



# FINAL EVALUATION REPORT

## Project

### Enhancing the adaptation capacities and resilience to climate change in rural communities in Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana in Madagascar (PACARC)

**Atlas Grant Identification :** 90256

**Project Identity :** 96109

**PIMS :** 5228

**GEF ID:** 5632

**Final Evaluation Schedule :** January 2022 – April 2022

**Date of final evaluation report :** May 27, 2022

**Region :** Africa

**Country :** Madagascar

**GEF Focal Area:** Enhancing Resilience to Climate Change

**GEF Strategic Program :**

**Objective 2 -** Enhancing institutional and technical capacity for effective adaptation to climate change

**Objective 3 -** Integrate climate change adaptation into relevant policies, plans, and related processes

**GEF Implementing Agency :** UNDP

**Executing Agency :** MEDD - BNCCREDD+

**Implementing Partners :** DGEA (MAE), DGM (MTTM), DREAH (MEAH), DRAB (MPEB)

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## ACRONYMS AND ABBREVIATIONS

<b>ACC</b>	Adaptation au changement climatique (CCA - Climate Change Adaptation)
<b>BNCCREDD+</b>	Bureau national des changements climatiques, des réductions des émissions dues à la Déforestation et à la Dégradation des forêts (National Bureau of Climate Change, Emission Reduction from Deforestation and Forest Degradation)
<b>FFS</b>	Champs-écoles paysans (FFS or Farmers' Field School)
<b>CSA</b>	Centre des services agricoles (Agricultural Services Center)
<b>CTAS</b>	Centre technique agro — écologique du Sud (CTAS) (Agro-Ecological Technical Center of the South)
<b>CTD</b>	Collectivités territoriales décentralisées (Decentralized Territorial Communities)
<b>DGA</b>	Direction générale de l'Agriculture (General Directorate of Agriculture)
<b>DGM</b>	Direction générale de la Météorologie (General Directorate of Meteorology)
<b>DRAEP</b>	Direction régionale de l'Agriculture, de l'Élevage et de la Pêche (Regional Directorate of Agriculture, Livestock, and Fishery)
<b>DREDD</b>	Direction régionale de l'Environnement et du Développement durable (Regional Directorate of the Environment and Sustainable Development)
<b>DREEF</b>	Direction régionale de l'Environnement, des Eaux et des Forêts (Regional Directorate of the Environment, Water, and Forests)
<b>DREEH</b>	Direction régionale de l'Énergie, de l'Eau et des Hydrocarbures (Regional Directorate of Energy, Water and Hydrocarbons)
<b>DRR</b>	Deputy Resident Representative,
<b>DRTTM</b>	Direction régionale du Tourisme, des Transports et de la Météorologie (Regional Directorate of Tourism, Transport and Meteorology)
<b>DSRP</b>	Document de stratégie de réduction de la pauvreté (Strategy Document on Poverty Reduction)
<b>FFEM</b>	Facilité française pour l'environnement mondial (French Global Environment Facility)
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GRES</b>	Gender Results Effectiveness Scale



<b>GRET</b>	Groupe de recherche et d'échange technologiques (Technology Research and Exchange Group)
<b>MAEP</b>	Ministère de l'Agriculture et de l'Élevage et de la Pêche (Ministry of Agriculture, Livestock and Fisheries)
<b>MDG</b>	Millennium Development Goal
<b>MEDD</b>	Ministère de l'Environnement et du Développement durable (Ministry of Environment and Sustainable Development)
<b>MINAE</b>	Ministère de l'Agriculture et de l'Élevage (Ministry of Agriculture and Livestock)
<b>MPEB</b>	Ministère de la Pêche et de l'Économie bleue (Ministry of Fisheries and the Blue Economy)
<b>MTR</b>	Mid-Term Review
<b>NGO</b>	Non Governmental Organization
<b>PANA</b>	Programme d'action nationale d'adaptation (National Adaptation Program of Action)
<b>PCD</b>	Plans communaux de développement (Communal Development Plan)
<b>PDCEAH</b>	Plans communaux de développement de l'eau, assainissement et hygiène (Communal Water, Sanitation And Hygiene Development Plans)
<b>PDL</b>	Plan de développement local (Local Development Plan)
<b>PFR</b>	Point focal régional (Regional Focal Point)
<b>PIF</b>	Project Identification Form
<b>PIR</b>	Project Implementation Report
<b>PMA</b>	Petits matériels agricoles (Small-Scale Agricultural Equipment)
<b>PNLCC</b>	Politique nationale de lutte contre le changement climatique (National Policy on Climate Change)
<b>PPP</b>	Public Private Partnership
<b>PRODOC</b>	Project document
<b>REDD</b>	Reduction of Emissions From Deforestation and Forest Degradation
<b>RTA</b>	Regional Technical Advisor
<b>SDEA</b>	Schémas directeurs de l'eau et de l'assainissement (Water and Sanitation Master Plan)
<b>SDG</b>	Sustainable Development Goal
<b>SN-CC-AEP</b>	Stratégie nationale face au changement climatique des secteurs agriculture élevage et pêche (National Strategy in Front of The Impact of Climate Change on Agriculture, Livestock and Fishery)

<b>STD</b>	Services techniques déconcentrés (Deconcentrated Technical Services)
<b>TOR</b>	Terms of reference
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund

## EXECUTIVE SUMMARY

### Project's Description

Madagascar is among the countries which are most exposed to climate change (floods, droughts, increasingly violent and frequent cyclones) while being highly sensitive to natural disasters. This case puts thousands of people in a vulnerable situation. It causes particularly huge losses in the economic sector (agriculture, livestock, fishing) and in access to water.

In order to cope with it, the Malagasy government through the Ministry of Environment and Sustainable Development (MEDD) received financial support from the Global Environment Facility (GEF) and with oversight support from UNDP to implement the project "Improving the capacities for adaptation and resilience of rural communities in face of climate change" (PACARC) which is attached to the BNCCREDD+ in terms of implementation structure. This project seeks to increase the adaptive capacities and resilience of the vulnerable population to the additional risks due to climate change in twelve communes in five regions, through the improvement of their sustainable livelihoods. To do so, the project opts for institutional capacity building through training and integration of the CCA module into sectoral development policies and strategies. Then, it supports the General Directorate of Meteorology by building capacity in maintenance techniques and the installation of meteorological stations in order to produce and make agrometeorological information accessible to vulnerable populations. Finally, the project seeks to disseminate agroforestry technologies and CCA techniques to the target populations in order to enable them to have a sustainable and climate change resistant livelihood.

**Table 1. Information on the project**

Project's details		Project's events	
Project title	Improving the capacity for adaptation and resilience to climate change in rural communities in Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana in Madagascar (PACARC)	Approval of PIF	February 10,2014
ID UNDP (PIMS #)	5228	Approval of the PRODOC (CEO Endorsement) by GEF's Secretariat	June 23, 2016
GEF ID:	5632	Date of the PRODOC's signature	June 23, 2016
Atlas award ID Atlas project ID	00090256 00096109	Date of the coordinator's recruitment	February 2, 2017
Country	Madagascar	Date of the launching workshop	January 27, 2017

Project's details		Project's events	
Region	Africa	Mid-term assessment date	Oct. — Dec. 2019
Focal field	Building resilience to climate change	Final assessment date	Mar. — 25 Apr. 2022
GEF Operational Program and Strategy Priorities and Objectives	Objective 1: Strengthen institutional and technical capacities for effective adaptation to climate change Objective 2: Integrate climate change adaptation into relevant policies, plans and processes	Project operational closure date	June 2022
Funds	GEF —		
Partner agencies (GEF execution entity)	MEDD UNDP Sectoral regional directorates (DRAEP, DREDD, DREEH, DRTTM) <sup>1</sup> ,		
Involved Organisations	CTAS, GIZ, UNICEF		
Involved private sectors			
Geospatial coordination of the project sites	<b>REGION</b>	<b>DISTRICT</b>	<b>MUNICIPALITIES</b>
	ANALAMANGA	ANJOZOROBE	BETATAO 18°12'14.5"S 47°53'11.8"E
		ANKAZOBE	AMBOLOTARAKELY 20°14'00,00"S 47°16'00,00"E
	ATSINANANA	VATOMANDRY	ILAKA EST 19°33'12.5"S 48°50'43.5"E
		MAHANORO	BETSIZARAINA 19°57'37.2"S 48°45'09.1"E
	ATSIMO ANDREFANA	TULEAR II	MIHARY 23°18'21.5"S 43°43'47.7"E
			MANOMBO 22°57'03.9"S 43°28'16.9"E
			ANALAMISAMPY 22°29'08.28" S 43°39'14.69" E
			SOAHAZO 22°27'43.3"S 43°40'39.2"E
	ANDROY	BELOHA	TRANOVAHO 25°15'07.7"S 45°00'51.4"E
		TSIHOMBE	IMONGY 25°18'02.8"S 45°44'07.8"E
	ANOSY	AMBOASARY ATSIMO	TANANDAVA 25°08'10.5"S 46°26'41.3"E
			SAMPONA 25°09'01.5"S 46°18'47.1"E

<sup>1</sup>After the government reshuffle, the new names of these directorates are respectively DRAE, DRPEB, DRTM and DREAH, DREDD. These new names are used in this report.

**Table 2. Project's Funding**

Co-finance <sup>2</sup>	At the approval (US \$)	At the time of the evaluation (US \$)	Type of the funding
GEF	5.877.397	5 274 928	
UNDP	1.500.000	1 921 934	
<b>Total cost under UNDP's management</b>	<b>7.377.397</b>	<b>7.196.862</b>	
Co Funding of the project			
[1] UNDP's Contribution	5.000.000	5 000 000	Grant
[2] MAEP	47 009 500	47 009 500	Grant
[3] UNICEF/WASH :	2 365 000	2 365 000	Grant
[4a] Ministry of Transports and Meteorology	1 770 000	1 770 000	Grant
[4 b] Ministère des Transports et de la Météorologie	200 000	170 000	In-kind
[5] Ministry of the Environment and Sustainable Development	1 017 170	890 000	In-kind
[6] Ministry of Livestocks	4 000 000	4 000 000	Grants
<b>[7] Total of the cofundings [1 + 2 + 3 + 4 + 5 + 6]</b>	<b>61 361 670</b>	<b>61 204 000</b>	
[8] GEF's total fund	7 377 397	7 196 862	
[9] Project's total fund [7+ 8]	<b>68 739 067</b>	<b>68 400 862</b>	

## Project performance scoring

Using the scoring grid in the assessment guide, which was used in the terms of reference, the evaluators gave **an overall score of 4 to 6 (moderately satisfactory)** for PACARC.

**Table 3. Project's performance score**

Criteria	Commentary	Evaluation	
<b>Monitoring and evaluation:</b> Very satisfactory (TS), Satisfactory (S), Moderately satisfactory (MS), Moderately unsatisfactory (MI), Unsatisfactory (I), Very unsatisfactory (TI)			
Overall quality of the monitoring and evaluation	On a scale of 1 to 6	<b>4</b>	<b>Moderately satisfactory (MS)</b>
Implementation of monitoring and evaluation at the project's start-up	On a scale of 1 to 6	<b>3</b>	<b>Moderately unsatisfactory (MI)</b>

<sup>2</sup>Source: PRODOC

Criteria	Commentary	Evaluation	
Implementation of the monitoring and evaluation plan	On a scale of 1 to 6	4	Moderately satisfactory (MS)
<b>Execution by the executing agency and the implementing agency:</b> Very satisfactory (TS), Satisfactory (S), Moderately satisfactory (MS), Moderately unsatisfactory (MI), Unsatisfactory (I), Very unsatisfactory (TI)			
Overall quality of the project implementation and execution	On a scale of 1 to 6	4	Moderately satisfactory (MS)
Execution by the executing agency	On a scale of 1 to 6	4	Moderately satisfactory (MS)
<b>Results :</b> Very satisfactory (TS), Satisfactory (S), Moderately satisfactory (MS), Moderately unsatisfactory (MI), Unsatisfactory (I), Very unsatisfactory (TI)			
Overall quality of the project's results	On a scale of 1 to 6	4	Moderately satisfactory (MS)
Relevance: relevant (P) or non-relevant (PP)	On a scale of 1 to 2	2	Relevant (P)
Effectiveness	On a scale of 1 to 6	5	Satisfactory (S)
Efficiency	On a scale of 1 to 6	3	Moderately unsatisfactory (MI)
<b>Sustainability :</b> Probable (P) ; Moderately probable (MP) ; Moderately improbable (MI) ; Improbable (I)			
Overall probability of risks to sustainability	On a scale of 1 to 4	3	Moderately probable (MP)
Financial resources	On a scale of 1 to 4	2	Moderately improbable (MI)
Socio-economic	On a scale of 1 to 4	3	Moderately probable (MP)
Institutional framework and governance	On a scale of 1 to 4	3	Moderately probable (MP)
Environmental	On a scale of 1 to 4	2	Moderately improbable (MI)
<b>Impact : Important (I), Minimal (M), Negligible (N)</b>			
Improvement of the environmental state	On a scale of 1 to 3	2	Minimal (M)
Reduction of stress on the environment	On a scale of 1 to 3	2	Minimal (M)
Progression to stress/state change	On a scale of 1 to 3	3	Important (I)
<b>Project's overall results</b>	<b>On a scale of 1 to 6</b>	<b>4</b>	<b>Moderately satisfactory (MS)</b>

Explanations on the scores can be found in the [appendix](#).

