81872		<i>to approval (in millions of USD)</i>	<i>mid-term (in millions of USD)</i>
<i>UNDP Project ID :</i>	81072	<i>Adaptation Fund Funding :</i>	7 864 837	7 864 837
<i>Country :</i>	Mali	<i>Financing of the executing / implementing agency:</i>	500,000US	500,000US
		UNDP		

<i>Regions :</i>	<i>Mopti Region (09 communes) and Timbuktu Region (11 communes)</i>	<i>Cofinancing Government of Mali :</i>	<i>500,000 US</i>	<i>Nature</i>
<i>Focal area :</i>	<i>Adaptation to Climate Change</i>	<i>Other :</i>		
<i>Objectives FA, (OP/SP) :</i>	<i>Increase the resilience of vulnerable communities and their capacity to adapt to climate change in the regions of Mopti and Timbuktu, including the Faguibine system area.</i>	<i>Total co-financing :</i>	<i>1,000,000 US</i>	<i>US\$500,000 in cash and US\$500,000 in kind</i>
<i>Executing Agent National</i>	<i>MEADD through the AEDD</i>	<i>Total cost of the project :</i>	<i>7 864 837</i>	<i>7 864 837</i>
<i>Other partners involved in the project :</i>		<i>Signature of RFP (Official Project Start Date) :</i>		<i>March 04, 2016</i>
		<i>Evaluation Date Final (operational) :</i>	<i>Proposed : May 2020</i>	<i>Actual: September 2020</i>

It has four components, namely :

❖ **Component 1: Improving Water Control Measures in Buffer Areas**

Result: Increased resilience to climate change of local water supply systems in the regions of Mopti and Timbuktu.

❖ **Component 2: Livelihood Resilience of Vulnerable Communities**

Outcome: Increased production of local livelihood systems such as agriculture, fisheries, livestock and forestry strengthened in the context of climate change

❖ **Component 3: Capacity building and knowledge generation for adaptation**

Outcome: Strengthened capacity of local institutions and communities to better adapt to climate change.

In accordance with the monitoring and evaluation policies and procedures of UNDP and the Adaptation Fund, all medium- and large-scale projects supported by UNDP and financed by the Adaptation Fund must undergo a mid-term and final evaluation. The mid-term evaluation took place at the halfway point of its implementation from 31 May to 30 June 2018.

The final evaluation will be conducted in accordance with the guidelines, rules and procedures established by UNDP and the Adaptation Fund as outlined in the UNDP evaluation guidelines adapted for projects financed by the Adaptation Fund. The objectives of this evaluation are to assess the achievement of project objectives and to draw lessons that can improve the sustainability of project benefits and contribute to the overall improvement of UNDP programmes.

These Terms of Reference (TOR) are part of the recruitment of a national consultant for a final evaluation of the Climate Change Adaptation Support Programme in the most vulnerable municipalities in the regions of Mopti and Timbuktu.

Evaluation Approach and Methodology :

Under the supervision of the international consultant, the national consultant shall adopt a participatory and consultative approach that ensures close collaboration with all stakeholders involved in the implementation of the programme (Government/guardian, selected members of the Steering Committee, target communes (elected officials and beneficiary populations), Adaptation Fund operational focal point, UNDP country office, programme team, UNDP technical advisors and the Adaptation Fund).

The national consultant should carry out a field mission if necessary to meet with elected officials, direct beneficiaries, and administrative authorities of certain communes sampled for the occasion in Mopti and Timbuktu and visit the sites of investments made if security conditions permit.

At the national level, interviews will take place at least with the following actors: the programme's executing agencies (AEED, UNDP), certain members of the steering committee and the programme team.

The national consultant will review all relevant sources of information, such as the PRODOC, programme implementation reports , including the Quarterly Report, Annual Report and other reports, project budget revisions, mid-term report, progress reports, Adaptation Fund focal area monitoring tools, project files, national policy and legal documents, and any other documents that the evaluator deems useful for this evidence-based evaluation.

Composition of the team :

The evaluation team will be composed of 2 consultants (1 international and 1 national). The consultants must have previous experience in evaluating similar projects. Experience with projects funded by the Adaptation Fund is an advantage. The international consultant is the team leader and will be responsible for finalizing the report in a short time frame given that the project closes in September 2020.

The selected evaluators must not have been involved in the preparation or implementation of the programme and must not have a conflict of interest with programme-related activities.

QUALIFICATION AND EXPERIENCE OF THE TEAM: The national consultant must have the following general skills :

Profile and required qualifications / Training :

- ❖ *University studies at least Bac+4 with expertise in planning, socio-economics, agro-economics or related fields of expertise.*

Professional experience :

- ❖ *Have a minimum of 10 years of general professional experience*
- ❖ *With at least 5 years of relevant experience in project evaluations or M&E with monitoring and evaluation methodologies ;*
- ❖ *Have knowledge of climate change adaptation/resilience and mitigation.*
- ❖ *Previous experience with UNDP and Adaptation Fund projects and programmes is an additional asset;*
- ❖ *A good knowledge of the national and global institutional context of climate change ;*
- ❖ *Experience in results-based management ;*
- ❖ *Knowledge of UNDP and Adaptation Fund procedures and guidelines is an advantage;*
- ❖ *Knowledge of the regions of Mopti and Timbuktu is also an asset.*

Required language :

- ❖ ***Excellent communication and writing skills in French and English for the international consultant and in French for the national consultant.***

Other Skills and Abilities :

- ❖ ***Immediate availability***

DURATION OF THE SERVICE :

The evaluation will last a total of 30 days over a period from August 15 to September 15, 2020. This duration includes the preparatory phases, evaluation missions, preparation of the draft evaluation report and the final report.