## Summary of findings and conclusions

- The project was highly relevant and responsive to both global and national priorities;

- PACARC reached and even exceeded numerical targets for activities; however, the change in the situation of beneficiaries was not evident at the time of terminal evaluation.
- PACARC management was able to adapt to the context of emerging needs at later stages of the project;
- The effective participation of the CTDs and STDs (in the districts and regions) is one of the strong points of the project's implementation; UNDP office has supported the PMU in financial management and contracting, while MEDD, the supervising ministry - had its role limited to participation in the steering committees, validation of administrative documents and a few monitoring missions;
- The project experienced two relatively long periods without a coordinator, which impacted the monitoring of the activities;
- The financial management was satisfactory with regard to the rules of procedure; the lengthy processing circuits for payment documents disrupted the implementation of activities;
- The project implementation respected the staffing proposed in the PRODOC; it has not systematically called on consultants for urgent and temporary matters requiring expertise, and called on the support of specific specialists from the ministries when available;
- Part of materials and equipment, and built infrastructure have not been used or are awaiting distribution; the interventions value for money is not systematically known because the evaluation team have no access to procurement information and financial details;
- The implementation of the project respected the reduced staffing proposed in the PRODOC. This made the project more efficient. On the other hand, this reduction in staff number had negative impacts on the execution speed and quality;
- The sustainability of certain achievements will be ensured provided that partners are found to ensure sustainability, as the financial capacity of the beneficiaries (institutions and community) is very limited;
- The vulnerable population has been the focus of concern, and women and youth have not been left out.

### Summary of the learned lessons

- The stakeholders' contribution was critical to the implementation of the project and the achievement of its expected outputs;
- Open collaboration between implementing partners, which are the ministries and UNDP - determines the effectiveness of a project;
- The communities are very inclined to adapt their way of life and their mode of production to climate change thanks to a good understanding of the problem.
- The delay in completing the management team, the high turnover of staff and the long periods without a coordinator with management prerogatives have

disrupted the implementation of the project and negatively affected its performance;

- Long processing times for procurement and payment are a blocking factor for the project;
- The availability and accessibility of knowledge from various experiments is a key indicator of the success of a pilot project. Capitalization should not be done at the end of the project only. The collection, processing and dissemination of knowledge should be mainstreamed into all the project phases.



## Summary of the recommendations

The following list summarizes the main recommendations made, on the one hand to consolidate the results of PACARC and, on the other hand, to improve the implementation of similar interventions in the future. The explanations can be found in the [recommendation section](#) of the present report.

**Table 4. Summary of the recommendations**

#	Recommendation	Responsible entity	Time frame
<b>A</b>	<b><i>Withdrawal strategy and sustainability</i></b>		
A.1	Put in place an exit strategy for the sustainability and valorization of PACARC experiences	PMU	Very short term
A.2	Complete the priority actions before the end of the project	PMU	Very short term
<b>B</b>	<b><i>Management</i></b>		
B.1	Strengthen communication on procedures (steps, processing time, required documents, responsible, etc.) for the partners to have a good understanding of the file processing.	UNDP	Mid term
B.2	Improve the MEDD's presence in the management of UNDP-oversight supported GEF-funded projects through a focal point who is responsible for the project or projects within the ministry's executing agency, and dedicate sufficient resources to this role.	MEDD	Long term
B.3	Ensure better coordination of activities with stakeholders through regular coordination meetings in order to increase ownership of the project by all, through a better communication (Responsible: UNDP and MEDD)	UNDP and MEDD	Short term
B.4	Increase the involvement of governors (or regional heads) and their technical staff in the coordination of GEF-funded projects in their respective regions (Responsible : UNDP and MEDD).	UNDP and MEDD	Short term
B.5	Increase the involvement of the beneficiaries in the decision making process (Responsible: UNDP and MEDD)	UNDP and MEDD	Short term
B.6	Set up a procurement committee (for the development, evaluation, reception) with the participation of specialized technicians in the field to ensure the good quality of the delivered goods (Responsible: UNDP)	UNDP	Mid term
B.7	Strengthen the capacities of national institutions in terms of UNDP procedures so that they would be autonomous in financial management and technical implementation UNDP supported of projects and for better ownership after closure. (Responsible: UNDP).	UNDP	Mid term
B.8	Define and communicate in advance the criteria for selecting intervention areas and identifying beneficiaries, and involve local authorities in the selection process.	UNDP	Mid term
B.9	Systematically collect information on the effects and changes brought about by the project's interventions, regardless of the presence of other stakeholders.	UNDP	Mid term
B.10	Be proactive in strengthening partnership links with newly appointed leaders	UNDP	Mid term

#	Recommendation	Responsible entity	Time frame
<b>C</b>	<b><i>Communication and knowledge management</i></b>		
C.1	Value the results which are achieved by using visibility and communication tools that bring the stakeholders to the fore.	UNDP and MEDD	Short Term
C.2	Develop a knowledge management strategy that enables us to learn from both mistakes and successes.	UNDP and MEDD	Mid term
<b>D</b>	<b><i>Technical orientation</i></b>		
D.1	Establish a gender strategy at the beginning of a project that defines specific actions for the groups	UNDP and MEDD	Long term
D.2	Strengthen financial education in rural areas through village savings groups	UNDP and MEDD	Long term
D.3	Establish a project's theory of change when the project is designed, and communicate it throughout the implementation.	UNDP and MEDD	Short term
D.4	Set up farmer field schools (FFS) in accordance with the art rules, respecting all the steps and approaches recommended in this regard.	UNDP and MINAE	Mid term
D.5	Establish a permanent input supply system which is accessible to the population.	MPEB and MINAE	Long term
D.6	Ensure the functionality of technologies and tools for disseminating meteorological information by giving more responsibility to local managers and by allocating the budget for maintenance and upkeep and by developing sustainable partnerships.	DGM	Long term
D.7	Promote the approach that entrust private investors with the construction and management of WASH infrastructures and improve its application through an action research process.	MEAH and UNICEF	Mid term

# 1 INTRODUCTION

## 1.1 Objective of the final evaluation

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all UNDP-supported and GEF-funded large and medium-sized projects are required to undergo a final evaluation at the end of their implementation. The objective is to provide a comprehensive and systematic account of the performance of the completed project by assessing its design, implementation process, and achievements against objectives and any changes agreed upon during its implementation.

The objectives of the final evaluation of PACARC are to:

- Measure and assess the achievement of the project's objectives through a thorough and objective analysis of the main evaluation criteria (relevance, coherence, effectiveness, efficiency, sustainability and impact, while taking into account cross-cutting issues);
- Determine the overall likelihood of risks to the sustainability of project results;
- Draw lessons that can improve the sustainability of the benefits of this project and support the overall improvement of UNDP programs;
- Provide an assessment of the project's assumptions and risks;
- Analyze key financial aspects of the project, including the share of planned and achieved co-funding;
- Analyze and explain variances between planned and actual expenditures.

## 1.2 Evaluation scope

This final evaluation will cover the entire project period from June 2016 to the final evaluation period at the end of April 2022 and all activities carried out under the project. It will cover the five project intervention regions and the twelve target communes. The final evaluation was structured to cover the four phases of the project, namely the:

- (i) project conceptualization and design ;
- (ii) project implementation and management arrangements; and
- (iii) project results and contribution to overall benefits; and
- (iv) best practices and learned lessons that were used to inform recommendations for future programming.

## 1.3 Methodology

As this is a project of the Malagasy government, granted within the framework of actions against climate change, the MEDD/BNCCREDD+ has been involved during all stages of the evaluation.

### 1.3.1 Adopted approach

The approach which is adopted for this evaluation was based on the UNDP-GEF guidelines and terms of reference. Using a highly participatory approach, the evaluation was conducted in close coordination with UNDP, relevant Malagasy government ministries, project implementing partners, and the representatives of beneficiaries in the five targeted regions. The evaluation team adopted a mixed-methods approach to capture, analyze, and present evidence-based evaluations of all aspects of the project which are indicated in the evaluation scope.

The final evaluation is structured to cover all four phases of the project, namely:

- (i) project conceptualization and design;
- (ii) project implementation and management arrangements; and
- (iii) project results and contribution to overall benefits; and
- (iv) best practices and learned lessons that were used to inform recommendations for future programming.

### 1.3.2 Crosscutting questions

The analysis of crosscutting issues related to gender, human rights, youth and the resilience of vulnerable groups were addressed throughout the evaluation period, both in the evaluation matrix (see [appendix](#)) and in the conduct of interviews and focus groups. Government, UNDP, and GEF policies in this area were used as a framework for analysis. More specifically, the evaluation team used the Gender-Results Effectiveness Scale (GRES) to assess PACARC's contribution to the gender and empowerment of girls and women.

### 1.3.3 Evaluation steps

The final evaluation was carried out in four main steps: the preparation and the launching, the evaluation mission, the data analysis, and the report writing.

**The preparation and launching.** The start of the service was marked by the signing of the contract, after which the firm began a document review to learn more about the project. The team then developed the evaluation matrix and methodology for conducting the evaluation mission and submitted it to UNDP, the PMU, and MEDD via an inception report. The waiting time for the validation of the inception report was particularly long as UNDP and MEDD had to agree and clarify certain organizational points. Prior to the debriefing meeting, the mission schedule and lists of interviewees were discussed and developed in consultation between the consulting firm, the project team, and MEDD. The finalization meeting was held on Monday, March 7, 2022 at the BNCCREDD+ offices during which the consultants, UNDP, PMU and MEDD agreed on the methodology for conducting the mission. This led to the submission of the final version of the initial report and marks the beginning of the evaluation mission of the project.

**Documentation analysis.** The waiting time between the submissions of the first version of the initial report, its validation, and the coordination meeting allowed the evaluation team to proceed immediately to the analysis of the project documents. The firm's team combined the data and information contained in the annual reports and the AWP's as well as other relevant documents essential to the proper conduct of the evaluation. The documents provided by the project teams were a significant source of information for the evaluation.

**The evaluation mission.** In addition to collecting information about the project from documents shared by the PMU, individual interviews with key informants were conducted at both the national and regional levels, followed by visits to project sites. Activities carried out during the visit to the project sites included:

- Courtesy visits to local authorities;
- Individual interviews with information sources;
- Focus groups;
- Visits of the achievements.

The sites which were visited during the evaluation cover the five regions of intervention of the project.

**Table 5. Sites which were visited by the evaluators**

Region	Commune	Fokontany
Analamanga	Ambolotarakely	Ambolotarakely
	Betatao	Betatao
		Mahatsara
Atsinanana	Ilaka Est	Ambalakondro
		Ambodivandrika
	Betsizaraina	Betsizaraina
		Niarovaniovolo
Androy	Imongy	Imongy centre
		Ambaromanitsy
	Tranovaho	Barabay
		Lavanono
Anosy	Tanandava	Tanandava
	Sampona	Sampona
		Homankazo
Atsimo Andrefana	Analamisampy	Analamisampy
	Soahazo	Soahazo
	Miary	Miary
	Manombo	Manombo

The evaluation mission ended with the sending of the first finding report at the end of the mission, during a meeting with the BNCCREDD+ on March 30, 2022.

**Data analysis.** It consists of the analysis of the collected data, which led to the drafting of this report that the team is submitting to the evaluation committee for their feedback.

**Report writing.** It consists of finalizing the evaluation report, taking into account the recommendations and comments which were received from the evaluation committee.

## 1.4 Data collection and analysis

The evaluation team used four techniques to collect quantitative and qualitative data and information:

- **Document review.**
- **Individual interview.** Informants interviewed during the evaluation period are categorized as follows:
  - (i) the UNDP country office and the project management unit (central team and local teams)
  - (ii) the MEDD team (supervisory ministry) through the BNCCREDD+ ;
  - (iii) Ministry stakeholders (national and regional);
  - (iv) The leaders of the five regions of intervention of the project, local authorities such as mayors and the head of fokontany and the leaders of community associations;
  - (v) Other institutional partners such as the UNICEF country office, experts or representatives of civil society working in PACARC's areas of intervention;
  - (vi) Former project managers who participated in the design and implementation of the project;
  - (vii) Beneficiaries and non-beneficiaries
- **Focus group with beneficiary and non-beneficiary groups per site.** The discussion was conducted in mixed groups (male and female) and then in all-female groups. The groups interviewed are categorized as beneficiaries and non-beneficiaries. A complete and detailed list of those interviewed during the evaluation mission is available in the [appendix](#) of the present report.
- **Field observation.** The consultant-evaluator groups visited the projects. They took photos to illustrate the achievements and the interviews and focus groups.

## 1.5 Evaluation ethic and independence

The evaluation was conducted in accordance with the highest ethical standards. The evaluators signed the corresponding code of conduct. This evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) "Ethical Guidelines for Evaluations. All interviewed stakeholders were told that the information they provided was kept and treated in the strictest confidence. **Cabinet Ravel Consulting & Services** carried out the evaluation independently and professionally without being influenced by any party.

## 1.6 Evaluation limits

**The evaluation was shortened**, limiting the number of beneficiaries interviewed, the length of interviews, the analysis time and the time required to prepare the report. Initially planned for 90 days, the evaluation mission was suspended for almost a month to allow UNDP and MEDD to make some internal arrangements. One month and twenty-five days passed between March 7, 2022, the date of the kick-off meeting, and the delivery of the final evaluation report. Beneficiaries were met. Nevertheless, the evaluation team was able to collect information by dividing into three separate teams, one for the Analamanga and Atsinanana regions, one for the three southern regions (Anosy, Androy, and Atsimo Andrefana), and one team member for consultations with the national directorates and STD Analamanga.

**Unavailability of some documents.** The efficiency analysis requires financial documents that are not available from the PMU. Information on the unit costs of activities was not available. For co-funding, no system was put in place by the project to track and estimate it annually-as required-within each party involved. Only an estimate of co-funding in 2021 was made.

**Government reshuffle during the evaluation period**, resulted in the unavailability of some regional representatives at the time of the interview.

**Ongoing activities.** Since the project is ongoing at the time of the final evaluation, its accomplishments will not be included in the final evaluation.

## 1.7 Final evaluation report structure

The structure of this final project evaluation report follows the requirements of the GEF Evaluation Guide for UNDP-supported projects:

- The executive summary, including the project summary table, a brief description of the project, the evaluation results table, and a summary of conclusions, recommendations, and lessons learned;
- The introduction, detailing the evaluation purpose, scope, methodology, and structure of the report;
- Description of the project and development context, explaining the project's inception and duration, the problems it sought to address, the project's immediate and developmental objectives, established benchmarks, key stakeholders, and expected outcomes;
- The results of the evaluation process, detailing a descriptive assessment of the project design, formulation, implementation, and results, as well as qualification of the criteria outlined in the terms of reference;
- The conclusions, recommendations and learned lessons, all of which are evidence-based, credible, reliable, and relevant, are derived from the document review and semi-structured interviews with key stakeholders;

- The appendices, including the report used for the evaluation, evaluation schedule, evaluation consultant agreement form, lists of documents reviewed, interviews, evaluation question matrix, and questionnaire that was used.



## 2 PROJECT DESCRIPTION

### 2.1 Project start and duration

After being approved by the GEF Secretariat in June 2016, the project was launched at a kick-off workshop in January 2017. Initially planned for a five-year period, from 2015 to 2020, its implementation took place between June 2016 and June 2021. Due to the health emergency declared by the Government during the Covid19 pandemic in 2020 and early 2021, travel was limited, leading to a delay in carrying out the planned activities. As a result, the project was granted a 6-month extension and then another 6-month period in December 2021. The project is scheduled to end in June 2022. This will allow the project PMU to complete the unfinished set of activities.

**Table 6. Project's key steps**

Steps	Date or period of time
PIF Approval Date:	February 10, 2014
GEF Secretariat approval of PRODOC	June 23, 2016
Date of signature of the PRODOC	June 23, 2016
Date of recruitment of the first coordinator	February 2, 2017
Date of the launching workshop	January 27, 2017
Date of mid-term evaluation	October — December 2019
Date of the final evaluation	March — April 2022
Project's closing date	June 2022

### 2.2 Development context

Madagascar is facing decades of social and political turbulence, which have strongly and negatively impacted the country's economy and its capacities in all sectors of activity, particularly the agricultural sector. According to the third general census of population and housing in 2020 (RGPH-3), the population of Madagascar is about 25.6 million, of which 20.7 million live in rural areas. Compared to the statistics at the time of the design of PACARC, the rural population still represents a significant rate of over 80% of the total population. As a result, the agricultural sector, including livestock, fishing and fish farming, remains one of the pillars of the country's economy. However, the poor performance of this sector is a major cause of rural poverty. This is due to various factors, including the use of traditional techniques with low productivity, the poor use of agricultural inputs and the low level of equipment used by producers, irresponsible fishing practices, the difficulty of accessing various financial and non-financial services, land tenure and the poor quality of infrastructure, etc.

In addition to these challenges of the agricultural sector and the socio-political context, there are the effects of environmental degradation and climate hazards. The most important climate hazards are cyclones, floods and droughts. These disruptions are becoming more frequent and intense and generate significant impacts - apart from the

loss of human life, the decrease in agricultural and animal production, the destruction of infrastructure and the degradation of natural resources (water, soil and forests). This makes food security, drinking water supply and irrigation, public health and environmental management precarious.

In addition, the country faces a weakness in governance to meet the challenge of climate change both at the political and institutional levels. Competent entities and technicians do not have the capacity or sufficient information to make effective decisions in this context. By extension, producers do not have the hydrological and agro-climatic information to improve their practices. As a result, their know-how is limited; they do not yet have the capacity to adopt practices and inputs that are resilient to climate change or to the other scourges affecting their localities.

This lack of capacity to cope with the impacts of climate change puts the population and its development activities in a situation of repeated and increasing vulnerability. Like other least developed countries, Madagascar has a low capacity to adapt to climate change.

Madagascar has received financial support from the Least Developed Countries Fund (LDCF) for the implementation of various projects such as "Improving Capacity for Adaptation and Resilience to Climate Change in Rural Communities in Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana in Madagascar" (also known as PACARC). The resources are used to increase Madagascar's resilience to climate change and the lack of capacity to deal with it.

Thus, in accordance with the various conventions signed by the Malagasy government such as the NCCP, the NAPA and the Rio conventions, which all aim to provide solutions to environmental problems, PACARC consists in:

- Building the institutional and technical capacities for climate risk management of the ministries which are responsible for the priority sectors, as well as their decentralized directorates, and community organizations;
- Structuring and disseminating agrometeorological and hydraulic information to effectively support decision-making by stakeholders and officials in the relevant ministries and communities; and
- Transferring adaptation measures and technologies implemented by the twelve target communes in the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions.

### 2.3 The problems that the project tried to solve

PACARC has sought to address specific issues that can be divided into two groups:

- **The problems to which the project contributes with many other actors.** First of all, in a global manner, three major challenges were addressed by the project: food insecurity, the health problem and the difficulty of access to drinking water and sanitation. The choice of the intervention regions was dictated, among other things, by the rate of food insecurity among households, which varies from 42.6% in the East to 68% in the South - and the vulnerability

of the population in the central regions, which reaches 50.9%<sup>3</sup>. Then, there is the health problem experienced by the population, particularly in the South, illustrated by the very "alarming" infant morbidity and mortality rates for minors, especially in the southern regions. Respectively, they vary from 47 to 75 per thousand children under five and 76 to 112 per thousand minors<sup>4</sup>. Finally, the difficulty of access to drinking water and sanitation for households is also a major challenge. Particularly in rural areas, only 35% of households have access to an improved water source and 11% to improved sanitation facilities.<sup>5</sup> In addition to these challenges, the low income of producers does not allow them to meet their food needs and other basic needs mentioned above. During its intervention, the project contributed to the resolution of these problems in its intervention areas.

- **The problems that the project attempts to address directly in a more specific manner.** To achieve this, the project was designed more specifically to address the problems caused by the effects of climate change on the key economic sectors: agriculture, livestock, fisheries, forestry, water resources and health, in its five intervention regions.

In particular, it sought to address the following issues:

- Weak technical capacity of institutions and decision-makers on climate change to guide decision-making
- Difficulty in accessing accurate climate information for sectors directly affected by climate change, enabling actors to make effective decisions and improve the resilience of the population;
- Difficulty in accessing clean water and sanitation;
- Lack of efficient agricultural input supply systems;
- Low financial capacity that does not allow for better investment in agricultural activities;
- and above all, the low capacity of producers to adapt and be resilient to climatic shocks and hazards.

The latter three points result in low productivity and increased human pressure on natural resources. Unaccountable clearing and logging leads to soil erosion. Overfishing and the use of prohibited gear lead to fisheries depletion.

Added to all these challenges is the marginalization of a vulnerable rural population such as the people with disabilities, women and youth. The project has promoted gender and the crosscutting dimension as a key factor in improving productivity and eradicating poverty in vulnerable communities.

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<sup>3</sup>WFP-UNICEF. Comprehensive analysis of food and nutrition security and vulnerability in rural Madagascar, November 2011 (see Project's Document). Source : PRODOC

<sup>4</sup>FAO. 2010. State of food insecurity in the world (see Project's Document). Source : PRODOC

<sup>5</sup>WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation - Madagascar: Estimates on the use of water sources and sanitation facilities (1980-2012). 2014. Source : PRODOC

## 2.4 Immediate and developmental objectives of the project

For the benefit of Madagascar, the project contributes to the goals defined in the National Climate Change Plan (NCCP) and the National Adaptation Program (NAPA), with the support of the GEF and UNDP. It also contributes to the achievement of the goals defined in the UNDP country program and the Country Program Action Plan (CPAA) of the United Nations Development Assistance Framework (UNDAF). Primarily, the objective is to **strengthen the adaptive capacities of vulnerable communities in the Androy, Anosy, Atsinanana, Analamanga and Atsimo Andrefana regions so that they can manage the additional risks that climate change and climate variability bring to their livelihoods.**

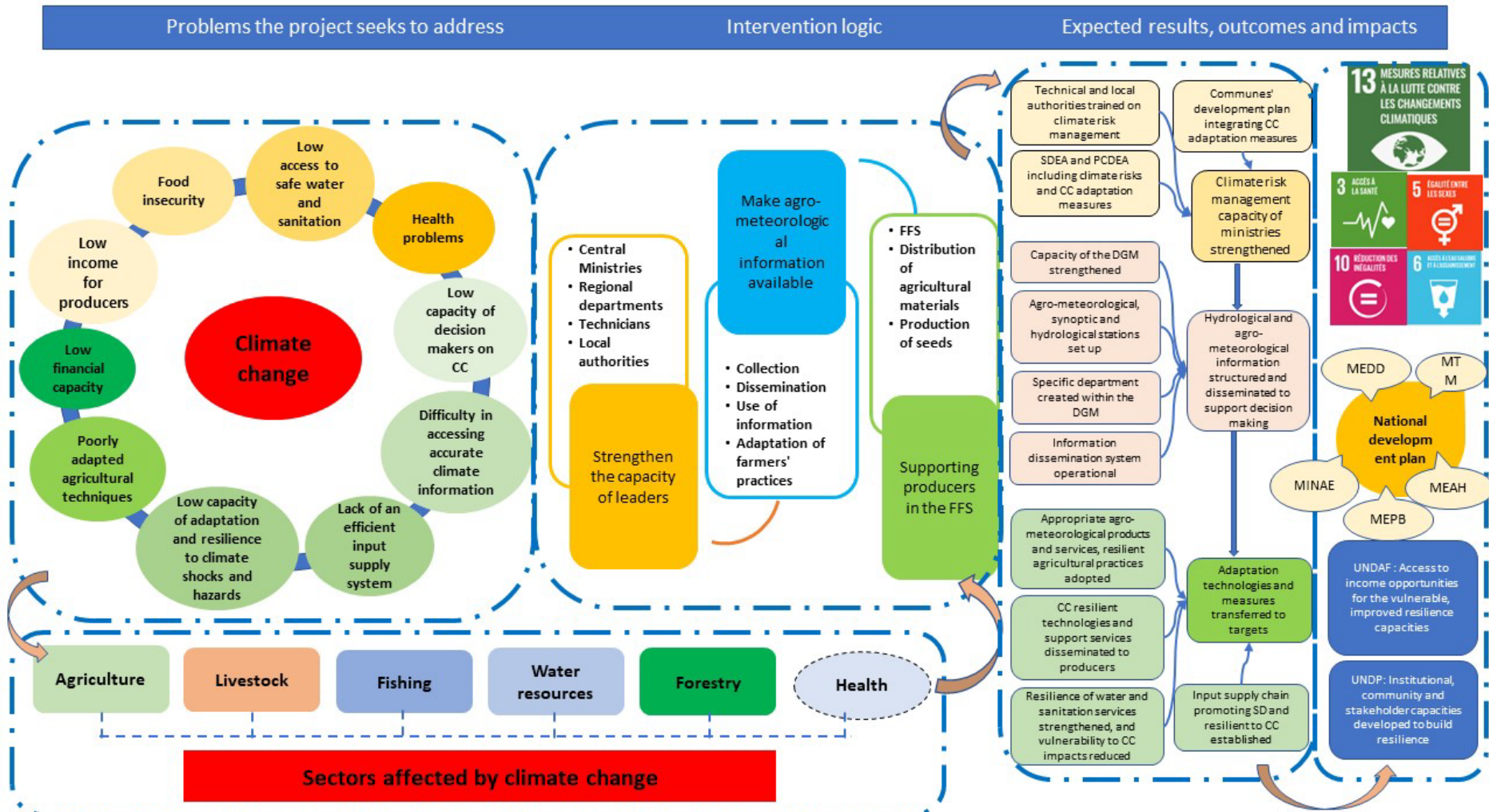
In the short term, the project sought to build the climate risk management capacity of the national and regional directorates of the key sectors involved so that they could make decisions and guide the community under their direction. It was also implemented with the aim of raising awareness on climate change.