<i>ACTIVITY</i>	<i>DURATION</i>	<i>COMPLETION DATE</i>
<i>Preparation</i>	<i>3 days</i>	<i>17August 2020</i>
<i>Evaluation mission</i>	<i>15 days</i>	<i>28August2020</i>
<i>Draft Evaluation Report</i>	<i>10 days</i>	<i>September 05, 2020</i>

Final Report	2 days	September 15, 2020.
---------------------	---------------	----------------------------

Evaluation Criteria and Ratings :

The evaluation of the offers takes place in two stages. The evaluation of the technical proposals is completed before the opening and comparison of the financial proposals.

Technical proposals :

For information, the technical proposal will be evaluated on its degree of response to the Terms of Reference and on the basis of the following criteria:

<i>Academic training</i>	<i>Points</i>
<i>Professional experience: Have a minimum of 10 years of general professional experience (4 points for 2 years of experience, i.e. a total of 20 points).</i>	<i>20 Points</i>
<i>Strong M&E skills: With at least 5 years of relevant experience in project evaluations or M&E with M&E methodologies (6 points per relevant experience for a total of 30 points).</i>	<i>30 Points</i>
<i>Experience in results-based management</i>	<i>20 Points</i>
<i>Experience with the Adaptation Fund and UNDP and their procedures</i>	<i>15Points</i>
<i>Total</i>	<i>100 Points</i>

Technical proposals that obtain 70% of the maximum score of 100 points will be considered qualified; this technical score will be weighted at 70%.

b. Financial proposals

The Consultant shall make his/her financial proposal according to the Cost Table. The Consultant shall propose a lump sum amount and provide a breakdown of the lump sum in the Cost Table.

In a second stage of the evaluation process, the financial envelopes will be opened and the financial offers compared; a financial score will be calculated for each proposal based on the formula :

Financial Note A = [(Lowest Financial Offer) /Financial Offer of A] x 30

The Consultant with the highest cumulative score (Weighted Technical + Financial) will be selected for the contract.

Documents constituting the Offer :

To demonstrate their qualifications, applicants will be required to submit an offer which will include the following documents:

Document	Description	Form
Curriculum Vitae or P11	Fill out the attached P11 form, mainly including your experience on similar assignments and indicating at least 3 (three) references.	Appendix 3 :
Diplomas	Send copies of your diplomas	
Table of costs	Fill in the table	Appendix 4

Evaluator's Code of Ethics :

Evaluation consultants are held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the engagement. UNDP evaluations are conducted in accordance with the principles outlined in the "UNEG Ethical Guidelines for Evaluations".

Evaluation Deliverables :

Three (03) hard copies and an electronic version of the following documents are expected: the initial report, the draft final report and the final report. These documents will be forwarded to UNDP-Mali.

DELIVERABLES	TABLE OF CONTENTS	DURATION	RESPONSIBILITIES
---------------------	--------------------------	-----------------	-------------------------

<i>Initial Report</i>	<i>Evaluators provide details on the timing and method of the evaluation</i>	<i>No later than one week before the evaluation mission.</i>	<i>Evaluator sends to UNDP PB</i>
<i>Presentation</i>	<i>Initial findings</i>	<i>End of the evaluation mission</i>	<i>To the project management, UNDP PB</i>
<i>Draft Report (Interim Report)</i>	<i>Full report, (according to the attached template) with appendices</i>	<i>Within two weeks of the evaluation mission</i>	<i>Sent to the PO, reviewed by the TRC, the Programme Coordination Unit and the Adaptation Fund OFPs.</i>
<i>Final Report* (Final Report)</i>	<i>Revised Report</i>	<i>Within one week of receiving UNDP's comments on the project</i>	<i>Sent to the PB for downloading on the UNDP CGELE website.</i>

Appendices

Appendix 1 - Mission Term of Reference (see above)

Schedule 2 - General Conditions of Individual Contracts



Conditions générales
des contrats prestata

Annex 4 - P11 (SC & IC)