Also, it sought to support the Directorate General of Meteorology to make agrometeorological information accessible at all levels in order to increase the adaptive capacity of vulnerable populations.

In addition, the transfer of adaptable technologies to each of the intervention areas for the benefit of farmers and thus promote their income-generating activities.

In addition, the project is also implemented in the sense of being a reference for other areas with similar vulnerability and the future. The objective is to draw lessons for possible scaling up of the similar project.

Figure 1. Logic of the project intervention



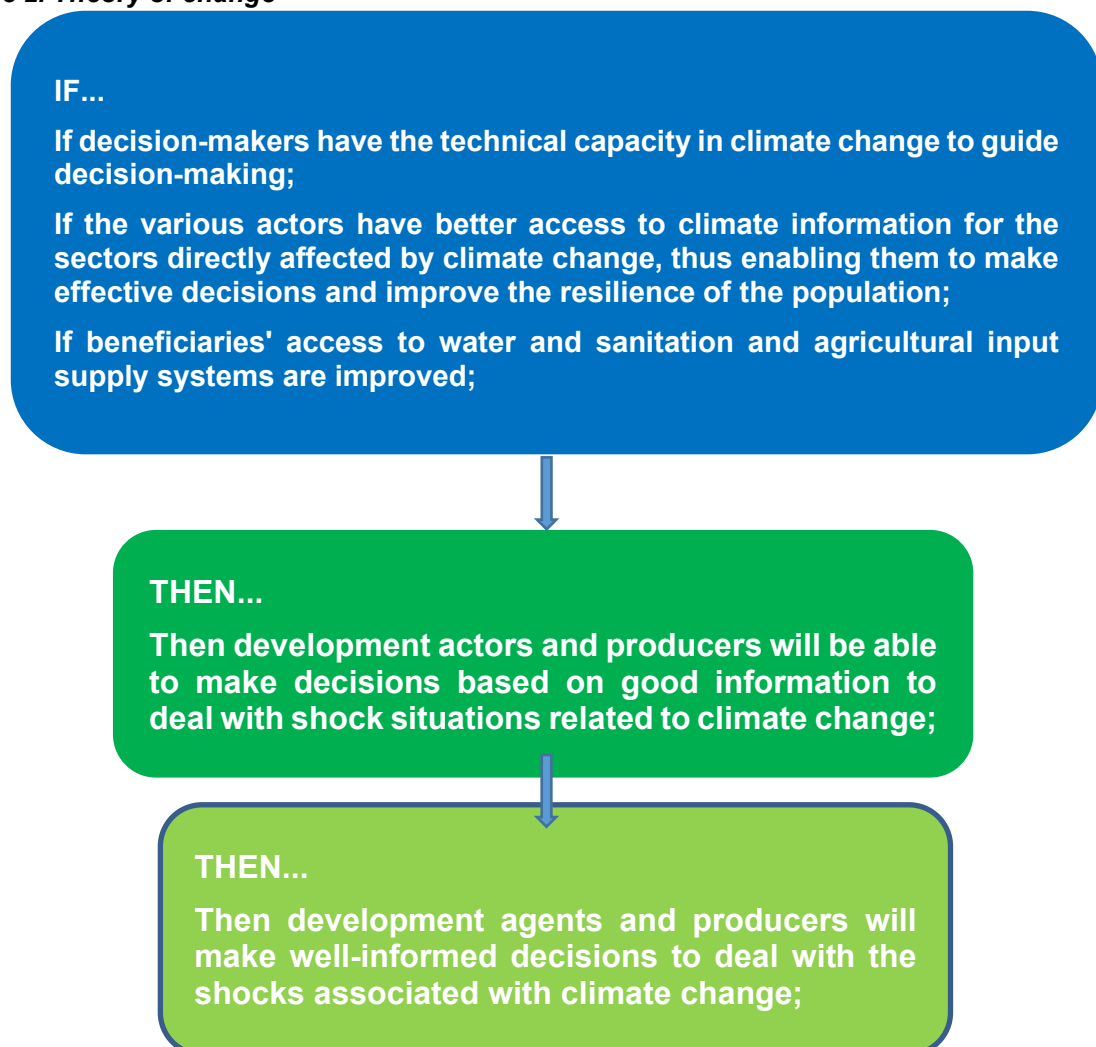
## 2.5 Stakeholders who are involved in the project

Because climate change adaptation is crosscutting, the project involved several stakeholders of different types and levels: general directorates, regional chiefs and governors, regional directorates, district chiefs, heads of constituencies, mayors, fokontany chiefs, local notables and grassroots communities. Section 3.1.4 on "Expected Stakeholder Participation" provides details on these stakeholders.

## 2.6 Project's theory of change.

PRODOC did not propose a theory of change. The PMU developed one based on the logical framework. Based on what the PMU has proposed, the evaluation team proposes one below, which is diagrammed in such a way as to highlight the links between the conditions to be created and the expected changes.

**Figure 2. Theory of change**



## 3 FINDINGS

### 3.1 Project's design and formulation

#### 3.1.1 Analysis of the theory of change and the results framework

Although PACARC's theory of change is not available in its PRODOC, the PMU developed it through an analysis of the intervention logic. This analysis showed that the different objectives and expected results are a priori relevant and coherent and are linked to achieve a desired change. However, by focusing on capacity building, the final objective does not present a significant change compared to the first expected result<sup>6</sup> (component 1). This final objective of the project<sup>7</sup> would have been more relevant if it focused on improving resilience - as change brought about by improved capacity.

The analysis of the logical framework and the result chain showed a complementarity between these different components of the project. The logical framework includes policy, strategic and institutional actions (component 1), actions on operational aspects on meteorological data (component 2). The implementation of adaptation technologies in the agriculture, livestock and fisheries sectors by applying meteorological data and strengthened capacities (component 3).

In practice, the theory of change has not been sufficiently shared with stakeholders. They were able to name the types of interventions carried out by the project but could not describe the linkages between them. In implementation, there is little convergence between the entities' interventions on the ground. Each sector involved tends to focus on carrying out its interventions without being aware of the need for synergy with the others, except for the realization of the crop calendar, which is the result of full cooperation between the sectors involved in the project. Agriculture, livestock, fish farming and water and sanitation activities were generally not linked. It should be noted that technical meetings involving the relevant regional directorates were held at the regional level. They provided more synergy. In addition, the national project management required the presence of at least one MEDD team for each activity, even for other sectors that do not directly have to do with them, as a way to have an overall vision of the project's intervention and to support its coordination.

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<sup>6</sup> « The technical and institutional capacities of the ministries in charge of agriculture, environment, forestry, livestock, fisheries, water and sanitation, meteorology, as well as their decentralized departments, community organizations and the populations of Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana to manage climate risks.».

<sup>7</sup> « Capacity building of vulnerable communities in the Androy, Anosy, Atsinanana, Analamanga and Atsimo-Andrefana regions to manage the additional risks that climate change and climate variability bring to their livelihoods ».

### 3.1.2 Assumptions and risks

The PRODOC, in its Annex 1, identifies and analyzes reasonable risks with appropriate impact and likelihood ratings and specified risk mitigation measures in accordance with UNDP social and environmental standards:

- the resurgence of a socio-political crisis in Madagascar;
- Possible reorganization and recurrent institutional instability;
- Lack of local community involvement in the project intervention sites;
- Non-adoption or low adoption of alternative income-generating activities and climate change resistant technologies;
- Inconsistent political will in the communes and in the national authorities during the project period;
- Unforeseen climatic disasters disrupting project implementation;
- Insufficient ACC capacity in key institutions involved in the project.

In addition, the project's logical framework includes a column dedicated to the assumptions and risks to be considered and addressed during implementation.

**Table 7. Situation of the risks which are identified during the project design**

Description	Type	Status
Resurgence of the socio-political crisis: Madagascar is currently recovering from several years of socio-political crisis. While the situation is currently calm, the political and social situation is still fragile and could be disrupted again with the upcoming new election	Political	The risk was relevant at the time of design because before 2014 Madagascar was experiencing 5 years of political crisis. During the implementation of PACARC, the situation did not arise. However, capitalization of lessons learned was done to avoid it. Several projects such as GRET, AROPA, MSD-LCD, AINA, ASARA, LCDF, FORMAPROD and CARE with similar objectives were working in the target areas at the time of the crisis period and served as references for the project. In addition, the FPMA project was designed to take into account existing initiatives in the project's intervention regions. Therefore, the socio-political situation had no impact on the project.
Post-election institutional reorganization and recurrent institutional instability: the main risk to the proposed FPMA project would be the changing agenda of newly appointed ministers and senior officials, as well as the lack of coordination among key ministries.	Institutional and organizational	Some general or regional directors recently appointed after government reshuffles are not yet involved in the project, or even aware of its existence. These individuals were not briefed and did not have time to inform themselves of all the programs in their directorates. Nevertheless, it is noticeable that they are aware of climate change because the phenomenon is obvious.  Despite its advent, the risk did not impact the project insofar as the interventions had local ramifications (region, district). There were fewer changes in leadership and contact with new staff was easier to establish.



Description	Type	Status
Lack of community involvement in some project sites.	Strategic	The risk was not realized. The community showed great dedication to the project. Following the identification of their needs and the exposure of the benefits by the project, the communities in the sites were interested in the proposed solutions.
Non-adoption of alternative income-generating activities and climate-resilient technologies by villagers, as they do not see the benefit of new practices or social conflicts prevent the adoption of practices.	Strategic	The transfer of new technologies, the introduction of seeds, resilient and adaptable plants and animals in the sites, and the identification of promising IGAs have led communities to take an interest in the project activities. They believe they will benefit from these methods after hearing and seeing the results of these proposals. PACARC has set up POCs and trained facilitators on FFS measures in each intervention site. Beneficiaries can now share with their families and testify to the benefits of adopting the methods transferred by the project. This strategy of transferring techniques to mitigate the impact of climate change has been well designed to foster the collaboration of farmers.
Unusual and catastrophic weather events in the project sites during project implementation such as cyclones, floods, etc.	Environmental	<p>The risk has presented itself. Infrastructure and crops developed with PACARC support have been destroyed by successive cyclones that have hit the country recently. Most beneficiaries no longer have access to improved seeds to continue adopting the ACC technologies disseminated. In some cases, they have turned to fishing activities to meet their daily needs (case of the village of Ambodivoahangy).</p> <p>The southern regions have experienced a long period of severe drought, although the capacity to cope with it was not ready. Agricultural and livestock activities have suffered from lack of water and water systems do not cover water needs. This has impacted the results, but to a lesser extent.</p>
Inadequate CFA capacity in the relevant institutions for the proper implementation of project activities	Institutional and organizational	The risk was partially realized. The training provided by the project has helped to address this challenge. But the application of the knowledge and skills gained remains uncertain. Either because those who received training are no longer in their positions or because management priorities have changed.
National and communal political will does not remain constant during the project	Political	The project has not experienced any negative feedback or opposition to the objectives it has set. They were received favorably.

The vulnerable population in the intervention areas has adopted ACC technologies. Nevertheless, they remain vulnerable to natural disasters. Indeed, after the passage of the Batsiraï and Emnati cyclones, the populations of the Atsinanana region have been severely impacted and have suffered from flooding. They no longer have

improved seeds at their disposal (cash crop seeds and market garden seeds), and the rice fields have been completely flooded. Moreover, "improved" and therefore "adapted" seeds did not give a better yield than the old local seeds. Farmers are forced to revert to the use of traditional seeds. Seed production and accessibility was given very little consideration in the implementation of the project.

Prior to the elaboration of the technical sheets, which is a basic document for each speculation, a field study was done. Each intervention zone was given recommendations in the technical sheets to ensure that resilience and adaptation are effective. The availability of the technical data sheets has made it possible to reduce risks and to anticipate the results and indicators to be taken into account.