P11 modified for SCs
and SSAs-Draft.doc

Appendix 2: Evaluation Matrix

Criteria-sub-criteria	Key questions	Specific sub-questions	Data Source	Data collection tools / methods	Indicators / Standards of Success	Methods of data analysis
Design	To what extent have past experiences with similar programmes implemented by UNDP informed the design of the Programme?	<p>To what extent were recipients of the Programme involved in its design and development?</p> <p>To what extent does the programme design incorporate the concerns expressed by the target groups?</p> <p>To what extent have external factors and risks that may influence the implementation of the Programme been identified and considered at the outset?</p> <p>Are the results defined in a way that is consistent with their indicators?</p> <p>How direct, objective, practical, adequate, and to what extent has the responsibility for monitoring their progress been clearly identified?</p> <p>Does the Programme provide for baselines that can be used to regularly monitor the evolution of these indicators?</p>	<p>PRODOC</p> <p>UNDAF+ CPD</p> <p>Results Framework</p> <p>Reports of previous programmes already executed by UNDP</p> <p>Evaluation reports of similar programmes prior to this Programme</p>	<p>Documentary review</p> <p>Interviews (individual and group interviews in the form of focus groups)</p>	<p>Lessons and good practices from previous similar experiences</p> <p>Involvement of Recipients in Programme Design</p> <p>Level of integration of lessons learned from previous cycles of similar programmes</p>	<p>Analysis of the consistency of the Programme's objectives with the needs of the beneficiaries</p> <p>Comparative analysis with previous similar experiences</p>
Relevance	To what extent has the programme been consistent with (i) Mali's national development priorities, (ii) the outputs and outcomes of other agencies' country programmes, (iii) the SDGs, and (iv) the Strategic Plans of other agencies?	Is the programme aligned with the national strategic priorities (CSCR 2012-2017, PRED 2013-2014, PAG, 2013-2018), the SFERSD programme objectives as well as the UNDP programme priorities, the SDGs and the United Nations Development Assistance Framework (UNDAF)?	<p>Programme Reports</p> <p>Country Programme Documents (CPDs)</p> <p>CSCR 2012-2017</p> <p>Mali report on SDGs</p>	<p>Analysis of existing reports and documents</p> <p>Group discussions with beneficiaries</p> <p>Semi-structured interviews with stakeholders</p>	<p>Perceptions of the UN, partners, beneficiaries and stakeholders on the relevance of the programme</p> <p>Alignment of programme</p>	Content and thematic analysis

	<p>Has the programme been developed based on a clear identification of stakeholder needs and priorities?</p> <p>Were the target groups included throughout the implementation of the programme to ensure its relevance?</p>	United Nations Development Assistance Framework (UNDAF+ 2015-2019)		objectives and activities with national priorities Alignment between programme objectives and UNDP's strategic programmematic priorities	
<p>To what extent were the perspectives of those in a position to influence the outcomes, and those who could provide information or other resources for the achievement of the stated outcomes, taken into account in the programme design process?</p>	<p>Did the programme management mechanisms support strategic decision-making, confirmation or adjustment of the Theory of Change?</p> <p>Do the monitoring mechanisms allow for lessons learned and support continuous learning?</p>				
<p>To what extent has the programme responded appropriately to political, legal, economic, institutional, etc. developments in Mali?</p>	<p>Is the theory of change developed by the programme still valid? If not, why not?</p>	Programme Report	Analysis of existing reports and documents		Descriptive analysis of reports
<p>To what extent has the programme design integrated gender equality, women's empowerment, and approaches based on human rights and environmental threats?</p>	<p>Did the programme design take into account gender equality, women's empowerment, a human rights approach and environmental threats?</p>	<p>Programme Document</p> <p>Programme Report</p>	Analysis of existing reports and documents	<p>Gender Strategy</p> <p>Gender marker</p>	Content and thematic analysis
<p>Are the products developed relevant to achieving the Overall Programme Objective?</p>	<p>To what extent does the programmeme appear to be aligned with UNDP's adaptation mandate?</p>	<p>Programme Document</p> <p>Programme Report</p>	Analysis of existing reports and documents	<p>Alignment between products developed by UNDP and the objective of the programme</p>	Content analysis

	<p>Are the planned activities appropriate to achieve the expected outputs and meet the organizational and programmatic priorities of the various process management structures?</p> <p>Are the programme objectives and products defined in the programme document clear, practical and feasible?</p> <p>To what extent have lessons been learned from other relevant programmes in the design of the programme?</p> <p>Was the theory of change clearly articulated by linking resources and activities to outputs, outcomes, and impact?</p>		<p>Programme Document Programme Report Review Report</p>	<p>Analysis of existing reports and documents</p>	<p>Alignment between activities products and services and the priorities</p>	<p>Analysis of output indicators Quality analysis of objectives and products</p>
	<p>The programme's monitoring-evaluation strategy was useful and reliable for measuring progress toward development outcomes and for taking necessary (corrective) actions in real time to adapt the programme to the needs of beneficiaries.</p>		<p>Programme Document Programme Reports Review Reports</p>	<p>Analysis of existing reports and documents</p>	<p>Relevance of the tools and systems put in place to monitor programme activities, results and objectives</p>	<p>Content analysis</p>
<p>Efficiency</p>	<p>What is the current level of achievement of the product and the effects of the programme?</p>	<p>Has the intervention achieved its stated (or implied) objective, or is it reasonably likely to do so given the outputs and outcomes?</p> <p>To what extent were the expected outputs achieved, or what is the extent of progress toward achieving these outputs?</p> <p>What activities produced the desired results?</p>	<p>Follow-up reports Programme Document and Results Framework Review Report Activity reports</p>	<p>Analysis of existing reports and documents</p>	<p>Level of achievement of results</p>	<p>Analysis of product indicators Triangulation of collected data with data from programme reports</p>

		<p>What are the unexpected results?</p> <p>What were the main factors (positive or negative), internal or external, that affected the implementation of the programme?</p> <p>How might these factors have limited or facilitated progress toward programme objectives?</p> <p>What has been the programme's contribution to the outcomes and how effective have UNDP partnerships been in achieving the outcomes?</p> <p>How and why were some expected results not achieved? What lessons have been learned?</p>	<p>Country Programme Documents (CPDs)</p> <p>United Nations Development Assistance Framework (UNDAF)</p> <p>Review of operations carried out</p>	<p>Group Discussions</p> <p>Semi-structured interviews with stakeholders</p>		
	<p>In which areas has the programme performed best?</p> <p>In which areas did the programme perform less well?</p>	<p>What have been the strengths of the Programme and why?</p> <p>How can the programme deepen or expand on these results?</p> <p>What were the limiting factors and why?</p> <p>How can or could they be lifted?</p>	<p>Follow-up reports</p> <p>Programme Document and Results Matrix</p> <p>Review Report</p> <p>Activity reports</p>	<p>Analysis of existing reports and documents</p> <p>Group Discussions</p> <p>Semi-structured interviews with stakeholders</p>		<p>Content analysis</p>
<p>Efficiency</p>	<p>To what extent have human, material and financial resources been used economically?</p>	<p>What were the financial, human and material resources used?</p> <p>Have resources (funds, staff, time, expertise, etc.) been allocated strategically and sparingly to achieve results?</p>	<p>Follow-up reports</p> <p>Activity reports</p> <p>Financial Report</p>	<p>Analysis of existing reports and documents</p> <p>Group discussions with beneficiaries</p> <p>Semi-structured interviews</p>	<p>Level of resource mobilization</p>	<p>Triangulation of collected data with data from programme reports</p>

		What is the degree of adequacy between the financial implementation rate and the technical implementation rate?	Follow-up reports Activity reports Financial Report		Percentage of financial execution	
	To what extent has the programme management structure outlined in the programme document been effective in achieving the expected results?	Is the programme structure effective and efficient?	Follow-up reports Activity reports Financial Report		Percentage of financial execution Product realization rate	
	To what extent were programme funds and activities delivered on time? Were local capacities used efficiently during implementation?	Were the outputs achieved within the time frame? Were inputs provided in a timely manner (staff, consultants, travel, training, equipment and miscellaneous costs)? How efficiently is the programme being implemented? Have resources been used efficiently to achieve results? To what extent are resources (human, financial, administrative) being used appropriately to achieve results? To what extent were the partnership arrangements conducive to the achievement of the expected results and outcomes?	Follow-up reports Activity reports Financial Report	Analysis of existing reports and documents Group discussions with beneficiaries Semi-structured interviews	Level of resource mobilization	
	How did the funding partners add value to the programme and were they sufficiently accountable and harmonized in their assistance?	To what extent has the synergy developed between UNDP and implementing partners brought about greater efficiency in implementation?				

	To what extent do the M&E systems used by UNDP ensure efficient and effective management of the programme?	<p>Are there better (more efficient) ways to achieve the objectives?</p> <p>Were the inputs (financial, human, technical and material) invested optimally used to achieve the outputs?</p> <p>Could more results have been achieved with the same investment, staff profile, and programme management structure? If so, how could this have been realized before? If not, what suggestions should be made?</p>				<p>Triangulation of collected data with data from programme reports</p>
Durability sustainability /	To what extent are the mechanisms, procedures and policies in place to enable key stakeholders to sustain results in gender equality, women's empowerment, environmental sustainability, human rights and human development?	<p>How well are exit strategies designed, planned, and considered in programme implementation?</p> <p>Will the beneficial effects of the programme persist after the funding ends?</p>	<p>Programme Document</p> <p>Follow-up reports</p> <p>Activity reports</p>	<p>Analysis of existing reports and documents</p> <p>Group discussions with beneficiaries</p> <p>Semi-structured interviews</p>	Existing or created sustainability mechanisms	Triangulation of collected data with data from programme reports
	To what extent does the programme support national ownership and ensure stakeholder support in sustaining programme achievements?	<p>Have training, information and awareness activities related to adaptation been significant?</p>				
	To what extent does the level of ownership of national stakeholders represent a risk to the sustainability of programme benefits?	<p>Are there financial risks that could jeopardize the sustainability of the Programme's results? Do the partners have sufficient financial capacity to sustain the benefits of the Programme?</p> <p>Are there any financial risks that could threaten the sustainability of the programme's products?</p>				

		<p>To what extent will financial and economic resources be available to support the benefits of the Programme?</p> <p>Are there social or political risks that could threaten the sustainability of the programme's outputs or the programme's contributions to the country programme's outputs and outcomes?</p> <p>Do the legal frameworks, policies and governance structures and process within which the programme operates represent a risk that could threaten the sustainability of programme benefits?</p> <p>To what extent have the actions of stakeholders in programme implementation posed an environmental threat to the sustainability of the results achieved?</p> <p>To what extent are the mechanisms, procedures and policies in place to enable key stakeholders to sustain results in gender equality, environmental sustainability, women's empowerment, respect for human rights and human development in the adaptation approach?</p> <p>To what extent do stakeholders support the long-term objectives of the adaptation programme?</p> <p>To what extent are lessons learned continuously documented by the programme team and disseminated to stakeholders who could benefit from the knowledge gained by the programme in terms of the adaptation approach, taking into account the basic principles and criteria?</p>				
<p>Cross-cutting issues</p>	<p>To what extent has a gender perspective been integrated into</p>	<p>To what extent have programme stakeholders integrated gender equality and empowerment into programme design and implementation?</p>	<p>Semi-annual and annual programme activity reports</p>	<p>Group discussions with beneficiaries</p>	<p>Number of women and men interviewed</p>	<p>Triangulation of collected data with data</p>

	<p>programme design and implementation?</p> <p>To what extent has the programme contributed to capacity building at the national and local/regional levels?</p> <p>To what extent has the communication dimension been integrated into programme design and implementation?</p>	<p>To what extent were fundamental rights and respect for the environment taken into account?</p> <p>Have national or local capacities been strengthened?</p> <p>Was the communication plan developed and well executed?</p>	<p>Programme Review Report</p> <p>Programme Document</p>			<p>from programme reports</p>
--	---	--	--	--	--	-------------------------------