### 3.1.3 Integration of the lessons learned from other relevant projects

Many of the projects were analyzed by those who formulated PACARC (MSD, AROPA, FORMAPROD, UNICEF WASH, Zebu Industry and Emergency project). Cooperation between these different initiatives and their respective implementing agencies should have been facilitated by regular meetings between the implementing partners as well as by sharing lessons learned and best practices between these co-funding projects and PACARC.

### 3.1.4 Stakeholders expected participation

Institutional stakeholders have been properly identified and their views, needs and rights have been taken into account in the design through consultation.

**Table 8. Identified stakeholders and expected roles**

Stakeholder	Expected roles in the project
<b>Government</b>	
<b>National Climate Change Coordination Office (NCCCO)</b>	<ul style="list-style-type: none"> <li>● National project implementation agency</li> <li>● Member of the steering committee</li> <li>● Responsible for the realization of the product 1.1</li> <li>● Responsible for the coordination of the product 3.3</li> </ul>
<b>Directorate General of the meteorologie (DGM)</b>	<ul style="list-style-type: none"> <li>● Responsible for the implementation of component 2 and output 3.4</li> <li>● Member of the steering committee</li> </ul>
<b>Directorate General of agriculture (DGAgri)</b>	<ul style="list-style-type: none"> <li>● Responsible for the coordination of outputs 3.1 and 3.2 in collaboration with the relevant regional directorates</li> <li>● Responsible for the "agriculture" component of output 1.4</li> <li>● Involved in output 3.4 in collaboration with the DGM</li> <li>● Member of the steering committee</li> <li>● Supervision of activity 3.2.2</li> <li>● Supervision of the livestock component of output 1.4</li> <li>● Member of the steering committee</li> </ul>

Stakeholder	Expected roles in the project
<b>Directorate General of livestock</b>	<ul style="list-style-type: none"> <li>● Responsible for the coordination of outputs 3.1 and 3.2 in collaboration with the relevant regional directorates</li> <li>● Responsible for the "agriculture" component of output 1.4</li> <li>● Involved in output 3.4 in collaboration with the DGM</li> <li>● Member of the steering committee</li> <li>● Supervision of activity 3.2.2</li> <li>● Supervision of the livestock component of output 1.4</li> <li>● Member of the steering committee</li> </ul>
<b>Directorate General of water (DGE)</b>	<ul style="list-style-type: none"> <li>● Responsible for the "water" component of product 1.4</li> <li>● Member of the steering committee</li> </ul>
<b>Direction du Centre national des semences arboricoles (SNGF) or Management of the National Tree Seed Centre</b>	<ul style="list-style-type: none"> <li>● Contributes to Activity 1.1.1</li> <li>● Contributes to Output 3.1 in collaboration with the relevant regional directorates</li> </ul>
<b>Decentralized services</b>	
<b>Regional Directorate of Water, Sanitation and Hygiene (DREAH)</b>	<ul style="list-style-type: none"> <li>● Responsible for delivering outputs 1.3 and 3.3 in collaboration with UNICEF</li> <li>● Contribute to output 3.1 in collaboration with the relevant regional directorates</li> </ul>
<b>Regional Directorate of rural development (DRDR)</b>	<ul style="list-style-type: none"> <li>● Contribute to output 1.2 with the CTDs</li> <li>● Responsible for coordinating outputs 3.1 and 3.2 with the General Directorate of Agriculture</li> <li>● Contribute to output 3.4 in partnership with DGM and DREEF</li> </ul>
<b>Regional Directorate for the Environment, Ecology and Forestry (DREEF)</b>	<ul style="list-style-type: none"> <li>● Logistic support on the product 1.1</li> <li>● Responsible for the realization of the product 1.2</li> <li>● Involved in the awareness campaign for product 3.1</li> <li>● Contribute to product 3.4 in partnership with DGM and DRDR</li> </ul>
<b>Regional directorates of halieutic resources and fishing</b>	<ul style="list-style-type: none"> <li>● Contribute to products 3.1 and 3.2 in collaboration with the other regional directorates involved</li> </ul>
<b>Regional Livestock Directorates</b>	<ul style="list-style-type: none"> <li>● Contribute to products 3.1 and 3.2 in collaboration with the other regional directorates involved</li> </ul>
<b>Interregional services of the meteorology in Toliara</b>	<ul style="list-style-type: none"> <li>● Contribute to output 2.1</li> </ul>
<b>Decentralized territorial authorities</b>	<ul style="list-style-type: none"> <li>● Participe to products 1.1, 1.2, 3.3, 3.4 and 3.5</li> </ul>
<b>Associations, NGO and development partners</b>	

Stakeholder	Expected roles in the project
UNICEF	<ul style="list-style-type: none"> <li>Manpower for achievements 1.3 and 3.3 in collaboration with DREAH.</li> </ul>
NGO, OP and local associations (GRET, CTAS, CSA, CARE...)	<ul style="list-style-type: none"> <li>Participation to the FFS implementation (result 3.1)</li> <li>Involved in the realization of the product 3.2 in partnership with the General Directorate of Agriculture and the DRDR.</li> </ul>
<b>Local communities</b>	
Local producers	<ul style="list-style-type: none"> <li>Involved in component 3</li> <li>Main beneficiaries of the project</li> </ul>

The PRODOC does not mention consultations with the beneficiary communities. It did, however, provide for a study to explore possible technological options adapted to the communities through a participatory approach.

The PRODOC did not include the regional teams in the steering committee, even though by law they are responsible for coordinating all development activities in their territories.

No stakeholder mapping or engagement plan is available. The recommendation to map the stakeholders in the project's regions of intervention was reiterated during the mid-term review, but no information is available (see recommendation 5.1 in the November 2021 Management Response, PTA 2021).

### 3.1.5 Links between the project and other interventions in the sector

A partnership framework that integrates parallel initiatives, key partners and identifies complementarities has been developed.

Development activities undertaken in the same or related thematic area have facilitated PACARC interventions. For example, the installation of hand pumps in Imongy by the CTAS allowed for the watering of the market garden crop that benefited from PACARC support. The complementarity of actions is not always obvious. It is not understood by all the actors in the field.

Mistakes made by other previous actors have not been identified. The project did not take into account previous bad experiences such as:

- The importation of local chickens from areas that are far from the beneficiaries and have difficulty adapting to the climate of the area.
- The acquisition of agricultural materials, which are not reusable after the first uses, because of their fragility and poor quality.

The project has capitalized on the experiences of other actors in adopting the FFS approach, but these have not been sufficiently integrated into the PACARC approach. PACARC's FFS are closer to a demonstration site or a farmers' experimental field than to a training field.

Coordination of stakeholder activities in some districts is effective through systems put in place by district leaders.

There are no formal partnership frameworks established between the project and other stakeholders. De facto partnerships have existed with some stakeholders in the project areas. Indeed, PACARC and the GIZ-funded PRCCC are both under the umbrella of the BNCCREDD+. This status facilitated exchanges and led the two institutions to entrust national capacity building to GIZ.

## 3.2 Project's implementation

### 3.2.1 Adaptative management

The project took the context into consideration and was able to react by adding unplanned activities, changing activities, adopting new activities or introducing new crops.

The addition of the reforestation activity to the project activities was made during implementation, at the request of the MEDD, with the approval of the project committee. The project document did not foresee this. At first glance, this is a mitigation activity (not an ACC activity). However, it turns out to be an adaptation activity because of its purpose, since reforestation consists of watershed and irrigation perimeter protection. It also provides protection against silting up of cultivable land and thus allows communities to cultivate land and rice fields.

The adoption of floating cage fish farming to bring back marine species in the commune of Tanandava (Anosy) reflects the adaptive nature of the project. This activity, which was not foreseen in the PRODOC, is a real success.

All of these activity changes were approved by the PACARC steering committee. The changes to the PTA were made on the basis of the mid-term evaluation or other external evaluation.

### 3.2.2 Effective stakeholder participation and partnership agreements

#### 3.2.2.1 Involvement of the government responsables

Stakeholders (ministries, STDs, CTDs, especially mayors) have effectively participated in the steering and implementation of PACARC. The broadly representative steering committee has been a framework for guiding the interaction between implementing partners and key stakeholders, especially beneficiaries, and validating the progress of the project. The steering committee is composed of all these stakeholders, including relevant government officials (DGA, DGE, DGPEB, DGEAH, DGM, etc.).

#### 1) Decentralized territorial services

The regional directorates of the ministries in the five regions and especially the technicians in the administrative districts have a good knowledge of the project and have contributed to its implementation through facilitation. The DREAH supported the commune of Betsizaraina in the pilot process of contracting a new management system for the drinking water supply network by a private company. This approach has allowed the operation to be operational despite a temporary interruption caused by vandalism to the infrastructure. Technical training (agriculture, livestock, fishing,

reforestation) was provided by the regional sector managers: development of tools and conduct of training. The development of a crop calendar was carried out during a workshop in which all stakeholders participated (beneficiaries, DRAE, CIRAE, DREDD, district, mayor, PFR, CSRM).

Similarly, the mayors of the communes are aware of the activities of the focal points and have greatly facilitated their approach. They have been very involved in the project in more than one way.

## 2) Governorate of regions

However, as the project was designed, the regional teams had no specific role in the project. Thus, in full compliance with PRODOC, their representatives were not among the members of the steering committee, even though, according to the law, the regions are responsible for coordinating all development activities in their territories. The evaluators would like to note that despite their absence from the Copill, the project communicated with the regions even though a director of infrastructure and development in the governorate of a region was not aware of the project's activities. The same director, who took office in 2020, said that PACARC did not take part in coordination meetings organized by that region.

## 3) National Bureau of Climate Change, Emission Reduction from Deforestation and Forest Degradation (BNCCREDD+)

As the main stakeholders of the project, the BNCCREDD+ staff members who met with the evaluators do not feel that they have been sufficiently involved in the implementation of project activities. Apart from its participation in the steering committee meetings, the office sees its role as being limited to a few monitoring missions and the validation procedure for administrative and financial files through the national project director.

In fact, the UNDP has been given a more important role in the financial management of the project. This is because in 2015, an independent firm conducted a micro-assessment of MEDD's financial management capacity under the supervision of the Ministry of Economy and Finance. The result of the assessment, which was shared with stakeholders, concluded that there is a "significant risk" that led to the implementation of "national assisted implementation."<sup>8</sup> In 2019, another assessment confirmed this presence of significant risk. However, it is worth noting that DNP visa has always been a sine qua non for advancing any procedure within the project.

### 3.2.2.2 Communities involvement

In the communes, the main direct and indirect beneficiaries were community members. The identification of needs carried out by the project through various consultants was very interesting, for example the in-depth study that led to the identification of crops in the FFS.

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<sup>8</sup> Assisted national implementation.

Some community members mentioned crops that they would have liked to grow with PACARC support, such as Bambara pea production in the commune of Ambolotarakely (Analamanga), which plays an important role in the income of producers, but was not one of the sectors supported.

During implementation, the choice of crops to be supported was based on the above-mentioned studies. There were no participatory evaluations recommended by PRODOC before and at the end of each campaign to "re-consult" the beneficiary communities.

### 3.2.2.3 Civil society involvement

The contribution of civil society in the implementation is marked by the important role of two local NGOs (CTAS and Aquatic Service) and one national (Marie Stopes International). We also note the participation of leaders of other NGOs and associations working in the five regions in capacity building workshops on climate change.

### 3.2.2.4 Effectiveness of the project's partnership agreements

PACARC has developed partnership frameworks for the coordination of parallel initiatives in the name of "intersectorality" which is very important in the fight against and adaptation to climate change. The principle of "doing with" has been applied in the implementation of the project. These partnerships have taken different forms and have materialized through different collaborations, of which the following are some examples:

- interventions by STD technicians to implement training activities for producers on various cultivation and breeding techniques, monitoring the implementation of technical recommendations, etc. ;
- advice from the Anosy regional fisheries directorate on activities adapted to the sites and to the specifications of the materials and constructions planned by the project;
- Support from the Atsimo Andrefana Regional Department of Livestock for the provision of phytosanitary products and care;
- Partnership between the DREAH, UNICEF and the GIC for the management of drinking water infrastructures are an effective strategy to ensure the sustainability of results and infrastructures;
- Collaboration with Marie Stopes International (MSI) which has integrated the health component into the climate change awareness component.

Complementarity has been perceived and appreciated through the regional agro-meteorological platforms that bring together the regional meteorological directorates and the other directorates responsible for the sectors affected by climate change. On the other hand, the complementarity of actions between sectors is not very clear. The actors each focus on the responsibilities that have been assigned to them in collaboration with the regional focal points (e.g., fisheries, fish farming and livestock).

### 3.2.3 Monitoring and evaluation

#### 3.2.3.1 Formulation of the monitoring and evaluation plan

The logframe was used during implementation as a management and M&E tool. Financial and narrative reporting requirements were met (timeliness and quality). Monitoring and reporting was done for activities and outcomes. The M&E framework has an estimated budget of US\$175,000 in the PRODOC.