Appendix 3: Detailed review of programme achievements from 2016 to 2020

Specific Objectives/Results		2016	2017	2018	2019	2020	Total (Cumulative results 2016 to 2019)
Specific Result 1: The resilience to climate change of local water management systems in the regions of Mopti and Timbuktu is increased.	Performance 1.1: The infiltration, storage and flow of water in the Faguibine system is improved thanks to the rehabilitation and opening of 20 km of silted canals and blocked ponds.	27 priority projects eligible for the programme fund studied for the 9 communes of Mopti Programme baseline situation in the 20 target communes of the programme achieved	13.7 km of canals opened	23,612 km of overburdened channels 170 kg of woody seeds of local species collected: Tamarind (40 kg), Baobab (30 kg), <i>balanzan</i> (40 Kg), jujube (5kg), grape (25 kg), néré (25 kg) and wild dates (5 kg).	6.2 km of overburdened channels		43.5 km of canals unblocked to allow the exploitation of about 200 ha of rice plains for about 8,299 farmers.
	Performance 1.2: Increased access to water for 20 vulnerable communes through rehabilitation of water canals and multi-user distribution schemes, including climate-resilient water management systems.		2 basic water conveyances carried out 3 developed ponds	44 technical, socio-economic and environmental studies carried out 1 micro-dam (Engaged) commissioned 26 summary water conveyances (8 for the production of plants in nurseries, 6 for the population's drinking water, 12 for market gardening perimeters) and 12 wells for market gardening perimeters completed 3 ponds, one of which was used for fish farming and stocked with 15,000 fry.	5 new summary water supply systems installed 2 floating cages installed and stocked with 20,000 fry of Tilapia species in Binga commune for 35 people including 7 women. 1 pond (Orobane) realized	1 pond (Toupéré) realized and the banks reforested with 1300 feet of eucalyptus trees 1 memorandum of understanding signed with the ALAFIA town hall to provide 2 women's associations with 2 floating cages with a capacity of 10,000 fry each.	141,994 people, including 71,381 women, had their access to water improved. (i) 109,560 people including 59,337 women for drinking water and watering 10,200 head of animals, (ii) 11,563 women for agricultural activities including the exploitation of 28.3 ha of commercial gardens, (iii) 1,924 people for the production of seedlings on 8 ha of nurseries and finally 947 people including 481 women for the improvement of fish production.

<p>Specific Result 2: Local livelihood systems such as agriculture, fisheries, livestock and forestry are strengthened for the 20 communities in the context of climate change</p>	<p>Output 2.1: Fisheries, agro-pastoral practices and climate resilient technologies, e.g. drought and disease resistant varieties are introduced, and agro-pastoral production systems are integrated etc. and practiced by 20 communes.</p>		<p>530 peasants and 20 elected officials are trained on CC and meteorology.</p> <p>45 farmers trained and equipped on the use of multifunctional seed drills</p> <p>265 villages equipped with rain gauges to collect rainfall information for better planning of agricultural activities</p> <p>671 farmers provided with improved seeds and trained on cultivation techniques to secure agricultural production against CCs.</p> <p>5 community fish ponds developed</p>	<p>4800 kg of improved seeds granted to 518 pilot farmers in 9 communes</p> <p>318 farmers trained and monitored on the techniques for growing cowpea varieties</p> <p>6 completed commercial gardening perimeters (3 of 4.7 ha) for 1181 women</p> <p>15 installed nurseries</p>	<p>5800 kg of seed granted to farmers (1400 kg of KOROBALEN cowpea, 1400 kg of WULIBALI cowpea and 3000 kg of Gambiaka rice)</p> <p>468 farmers trained, of whom 318 mastered cowpea cultivation techniques and 150 mastered improved cowpea seed conservation techniques.</p> <p>9 landscaped market garden perimeters</p> <p>2 fences of market garden perimeters realized</p> <p>115.5 kg of improved vegetable seeds granted to women producers</p>	<p>104 pilot farmers recycled on the technical itinerary of improved seed crops</p> <p>2 market gardening perimeters (Guinédia and Irebane)</p> <p>79.9 tons of improved seeds granted to 17 market gardening areas operated by more than 1185 women.</p> <p>30.8 ha have been exploited during the 2019-2020 season.</p>	<p>265 villages with a population of 2,375,758 109,017 women improved their planning of agricultural activities through the provision of rain gauges and weekly bulletins that facilitate their access to agro-climatic and meteorological information;</p>
	<p>Output 2.2: Conservation and restoration practices, e.g. agriculture, agroforestry, etc. are introduced in 20 vulnerable communes for climate-resilient forest ecosystems.</p>	<p>6 Agroforestry Farmer Field Schools set up and Zaï and natural regeneration techniques applied.</p> <p>1 inventory of trees, shrubs and bushes carried out in these Fields.</p>	<p>176 community nurserymen trained in seedling production techniques and provided with small equipment (pots and watering cans).</p> <p>8 central communal nurseries set up for the production of seedlings for communal reforestation campaigns.</p> <p>200 farmers trained on agroforestry adapted to CC and on the monitoring of natural</p>	<p>55 nurserymen trained and equipped with small materials</p> <p>1 batch of small equipment consisting of 100 units of daba, shovel, spades, watering cans, buckets and 53 wheelbarrows are granted to each of the 03 associations of 1185 women.</p>	<p>13 land use dynamics between 1986 and 2016 established for 13 communes (7 in Timbuktu and 6 in Mopti).</p> <p>350 pilot farmers, including 25 women, trained and mastered the construction techniques of the stone cordons.</p> <p>180 peasants trained and mastered the techniques of the RNA</p>		<p>1947 peasants, including 1362 young people and 92 women, are trained in agro-sylvo-pastoral production and yield improvement techniques, in particular agroforestry (380), water and soil conservation techniques (350, including 25 women), seedling production (231) and adapted cultivation techniques (986).</p>

			regeneration in 7 agroforestry parks. 1 inventory of woody trees in agroforestry parks carried out				
	Output 2.3: Provide women with equipment such as watering cans, spades, shovels, etc., for market gardening activities.				1 batch of small equipment (30 units of daba, hoes, watering cans and buckets and 20 units of shovels, spades and wheelbarrows) at the commercial garden perimeters for 180 women. Approximately 424 farmers, including 399 women accompanied by the NGO ADIL-Mali.		
Specific Result 3: The capacity and knowledge of local institutions and communities to better adapt to climate change is strengthened.	Performance 3.1: Knowledge and capacity of local institutions are improved to integrate risk management into economic development plans.		274 elected officials, including 38 women and 40 people from civil society, including 20 women, trained in CC management to better plan communal development actions.	Capacities of 5 communal councils composed of 67 elected officials, including 5 women and 193 farmers strengthened to integrate risk management into communal plans. 5 HCSPs readjusted by integrating adaptation options into the CCs 20 municipalities regularly informed about weather forecasts 3 video films made on the investments made 500 copies of the programme brochure distributed 1 diary, 1 calendar and a programme magazine produced and distributed	101 communal agents trained in the circles of Bandiagara, Djenné, Diré, Goundam, and Timbuktu. 11 ESCDPs communal of Timbuktu readjusted by integrating the adaptation options into the CCs	3 revised PDESC 2016-2021	23,243 producers, including 12,133 women, had their capacity strengthened with inputs, equipment and training to revive IGAs in the areas of market gardening (11,563) and animal fattening (570 women). 390 communal citizens including 109 women (124 elected officials including 16 women and 266 peasants including 93 women) are trained on the techniques for revising the Economic, Social and Cultural Development Plans (ESCDPs) through the climate profiling tool. 415 actors (101 State

				1 website with monthly updates			technical staff, 274 elected officials and 40 people from civil society), including 58 women, have seen their capacities strengthened in terms of CC management to better plan communal development actions by including climate risk management.
	Output 3.2: Support communes in the establishment and implementation of the microcredit system			11 communes of Timbuktu supported for 38 associations of 570 women in the development of the fattening of 380 small ruminants.	1st cycle of fattening 380 small ruminants by 570 women from 38 associations in the 11 communes of Timbuktu. 3 cereal banks supplied with 15 tons of cereals	3 management committees in the commune of Bamba set up and operational 1 film of 26 mn broadcasted 2 times on ORTM TV antennas.	

Source: Table based on annual reports and the document PACV-MT: Review of projects/programmes implemented by the ESDA 2020.

Appendix 4: List of documents consulted

1. Project document
2. Annual Report 2019
3. Annual Report 2018
4. Annual Report 2017
5. Annual Report 2016
6. PACV-MT report project and programme review
7. Quarterly Reports (3) 2020
8. Quarterly Reports (4) 2019
9. Quarterly reports (4) 2018
10. Quarterly Reports (4) 2017
11. Quarterly reports (4) 2016
12. Project document
13. AWP 2020
14. AWP 2019
15. AWP 2018
16. AWP 2017
17. AWP 2016
18. SC Session 2019
19. SC Session 2018
20. SC Session 2017
21. SC Session 2016
22. SC Special Session 2018
23. Technical reports (Alafia, Binga, Goundam, Kendé, Pondori, Tédié, Koubewell Koundia)
24. Strategic Framework for Economic Recovery and Sustainable Development (SFREDD) 2016-2018 and 2019-2020
25. Strategic Framework for Growth and Poverty Reduction (GPRSF) 2012-2017
26. National Climate Action Plan (NAPC) 2012-2017
27. National Adaptation Programme of Action on Climate Change (NAPA) 2007
28. National Climate Change Strategy (NCCS)
29. National Policy for the Protection of the Environment (NEPP)
30. Country Programme Document 2015-2019
31. UNDP Strategic Plan 2014-2017 and 2018-2021
32. United Nations Development Assistance Framework (UNDAF) 2015-2019
33. GEF-7 Project Identification Form "Climate security and sustainable management of natural resources in the central regions of Mali for peacebuilding"
34. FAO, WPF et al (2016), Food and Nutrition Security Survey.