#### 1) System's implementation

The M&E system was implemented in 2018, two years after the start of the project under the leadership of the new M&E officer. The PMU has revised its battery of indicators.

#### 2) System's component

The five main monitoring and evaluation tools developed and used in the project are:

- Annual reports (PIR 2018-2019) presenting progress against project outcomes;
- Quarterly reports presenting a matrix for monitoring activities and the level of achievement with respect to the indicators of the products developed;
- The process indicator monitoring chart per component, per region and per quarter
- Training and input distribution monitoring tables with detailed information on the beneficiaries;
- The list of identification and monitoring of beneficiaries;
- The reforestation activities monitoring table.

In addition to these documents for technicians, there are:

- the report through which the PMU informs the MEED on a quarterly and annual basis of the progress of the project using model tables provided by BNCCREDD+; it has never failed in this duty to report despite the frequent changes in format according to the changes in government priorities;
- The project has been able to ensure a good presence on social networks (Facebook and YouTube). Unfortunately, the project has lacked visibility in the field. Few people outside the direct beneficiaries recognize the project's interventions. In the Androy region, where several projects implemented by UNDP coexist, even the direct beneficiaries only know the institution. They are not able to differentiate between the projects.

#### 3) Reports format

In terms of form, the annual reports (2017 to 2021) were prepared on the basis of a common framework for all projects implemented by UNDP in Madagascar. The evaluators note a change that was made in the 2020 and 2021 annual reports. Indeed, the annual report first contains the progress made in achieving the indicators of the CPD output to which the project contributes, but it also contains two other tables. The



first, called the results framework indicator, shows the progress in achieving the related outcomes and outputs. The second, called the PTA indicator, shows the level of achievement of the activities in the project's PTA. The second table in the 2020 and 2021 reports does not show any link to the PTA for those two years. It repeats the table in the results framework.

The financial reports, also based on common UNDP formats, do not allow for an analysis of the actual costs of each output and activity. Disaggregation by region is not available, which does not allow us to make a comparative analysis of the costs of activities carried out in each region of intervention. Consequently, a technical and financial analysis of the project's activities and products is not possible.

Furthermore, the annual reports give the cumulative results since the project was launched. The annual results are not highlighted to make them easier to read. The reader is therefore forced to perform difficult calculations to determine the achievements of the year reported. There is also no multi-year presentation of the data to analyze the evolution of the project over time.

#### 4) Indicators

The indicators used in the PRODOC do not make it possible to assess the changes brought about by the project, including - and mainly - one of the two impact indicators. Indeed, the "**Vulnerability index of target communities**" may be subject to large fluctuations that are beyond the control of the project.

Output indicators refer to the activities carried out, not the effects of those activities. For example, for "Output 1.1," the indicator selected is "number of people trained," which measures the completion of a capacity-building activity rather than the outcome (or output) of that activity, such as "number of people mastering the technology" as a measure of the outcome of that capacity-building, etc.

The project results framework is composed exclusively of "governance" and "socio-economic" indicators; it does not include "environmental" indicators related to natural capital.

The lack of performance indicator<sup>9</sup> baselines make it difficult to assess the intrinsic values of each indicator. This is essential to ensure the quality and consistency of indicator data. Some indicators do not reflect the objectives they are supposed to measure.

For example, it is difficult to assess the value of the following three indicators: number of IGAs created, number of producers provided with agricultural inputs or small equipment, and number of RWH beneficiaries (men and women) using the agrometeorological products and services provided to plan their livelihood strategies. In the Results Framework Monitoring and the AWP Monitoring in the annual report, they have exactly the same value (4,321 people), yet they are at different levels of the project's intervention logic (output #3.4., output #3.1. and outcome #3).

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<sup>9</sup> Performance Indicators Reference Sheet (PIRS)

The activity was "train people" and the indicator was "number of trained people. The expected effect, "improved skills", cannot be measured by the "number of trained people" because "one person trained" does not necessarily mean "person with improved skills".

**Table 9. Extract from the results framework monitoring table**

Expected results	Indicators (with disaggregation)	Present value (disaggregated) 2021
<b>Outcome 3.</b> Adaptation technologies and measures were transferred and implemented in the twelve target communes of the Androy, Anosy, Atsimo Andrefana, Analamanga, and Atsinanana regions.	Number of vulnerable people disaggregated by sex and age group who have had access to income-generating activities and employment in the program's intervention areas.	4,321 people, and 2,244 out of them are women (52 %)
<b>Output 3.1.</b> Agro-silvicultural-pastoral, fisheries and water management technologies, resilient to climate change, as well as advisory support services were disseminated to 3,000 producers (40% of whom are women) from the most vulnerable communities in the twelve pilot communes.	Number of producers provided with inputs and/or small agricultural equipment to start the crop year or the FFS.	4,321 people, 2,244 out of them are women (52 %)
<b>Output 3.4.</b> Target vulnerable communities have taken ownership of agro-meteorological products and services created and provided and adopted them into their agricultural and water management practices through the support and guidance provided by FFS on resilient agriculture and water management practices.	Number of FFS beneficiaries (male and female) using the agrometeorological products and services provided to plan their livelihood strategies.	4,321 people, 2,244 out of them are women (52 %)

On the substance, the project monitoring tools contain some inconsistencies in the figures on the indicators. For example, in 2020, the number of FFS set up is 240, this has increased from 269 while there are no plans to set up any new FFS registered in the AWP. The same is true for the number of FFS facilitators, which has risen from 408 to 437, even though retraining was provided for in the AWP and not the recruitment of new facilitators.

## 5) Responsibilities in the SSE

The regional focal points (PFR) are responsible for reporting planning information and implementation data in their respective areas to the CSR. The CSR compiles and transmits them to the hierarchy in the form of aggregated indicators through project-specific tools (tables) and tools common to UNDP projects.

Due to the size of the intervention areas, the regional focal point does not have the time to monitor and collect M&E information as required. As a result, reports are late

and important information to ensure the effectiveness of the activity with beneficiaries has not been completed systematically, such as the table presenting the evolution of the standard of living of beneficiaries.

In practice, the person who is responsible for the implementation is responsible for monitoring and evaluation in the field. The combination of these two incompatible functions makes it impossible to systematically cross-check the data reported. The quality of data collection and verification cannot be optimal in this case, especially since the intervention area is very large and the activities very varied.

The PMU has developed monitoring tools, published them and made them available to beneficiaries. However, their use in the field is not effective. The FFS animators we met were unable to present the activity books despite the evaluators' requests to do so.

## 6) Documentation

The project documentation is particularly extensive, well organized, and available on the Internet or on request. The evaluators had access to a large collection of documents. This is not the case for the other partners (Ministry), either because they did not request it or because they were not informed of the existence of the document.

### 3.2.3.2 Integration of the learned lessons in the project's planning

The project's annual reports include a section on lessons learned and good practices. They are specifically about the management aspect of the project. These are not very dynamic. The same mentions are repeated in several successive annual reports from 2018 to 2021:

#### **Lessons learned:**

- *Importance of the good collaboration between the sectoral ministries concerned for the smooth implementation of activities and the achievement of results and between the MEDD, the UNDP and UNICEF (see Annual Reports from 2018 to 2021);*
- *The ownership of projects by national authorities (central and local) is a determining factor for the effectiveness of implementation (see Annual Reports 2017 to 2021);*
- *A small period of installation, impregnation, and start-up is necessary to allow the project to acquire the necessary resources for the proper conduct of activities (see Annual Report 2017).*

#### **Good practices:**

- *Exchanges between the DRAEP (Regional Directorate of Agriculture, Livestock and Fisheries) and the five regions have made it possible to standardize the approach to the PSC or farmer field school (PACARC) and the development of the PSC guide (see Annual Reports 2018 to 2021);*
- *Through the consultants recruited, the project used a methodology to collect capacity building needs on ACC (SNAP tool). The method consisted*

*of guiding the participants (targets) to draw out their current capacities themselves, and then identify the desired situation in order to be able to draw up a roadmap together (see Annual Report 2017).*

These learned lessons were not about the technical aspect of the project. They are not disseminated to the community even though they are supposed to serve as a guide for reorientation and adjustment in its activity. Lessons learned from the POCs have not been collected, even though they constitute a body of knowledge that the project must collect as a pilot project. There have been these shortcomings because the project did not have developed a knowledge management plan. A capitalization exercise is underway and will be completed before the end of the project. The results will not be available before the end of the evaluation.

### 3.2.3.3 Implementation support by MEDD and UNDP

The technical support provided by UNDP was valuable for the implementation of the project. However, it was not fully consistent with the implementation modality outlined in the project document in paragraph 204<sup>10</sup>. UNDP was the implementing agency, relegating MEDD to the role of "implementing partner" when it should have been the "implementing institution.

The evaluation finds that the institutional arrangement provided for in the PRODOC was not respected because the project was not implemented according to the national implementation modality (NIM).

In addition, the administrative and financial procedures workload did not allow the project to carry out certain activities. Because of the frequent delay in the payment of mission allowances, the sectoral concerned managers have not been able to continue monitoring in the field. This is very detrimental to the project since monitoring is an effective way to see the progress of the project and to identify problems during implementation in order to redirect the process.

The UNDP supply chain has ensured the procurement of goods and services expected under the project which led to the recorded results. HOWEVER, the chain has experienced certain failures, some examples of which are given below::

:

- Maize seed in the Atsinanana region, which could not be grown due to the delay in delivery compared to the cultivation schedule;
- The goats imported to Toliara from the southern part of the region did not adapt well to their new environment.

<sup>10</sup> From PRODOC, paragraph 204: "The project will be implemented according to the National Implementation Modality (NIM). The implementing institution in Madagascar will be the BNCCC, the MEEMF agency that will coordinate the implementation of the project. BNCCC will work closely with MinAgri, MinEI, MRHP, MTTM, and the Ministry of Water, Sanitation and Hygiene and their respective regional directorates to implement local activities. A project management unit will be set up within the MEEMF Secretariat General or within the BNCCC. The BNCCC Director will act as the National Project Director (NPD).

PACARC used internal UNDP expertise and adopted joint planning and programming with other UNDP projects. It coordinated its interventions with the PDSPE, using local nurserymen who provided the seedlings planted for the dune fixation activity in Antaritarika.

Two points deserve particular attention:

- **Absence of a fixed focal point in charge of the project or in charge of the project's themes at the BNCCREDD+:** The executing agency did not appoint a person or a group of persons as direct and permanent interlocutors for all the questions that affect the project. The focal point would have been the focal points of information in this office that manages many programs and projects. PACARC, unlike other projects developed under the MEDD umbrella, does not provide for remuneration or compensation for the participation of the Ministry's human resources in its implementation. The BNCCREDD+ agents who participated in the project's activities and monitoring receive only travel allowances as an "incentive. The evaluators note that the BNCCREDD+ has not been able to provide the volume and quality of support necessary for the implementation of a project as complex as PACARC and for which it is supposed to be a key player. Their involvement in monitoring missions is limited because it depends on available resources. In addition, some of the staff members who participated in monitoring missions did not have sufficient qualifications to diagnose possible shortcomings and give appropriate advice to better orient the project's actions.
- **Frequent changes of officials in the ministries (central and regional):** The various repeals and appointments linked or not to the numerous government reshuffles have led to changes in the heads of partner departments. The existing mode of handing over services in these departments hinders the continuity of interventions, which is not conducive to the sustainability of results.

#### 3.2.3.4 Results of the financial audit and spot check

In accordance with technical and legal requirements, audits were conducted annually. The evaluators had access to the audit reports from 2017 to 2019. These successive audits and spot-checks were satisfactory. Appropriate responses from the PACARC management unit and associated actions have been taken in response to the audit and spot-check findings.

These reports have demonstrated improvements in PACARC's financial management practices. This good management performance is due to the reform undertaken by UNDP in its administrative procedures although this has repercussions on the speed of payments.

#### 3.2.4 Unforeseen events, opportunities and constraints that arose during implementation

The project faced a number of constraints during its implementation:

- The COVID-19 pandemic resulted in a suspension of field activities in 2020 due to travel restrictions under the state of health emergency. The negative effects of these restrictions on activities and overall project performance are well documented. After this period of widespread movement restrictions, one regional focal point could not - and continues to not - travel because of a restriction related to their vaccination status. This naturally left gaps in the monitoring of activities. Materials purchased by the project for use in communities remain stored in the commune office and deteriorate instead of being used by beneficiaries in the FFS;
- A particularly intense cyclone period affected the Atsinanana region where PACARC intervenes at the beginning of 2018 and 2022; after the passage of the cyclones, the beneficiary communities that are victims of flooding no longer have seeds available for the next season's crop;
- A long period of particularly devastating drought occurred in southern Madagascar from 2016 to 2019; the project's intervention communes were particularly hard hit; although the project is, in essence, designed to help the population cope, agricultural activities suffered from excessive water and thermal constraints that prevented them from developing;
- UNDP's decision to change payment procedures-including international processing of supporting documents-occurred during project implementation; as with all projects, PACARC experienced an increase in processing time for payment files.