Appendix 5: List of people met

N°	First and Last Names	Functions
01	Oumar TAMBOURA	Head of Environment and Sustainable Development Unit, UNDP Mali
02	Balogo TELLY	PACV-MT National Coordinator
03	Assetou KEITA	Financial Manager PACV MT
04	Brehima CAMARA	National Director AEDD Mali
05	Tidiani DIABATE	PACV MT Mopti Focal Point
06	Adama Salif SIDIBE	PACV MT Timbuktu Focal Point
07	Modibo SACKO, Technical Advisor	Technical Advisor Ministry of the Environment
08	Djouro BOCOUM	Deputy National Director of Hydraulics
09	MAIGA Mariama CISSOKO	Technical Advisor Directorate of Multinational Cooperation
10	Seydou CISSE	Head of the Monitoring and Evaluation Department of the Directorate of Multinational Cooperation
11	Abdoulaye Mahamane	Technical Advisor Ministry of Territorial Administration
12	Sayon DOUMBIA	Technical Advisor Ministry of Women's Promotion
13	Ibrahim KONE	Advisor National Planning Directorate/Head of Regional and Local Planning Division Ministry of Economy and Finance
14	Oumar TAMBOURA	National Director of Agriculture of Mali
15	Ms. MARIKO	DNA Technical Advisor
16	TOMODA	Technical Advisor Ministry of Agriculture / DNA
17	Mrs. TANDIA Fanta TRAORE	Managing Director Mali Agency - Weather
18	Ismahila KOUMARE	Focal point of the Project Mali Weather Agency
19	Mrs. Fatoumata BOUARE	Technical Advisor Ministry of Livestock and Fisheries
20	Aboubacar Aldjournat	Economic Affairs Advisor Governorate Timbuktu Governorate
21	Aly Nanakassé	Head of Division AEDD
22	YALCOUWE Garibou	Mayor of the Commune of KENDE
23	Alassane TELLY	Mayor of the Commune of Bamba
24	Yaya BORE	Mayor of the Commune of Dangol Boré
25	Issiaka	Mayor of the Commune of Koubewel Koundia
26	Ousmane SAMPANA	Mayor of the Municipality of Pondori
27	Alassane TRAORE	Mayor of Kondi Municipality
28	Mr. CISSE	Mayor of Binga Commune
29	Mr. SALL	First Deputy Mayor of the Commune of Goundam
30	Mr. KONTA	Mayor of the Municipality of Alafia
31	Sekou GARANGO	Head of the local rural engineering department of Douentza/ Mopti
32	Bakary SANGARE	Head of the regulation and control division Direction Régionale des Eaux et Forêts de Mopti (Mopti Regional Directorate of Water and Forests)

N°	First and Last Names	Functions
33	Moussa DOUMBIA	Regional Director for the Promotion of Women, Children and the Family of Mopti
34	Jean Pierre TOGO	Mopti Regional Director of Agriculture
35	Ibrahima SOW	Mopti Regional Director of Hydraulics
36	Mahamoud TRAORE	Head of the regulation and control division Direction Régionale des Eaux et Forêts de Tombouctou (Timbuktu Regional Water and Forestry Department)
37	People from Mopti (20)	Beneficiaries of KENDE, Pelou
38	People of Timbuktu (10)	Beneficiaries of Kondi and Tindirma

Appendix 6: Data Collection Tools

1. Interview guide for MT/UNDP VAMP programme managers

Relevance: To *what extent is the programme (in its formulation and implementation) relevant to (i) the climate change adaptation context and priorities, and (ii) the specific needs of the populations in the target regions?*

1. To what extent was the programme design based on an adequate environmental scan and needs assessment?
2. To what extent does the programme meet the needs of the target groups?
3. What precautions were taken to ensure adequate involvement of the national party in the design phase of the programme?
4. To what extent do you feel the programme is aligned with the mandate of the United Nations system in Mali in general and UNDP in particular?
5. To what extent have lessons learned from other relevant programmes been taken into account in the programme design?
6. To what extent did you find the programme interventions as defined through the objectives, outcomes, and activities sufficiently clear, practical, and feasible?
7. To what extent has the programme design integrated gender equality, women's empowerment and rights-based approaches?

Effectiveness: To *what extent has the programme achieved its objectives and produced the intended effects?*

8. To what extent have the programme's objectives and outcomes been achieved?
9. To what extent has the programme contributed to the outputs and outcomes of the UNS in Mali and the UNDP country programme and to national development priorities?
10. What unintended consequences (positive and negative) have resulted from its implementation? What are the early changes, both expected and unexpected, observable at the close of the programme?
11. To what extent has the programme promoted positive developments in gender equality, women's empowerment and the realization of human rights?
12. What facilitating factors have enabled the programme to perform at its best?
13. What are the limiting factors that have hindered the optimal achievement of the programme and the attainment of the objectives and expected results?
14. How effective have the intervention teams been in responding to emerging constraints, and more broadly in delivering the planned services and products expected from the Programme?
15. What were the good practices/lessons learned attributable to the programme?
16. How and why were some expected results not achieved? What lessons have been learned?

Efficiency: To *what extent have resources/inputs (funds, time, human resources, etc.) led to achievements within acceptable cost limits?*

17. What measures have been taken to ensure economical use and allocation of human and financial resources?
18. To what extent were programme funds and activities delivered on time?
19. To what extent has the programme management structure outlined in the programme document been effective in achieving the expected results?
20. How effective has the monitoring system put in place been in providing the Programme with the data necessary for its effective and efficient management?

21. To what extent has the partnership strategy added value to the programme? The level of coordination among stakeholders? To what extent has coordination with other partners such as technical services, national and local authorities, and local partners been sufficient and functional?
22. What good practices have resulted from the establishment and operation of the programme's coordination mechanisms? What weaknesses have been identified in this regard?

Sustainability/Sustainability: *How likely is it that the benefits of the programme will continue over the long term?*

23. To what extent has the programme aligned with national development strategies?
24. To what extent were disengagement strategies adequately designed, planned, and considered in programme implementation? To what extent have programme stakeholder interventions been accompanied by well-designed and planned exit strategies?
25. Are there any economic, social or political risks that could threaten the sustainability of programme outputs or the programme's contributions to the outputs and outcomes of the UNDP country programme?
26. To what extent does the level of ownership of national stakeholders represent a risk to the sustainability of programme benefits?
27. How should UNDP and its partners adjust future programming, resource mobilization strategies, working methods and management arrangements to ensure that expected results are fully achieved in an efficient and sustainable manner?

2. Interview Guide for National Partners

1. To what extent was the programme aligned with national priorities and does it meet the needs of the target groups?
2. To what extent has the programme contributed to national development priorities?
3. How was your administration involved in the implementation of the programme? What were the results of this involvement?
4. What facilitating factors have enabled your administration to perform well in its participation in the implementation of the programme? What limiting factors negatively affected its participation in the programme?
5. How effective did the Response Teams appear to you in providing the planned services and delivering the expected products of the Programme?
6. To what extent were the programme funds and activities in which you were involved delivered on time?
7. To what extent has the partnership strategy added value to the programme? To what extent has coordination among stakeholders been sufficient and functional?
8. Are there any economic, social or political risks that could threaten the sustainability of programme outputs or the programme's contributions to the outputs and outcomes of the UNDP country programme?
9. To what extent do national stakeholders have sufficient ownership of the programme's achievements?
10. How should UNDP and its partners adjust future programming, resource mobilization strategies, working methods and management arrangements to ensure that expected results are fully achieved in an efficient and sustainable manner?

3. Interview guide for administrative and local authorities

1. How did you learn about the existence and implementation of programme *i*?
2. What activities has the Programme carried out in your territory/locality? Have you been involved in the implementation of the programme? If so, how?
3. In your opinion, were the objectives and activities of the Programme in line with the priority needs of the beneficiaries in your area/location?
4. What do you think are the priority needs/activities that could contribute to adaptation, community resilience, improved access to productive assets, and improved economic conditions and opportunities for youth and women in your group/territory that the programme has not addressed? What improvements and adjustments/adaptations could the programme have made so that the offer better meets the needs of the beneficiaries?
5. What are the main achievements or results obtained in your territory/locality as a result of the implementation of the Programme? What changes have been observed as a result of the implementation of Programme activities at the recipient level?
6. Are you satisfied with the quality of the programme activities that have been carried out in your territory/locality and the results achieved?
7. What do you think of the quality of planning and programming of programme activities? To what extent were the timelines you were given for completion of activities met?
8. What were the main constraints to the implementation of the programme activities? Did the solutions adopted to resolve these problems seem timely and effective to you?
9. In your opinion, what are the successes and good practices to be highlighted in your territory/locality at the end of the implementation of the Programme?
10. In your opinion, what were the weaknesses in the way the programme was delivered?
11. What arrangements have been made at your level to ensure that the gains and benefits of the Programme are sustained in your area/location?
12. What are the main risks that could negatively influence the sustainability of the Programme's achievements in your territory/locality?

4. Interview guide for beneficiary communities (individuals and groups)

1. Did the activities proposed by the programme meet the specific needs of the people in your region or community?
2. How did the people in your area participate in the identification of these activities? How do you rate the involvement of the local community in the design of the programme?
3. What would you have recommended for building adaptive capacity, enhancing community resilience, and improving economic conditions and opportunities for youth and women?
4. What Programme activities have you participated in?
5. In your opinion, what are the main difficulties and constraints that have impacted the implementation of the programme's activities?
6. Identify the positive points and the difficulties/constraints that characterized the collaboration between the populations and the different stakeholders in the programme (supervisory teams, local administrations, NGOs). What influence did they have on the achievement of programme results?
7. Are you satisfied with the quality of the training/awareness sessions and support received under the programme?
8. How do you find the participation of the beneficiaries in the implementation of this programme?
9. What positive changes as a result of the programme's implementation are observable or anticipated at its conclusion, particularly in relation to strengthening community resilience, improving community resilience, and improving economic conditions and opportunities for youth and women?
10. What major environmental risks (social, economic, political) could negatively influence the sustainability of the support obtained in your region/locality?
11. How should UNDP and its partners adjust future programming and working methods to ensure that expected results are fully achieved in an efficient and sustainable manner?

FIELD VISIT SHEET

Date of the visit: / ____ / ____ / ____ /

City visited : _____

Purpose _____ of _____ the _____ visit _____ :

Purpose of the visit: Review of progress in achieving results

PROGRAMME PERFORMANCE (Implementation Issues)

List the main problems encountered in the execution of the programme and propose solutions.

IN THE CASE OF EFFECTS :

- Positive change (determined by a noticeable change from baseline to the final programme objective measured by an impact indicator)
- Negative change (return to a level below the reference measured by an effect indicator)
- No change

IN THE CASE OF PRODUCTS: Applied to each product objective

- Not (not realized)
- Partial (only if at least two-thirds of a quantitative target is achieved)
- Yes (completed)

LESSONS LEARNED

If, during the visit, lessons are learned from interviews with programme managers or beneficiaries, or if the Consultant observes lessons directly, this section can be completed].

Briefly describe the main lessons learned during the implementation of the programme:

1.

2.

3. _____

Field visit participants: [If more than one person made the visit].

Written _____ by _____ :
_____ (Name, title
and organization)