### 3.3 Project results

#### 3.3.1 Relevance

##### 3.3.1.1 Relevance of PACARC objectives to global, national and sectorial priorities

- 1) PACARC results framework is tailored to global, national and sectorial challenges and priorities related to climate change. **Consistency of PACARC with GEF strategic priorities**

The objective of PACARC is consistent with the GEF strategic priorities. PACARC relates to the GEF climate change focal area. It was designed to deliver global environmental benefits in line with relevant international climate change objectives. Its outcomes and indicators were planned to be relevant to the GEF climate change focal area.

**Table 10. Consistency of PACARC with GEF strategic priorities**

GEF objectives	PACARC objectives
<b>Strategic priority B</b> : apply integrated solutions.	PACARC involves all sectors concerned by climate change so that they collaborate and develop an integrated action that addresses all areas affected by

GEF objectives	PACARC objectives
	climate change (environment and sustainable development, agriculture, livestock, fisheries, water sanitation and hygiene, meteorology).
<b>Strategic priority C</b> : Work to build resilience and adaptation.	<b>Final objective:</b> Increase the adaptive capacity and resilience of the vulnerable population to the additional risks due to climate change in twelve communes in five regions through the improvement of their sustainable livelihoods.
<b>Objective 2</b> : Strengthen institutional and technical capacities for effective adaptation to climate change.	<b>Outcome 1</b> : The technical and institutional capacities of the ministries in charge of agriculture, environment, forestry, livestock, fisheries, water and sanitation, and meteorology, as well as their decentralized directorates, community organizations and the populations of Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana, to manage climate risks have been strengthened (Output 1.2, Output 1.3, Output 1.4)
<b>Objectif 3</b> : Integrate climate change adaptation into relevant policies, plans and processes.	
<b>Outcome 2.2.</b> : Access to better climate information and early warning systems strengthened at regional, national, sub-national and local levels.	<b>Outcome 2.</b> : Agrometeorological and hydraulic information has been structured and disseminated to effectively support decision-making by stakeholders, line ministries and communities in the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions.
<b>Outcome 2.3.</b> : Strengthened institutional, technical and human capacities to identify, prioritize, implement, monitor and evaluate adaptation strategies and measures.	<b>Outcome 1</b> : The technical and institutional capacities of the ministries in charge of agriculture, environment, forestry, livestock, fisheries, water and sanitation, and meteorology, as well as their decentralized directorates, community organizations, and the populations of Androy, Anosy, Atsimo Andrefana, Analamanga, and Atsinanana, to manage climate risks were strengthened (Output 1.1, Output 1.2, Output 1.3, Output 1.4).
<b>Outcome 3.2</b> : Policies and plans and their associated processes are developed and strengthened to identify, prioritize and integrate adaptation strategies and actions.	
<b>Indicator 7 AMAT GEF-6</b> : Number of people per geographic area with access to climate information services.	<b>Outcome indicator 2</b> : Number of people per geographic area with access to climate information services.

GEF objectives	PACARC objectives
<p><b>Indicator 9 AMAT GEF-6</b> : Number of people trained to identify, prioritize, implement, monitor and evaluate adaptation strategies and actions.</p>	<p><b>Indicator 1.1 of the outcome 1</b> : Number of people trained to identify, prioritize, implement, monitor and evaluate adaptation strategies and actions.</p>
<p><b>Indicateur 13 AMAT GEF-6</b> : Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and actions.</p>	<p><b>Indicator 1.2 of the outcome 1</b> : Sub-national plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and actions.</p>
<p><b>1992 Rio Convention, Principle 9</b>: "States should cooperate or strengthen endogenous capacity-building for sustainable development by improving scientific understanding through the exchange of scientific and technical knowledge and by facilitating the development, adaptation, diffusion and transfer of technologies, including new and innovative technologies" [3].</p>	<p><b>Outcome 1</b> : The technical and institutional capacities of the ministries in charge of agriculture, environment, forestry, livestock, fisheries, water and sanitation, meteorology, as well as their decentralized directorates, community organizations and the populations of Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana have been strengthened.</p> <p><b>Outcome 2</b> : Agrometeorological and hydraulic information has been structured and disseminated to effectively support decision-making by stakeholders, line ministries and communities in the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions.</p>

## 2) Consistency of PACARC with MEDD strategic priorities

PACARC's objectives are in line with national environmental and development priorities. They integrate the objectives of the country's environmental strategies and policies.

**Table 11. Consistency of PACARC with MEDD strategic priorities**

Environmental policy and strategy of Madagascar	PACARC's objectives
<p><b>National Environmental Policy for Sustainable Development (PNEDD)</b> Climate change management as a national and international issue.</p>	<p><b>Objective of the du project</b>: Build the capacity of vulnerable communities in the Androy, Anosy, Atsinanana, Analamanga and Atsimo Andrefana regions to manage the additional risks that climate change and climate variability bring to their livelihoods.</p>
<p><b>National Adaptation Program of Action (NAPA)</b>: implementation of the Action Plan for Rural Development through the intensification</p>	<p><b>Outcome 1</b>: The technical and institutional capacities of the ministries in charge of</p>



Environmental policy and strategy of Madagascar	PACARC's objectives
<p>and professionalization of agricultural and livestock production.</p> <p><b>Water resources:</b> Sustainable management of water resources through the establishment of water balances at the watershed level.</p> <p><b>Forestry:</b> Implementation of the development and management plan of a forest massif</p>	<p>agriculture, environment, forestry, livestock, fisheries, water and sanitation, and meteorology, as well as their decentralized directorates, community organizations, and the populations of Androy, Anosy, Atsimo Andrefana, Analamanga, and Atsinanana have been strengthened.</p>
<p><b>Expected contribution determined at the national level (CPDN)</b></p> <p><b>Priority actions before 2020</b></p> <ul style="list-style-type: none"> <li>● Integration of the climate change dimension in all development framework documents;</li> <li>● Intensive sensitization and awareness campaigns on the adverse effects of climate change and the effects of environmental degradation;</li> <li>● Development of pilot initiatives within the framework of the application of Integrated Models of Resilient Agriculture</li> </ul> <p><b>Priority actions before 2030</b></p> <ul style="list-style-type: none"> <li>● Real-time monitoring of climate information;</li> <li>● Sustainable and integrated management of water resources, especially in sub-arid areas and those sensitive to drought periods;</li> <li>● Restoration of natural habitats.</li> </ul>	<p><b>Outcome 2:</b> The agrometeorological and hydraulic information has been structured and disseminated in such a way as to effectively support the decision-making of stakeholders, responsible ministries and communities in the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions.</p> <p><b>Outcome 3:</b> Adaptation measures and technologies have been transferred and implemented in the twelve target communes of the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions.</p>
<p><b>National Climate Change Plan (PNLCC)</b></p> <p><b>Axis 1:</b> Strengthening of climate change adaptation actions taking into account the real needs of the country.</p> <p><b>Axis 3:</b> Integration of climate change at all levels through (i) the empowerment of the different parties at all levels in the fight against climate change <b>and</b> (ii) the strengthening of the integration of climate change issues in the different sectors.</p>	

Environmental policy and strategy of Madagascar	PACARC's objectives
<p><b>National Agriculture, livestock and fisheries climate change strategy (SN-CC-AEP)</b></p> <p>To develop the agricultural sector in a sustainable way in order to make it more resilient to climate change.</p> <p>Develop modern techniques that are ecologically friendly and consistent with local cultural identities.</p>	

### 3) Consistency of PACARC with UNDP strategic priorities

PACARC was linked to and consistent with UNDP priorities and strategies for the country; links are evident between the project's objectives and the UNDAF, CPD, Strategic Plan, and CPAP.

**Table 12. Consistency of PACARC with UNDP strategic priorities**

UNDP objectives	PACARC objectives
<p><b>UNDAF 2015-2019:</b></p> <p><b>Outcome 1:</b> "Vulnerable populations in targeted areas gain access to income and employment opportunities, improve their resilience and contribute to inclusive and equitable growth for sustainable development".</p>	<p><b>Outcome 3:</b> "Adaptation measures and technologies have been transferred and implemented in the twelve target communes of the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions."</p>
<p><b>UNDP Strategic Plan for Environment and Sustainable Development :</b></p> <p><b>Primary outcome:</b> "Growth and development are inclusive and sustainable, integrating productive capacities that create jobs and livelihoods for the poor and excluded."</p>	<p><b>Outcome 3 :</b> "Adaptation measures and technologies have been transferred and implemented in the twelve target communes of the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions."</p>
<p><b>UNDP Strategic plan:</b> Secondary outcome "Countries are able to reduce the likelihood of conflict and the risk of natural disasters, including climate change".</p>	<p><b>Outcome 2 :</b> "Agrometeorological and hydraulic information has been structured and disseminated in such a way as to effectively support decision-making by stakeholders, responsible ministries and communities in the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions."</p>

UNDP objectives	PACARC objectives
<p><b>CPD</b></p> <p><b>Outcome 2 :</b> "National and local institutions and actors have adopted appropriate systems to enable structural transformation and capacity building for sustainable production, promoting the creation of jobs and livelihoods for poor or vulnerable populations, especially women and youth".</p> <p><b>Outcome 4:</b> "Local and regional governments have developed the capacities, means, institutional structures, operational frameworks and skills to foster resilience in the face of a crisis (economic, climate change, natural disasters), to deal effectively with its consequences and to promote local development by responding to publicly expressed needs.</p>	<p><b>Outcome 1 :</b> "The technical and institutional capacities of the ministries in charge of agriculture, environment, forestry, livestock, fisheries, water and sanitation, meteorology as well as their decentralized departments, community organizations and populations of Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana have been strengthened.</p>
<p><b>CPAP</b></p> <p><b>Outcome 3 :</b> "National and local institutions and actors now use tools and mechanisms to facilitate the achievement of the MDGs/ODGs and promote more effective development.</p> <p><b>Outcome 4 :</b> "Structural transformation, sustainable production capacity building, and good environmental governance have effectively promoted the creation of jobs and livelihoods for poor or vulnerable populations, especially women and youth."</p>	<p><b>Outcome 1:</b> "The technical and institutional capacities of the ministries in charge of agriculture, environment, forestry, livestock, fisheries, water and sanitation, meteorology, as well as their decentralized departments, community organizations and the populations of Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana have been strengthened."</p> <p><b>Outcome 3 :</b> "Adaptation measures and technologies have been transferred and implemented in the twelve target communes of the Androy, Anosy, Atsimo Andrefana, Analamanga and Atsinanana regions."</p>

#### 4) Consistency of PACARC with the strategic priorities of the MEH

PACARC is aligned with national goals and energy efficiency priorities.

**Table 13. Consistency of PACARC with MEH strategic priorities**

Development policy and energy policy	PACARC objectives
<p><b>The new energy Policy 2015-2030</b> responds to the country's urgent economic, social and environmental challenges through the protection of forest resources</p>	<p>Provision of improved fireplaces. Reforestation and production of young plants.</p>

<p>and the reforestation of 35,000 to 40,000 ha per year to secure the supply of wood energy.</p> <p><b>Madagascar Energy Policy Letter 2015-2030</b></p> <p>Paragraph 13: For cooking, the objective will be the adoption of fuel-efficient stoves by 70% of households in 2030, compared to about 4% currently, 50% of wood needs covered by legal and sustainable forest resources, and the application of efficient processing techniques such as the production of "green" charcoal from 100% legal and sustainable resources from carbonization millstones, with a target yield of over 20%.</p> <p><b>PEM (Madagascar Emergence Plan 2019-2023 :</b></p> <p><b>Commitment 9 :</b> "energy and water for all"</p> <p><b>Commitment 12 :</b> "food self-sufficiency"</p>	<p>Fixing of dunes and reforestation of windbreaks.</p> <p>Establishment of drinking water supply system.</p> <p>Dissemination of adaptive technologies for resilient livelihoods through the use of the FFS approach and the distribution of inputs and small agricultural equipment.</p>
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### 3.3.1.2 Consideration of development activities undertaken in the same thematic area

Development activities undertaken in the same or related thematic area facilitated PACARC interventions. The installation of hand pumps in Imongy by CTAS allowed for the watering of the market garden crop that was supported by PACARC.

But this complementarity of actions in the different sectors of the project is not always obvious. It is not understood by all the actors on the ground. Each one tends to focus on its own intervention without paying particular attention to the links with the interventions of other entities.

Mistakes made by other previous actors were not sufficiently identified and integrated:

- importation of breeding stock (poultry, small ruminants) from areas that are far from the beneficiaries and have difficulty adapting to the climate of the area;
- agricultural equipment, which after an initial use, is no longer usable because of its fragility and poor quality; some remain unused in the rural commune of Ambolotarakely.

However, good practices are being capitalised on. This is the **case for the adoption of the FFS** approach which has already been tried out by other actors.

### 3.3.2 Effectiveness and progress towards expected results

PACARC has achieved the vast majority of the target values for the outputs in its results framework. The indicator that looks at the proportion of women among the beneficiaries has not been achieved. Targets for the number of people trained have generally been exceeded by a huge margin. *A priori*, the analysis of the available documents did not make it possible to determine that these overruns were at the expense of other activities.

**Table 14. Achievement level per output**

Indicators	Base-line	Target	Achievement	Achievement rate
<b>Outcome 1. Strengthened adaptive capacity of rural development institutions.</b>				
Trained representatives of the sectoral Directorates-General.	0	30	70	233,00 %
Trained technical and service authorities.	0	540	442	81,85 %
<i>Women proportion</i>	0	40 %	25,11 %	62,78 %
Trained representatives of the regional sectoral directorates	0	150	102	68,00 %
<i>Proportion of women</i>	0	40 %	34,31 %	85,78 %
Trained local administrators	0	120	172	143,00 %
<i>Proportion of women</i>	0	40 %	19,77 %	49,42 %
Trained representatives of community based professional organizations and NGOs	0	240	168	70,00 %
<i>Proportion of women</i>	0	40 %	25,00 %	62,50 %
Sub-national plan and processes developed and strengthened	0	29	29	100,00 %
Elaborated and revised communal development plan (PCD)	0	12	12	100,00 %
Validated and revised water and sanitation master plan (SDEA) presenting the sector's climate risks and corresponding adaptation measures	0	3	3	100,00 %
SN-CC-AEP Action Plans	0	1	1	100,00 %
<b>Outcome 2. Hydrological and agrometeorological information has been structured and disseminated.</b>				
Agro-meteorological stations set up and operational	0	11	7	63,64 %
Existence of a department dedicated to the scientific basis of climate change, operational within the DGM	0	1	1	100,00 %
Hard cores set up by region capable of analyzing agro- meteorological and hydrological information disseminated by the DGM and transforming it into usable guidance bulletins for rural communities	0	5	5	100,00 %

Indicators	Base-line	Target	Achievement	Achievement rate
Existence of validated product and service needs analysis study results	0	1	1	100,00 %
<b>Outcome 3. Adaptation technologies and measures have been transferred and implemented in the twelve target municipalities in the five regions.</b>				
Producers with inputs or small agricultural equipment to start the agricultural season or FFS	0	3 000	4 321	144,03 %
Producers who are trained and provided with inputs or small agricultural equipment to start the agricultural season or FFS	0	3 000	4321	144,03 %
<i>Proportion women</i>	0	40 %	51,93 %	129,83 %
Existence of seed multiplication or distribution organizations linked to the FFS beneficiaries for direct seed sales	0	1	1	100,00 %
The percentage of the households using improved water and basic sanitation infrastructure (UNDAF Output 3 indicator)	0	35 000	35 000	100,00 %
FFS beneficiaries using the agro-meteorological products and services provided to plan their livelihood strategies	0	3 000	4321	144,03 %
<i>Proportion of women</i>	0	40 %	51,93 %	129,83 %
GVEC set up	0	150	150	100,00 %
Operational PPP on CCA in the project areas	0	2	1	50,00 %
Existence of an operational monitoring and evaluation framework	0	1	1	100,00 %

### 3.3.2.1 Strengthening the adaptive capacity of rural development institutions.

PACARC trained 187 authorities and technicians from technical services. The training of officials was carried out in collaboration with GIZ, as both had the same targets and were working in the same areas. This considerably reduced the cost of the training and allowed more officials to participate.

Most of the people who have received capacity building are no longer in their positions, with frequent changes in government. The system of transferring acquired knowledge to new occupants of senior government positions is lacking in the public sector in Madagascar.

Sub-national plans and processes have been developed and strengthened with the support of the project:

- twelve communal development plans (PCD) and twelve communal water, sanitation and hygiene development plans (PCDEAH) integrating climate change;
- a water implementation decree has been produced, integrating the climate change component by the Ministry of Water, Energy and Hydrocarbons;
- three Water and Sanitation Development Strategies (WSS) have been developed

**The development of the SNCC-AEP action plan did not take place due to the decision of the MAEP to stop reviewing the strategy and focus on supporting the FFS implementation.**

However, some communes such as Ambolotarakely are not aware or do not understand that their PCD has been revised; the mayor of Betatao said that the PCD of his commune was revised with the help of another project (GIZ).

### 3.3.2.2 Production and dissemination of agro-meteorological and hydraulic information for appropriate decision-making in rural development

Eleven meteorological stations were acquired by the project:

- five agrometeorological stations installed in Ambolotarakely, Analamisampy, Betatao, Ilaka-Est and Sampona;
- two synoptic stations installed at Mahanoro and Morombe;
- four hydrological stations awaiting installation in the basins of the major rivers of the South (Onilahy, Linta, Mandrare and Menarandra)

As part of the support it receives from its partners, the Direction Générale de la Météorologie (DGM) has been provided with stations in the sites initially planned in the PACARC PRODOC. For this reason, it has assigned two of the new stations to other sites outside the project's beneficiary communes.

Most stopped sending data between September and December 2020 due to sensor, battery and SIM card problems. Some have never been able to operate since their installation, such as those in Ambolotarakely. The one in Betatao was only operational for three months after its installation. The delay in installation and maintenance is associated with the Covid-19 context, while the supplier is based abroad. A full status of these stations at the time of the evaluation is provided in the [appendix](#).

It should be noted that the installed stations are not yet officially handed over. Local people have little knowledge of the role and functioning of the stations.

The DGM also received various other supports:

- a Toyota Land Cruiser mission car,
- four automatic hydrometric stations,

- two automatic synoptic weather stations,
- five agro-meteorological stations,
- various technical maintenance packages for the automatic stations,
- laptops and desktops,
- rehabilitation of the administrative buildings and housing of the Mahanoro and Morombe meteorological stations

The synoptic and agrometeorological weather stations are operational. They experienced technical problems at the time of the evaluation<sup>11</sup>. First level maintenance missions have been scheduled. The hydrometric stations are awaiting installation by the suppliers.

Through collaboration with the Aquatic Service, marine weather forecast signs are in place in fishing communities. They generally know how to interpret them. They appreciate their presence and recognise the benefits they bring. These panelboards are not updated, although local officials still receive SMS of forecast information on their phones at the agreed frequency..

At the time of writing, the stations and panels are not providing the expected benefit to the communities because the chain of transmission of data and information is currently broken. Consequently, the climatic information they produce and convey does not reach the farmers and fishermen because of the non-operational weather stations. To address the problem of automatic sending, the Ministry initially opted for sending information by SMS instead of sending it via the Internet. For the restarting of the stations, they await the arrival of the spare parts and the supplier's technician-trainers for maintenance training.

The modeling of climate change at the area level and the analysis of impacts by sector has not taken place because the planned mini-reform within the Ministry has not taken place.

The DGM, PACARC and the GIZ-funded Capacity Building for Climate Change Project (CBCCP) have agreed that the latter will provide training on "Valorization of meteorological information for better adaptation to climate change".

### 3.3.2.3 Introduction of the communal adaptation in the five regions

In total, 3,042 producers were trained on climate change adaptation technology; five training modules were developed after an identification of the needs of the actors in the five regions; the training modules were translated into Malagasy for a good understanding of the concepts by the local facilitators; sensitisation kits are also provided for the facilitators in order to facilitate their work and the understanding by the targets.

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<sup>11</sup> See the situation of the stations during the evaluation moment in the appendix



PACARC was able to set up 294 FFS in the twelve communes of the project with 280 operational facilitators, including 128 women. 384 people participated in exchange visits focused on the development of FFS in general.

PACARC opted for the strategy of entrusting service providers to carry out studies of the basic needs of vulnerable populations in relation to climate change; the results of these studies provided the IGAs, measures and technologies identified as adaptable for each region.

## 1) Agriculture

The FFS received nearly 60 tonnes of seed, including 16 tonnes of rice and 14 tonnes of maize, and more than 1,500 units of various small-scale agricultural equipment. Some of the small agricultural equipment distributed to the communities is not adapted to the characteristics of the local soils, such as ploughs that break when first used and seeders that are not adapted. Some have repaired them with welds. Others have returned to the use of traditional tools.

In the commune of Betatao, the climate change crop calendar is posted in the commune where farmers, both members and non-members of the FFS, come to consult it.

However, it was not easy to find plots of land worthy of a school field during the evaluators' visit. The plots that benefited from the project's support are scattered, with no real organization to provide a learning context. They lacked follow-up.

A seed multiplication and distribution organization has been linked to FFS beneficiaries for direct seed sales; however, information on the number of beneficiaries involved and the content of the exchanges is not available.

## 2) Livestocks

The provision of breeding stock (2,846 small ruminants and 2,604 poultry) to the FFSs is the most important component of the livestock activities.

**Table 15. Number of genitors released to communities**

Distributed genitors	Female	Male	Ratio	Total
Poultry	165	25	15,15 %	2 640
Goat farming	1 963	338	17,22 %	2 301
Sheep farming	333	212	63,66 %	545

However, PACARC has no information on the current situation of the breeding animals that would be born from the distributed broodstock. Beneficiary associations have neither reception slips nor monitoring sheets. The databases used for monitoring are not interested in the number of births, deaths or sales information.

The project also provided materials for the construction of animal pens, distributed poultry feed and veterinary products (vaccines) and developed fodder crops. It was able to train farmers in animal husbandry techniques.

### 3) Aquaculture et pisciculture

The project has trained and equipped fishermen and beekeepers in the regions. The following list gives an overview of the major components:

- two refrigeration units set up for storage and production of ice for the benefit of 1,695 fishermen;
- 500 fish-banking devices (artificial reefs) installed;
- two fiberglass dugouts;
- two platforms for floating fish farms

The commune of Tanandava has shown itself to be a successful example in the field of fishing and aquaculture. The installation of a cold room in working order and equipped with five 60-liter freezers each has greatly helped in the conservation of fishery products before their commercialisation. Aquaculture was also well illustrated in this commune by the installation of a floating cage aquaculture system on Lake Anony. This system has prevented the disappearance of local fish species<sup>12</sup> that were threatened by the "Bekobe", the beach seine fishing that use impregnated mosquito nets. Thanks to the intervention of PACARC, with the help of the DRPEB of Anosy, these "Bekobo" are no longer practiced there and the fishing products at the level of the lake show a favorable increase.

Collaboration with Aquatic Service, the company responsible of the Mitao Forecast network, has resulted in the installation of 21 agro-meteorological panelboards in fishing communities to reinforce the early warning system. These panelboards are not updated as stated above. The absence or irregularity of updating could reduce the habit and capacity of community members to consult and use them.

### 4) Reforestation

In 2019, the PACARC steering committee decided to introduce reforestation into its intervention by providing 2,082,034 seedlings and 37 kg of seeds for the twelve communes. The area thus reforested is 768 ha. About thirty species were distributed: fruit trees, indigenous trees, energy wood, timber, etc.

The project also reforested land in other communes of the "green belt" in different districts of the Androy region such as Bekily, Amboasary, Belindo, Ambahita, Beraketa, Antanimora, Antaritarika. More than 400,000 seedlings and 170 ha were destined for these communes. Some of the seedlings helped to complete the 93 ha dune fixation scheme in Antaritarika in collaboration with the PDSPE project. The choice of these communities outside of the twelve communes is logical and therefore acceptable from the perspective of coordinating MEDD and

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<sup>12</sup> Leurs noms vernaculaires malgaches sont : tilapia, sidaky et angera.

UNDP activities; it is no less questionable as to its place in the project's theory of change insofar as no other activity accompanies it.

A seed multiplication and distribution organisation has been linked to FFS beneficiaries for direct seed sales.

In addition, during the 2019 reforestation campaign, when the government decided to "green" Madagascar and produce 80 million seedlings, the PACARC project mobilized an additional US\$ 290,000 from UNDP for reforestation and contributed to the acquisition of 25 million pot nurseries for the five project regions, and various other reforestation materials. This fund also enabled the establishment of permanent nurseries in the forestry cantonments of Ilaka-Est, Mahanoro and Ankazobe.

## 5) Water and sanitation

The management and implementation of this activity was entrusted to UNICEF with effective collaboration with MEAH. It cost \$1,744,717 out of a budget of \$1,919,000.

**Table 16. Budget entrusted to UNICEF including programme support costs (in USD)**

Designation	Amount
GEF's expected contribution	1.919.000
Received amount (2017-2021)	1.919.000
Cumulated expenses (2017-2021)	1.744.717
Unspent balance to be returned to UNDP by UNICEF	174 283

Among the outputs of these activities, twelve communal water, sanitation and hygiene development plans (PCDEAH) are being revised and include the climate change dimension.

The works carried out in the water and sanitation sub-sectors benefited 35,000 people. These are:

- four AEP feasibility studies are available;
- two AEPP and one AEP infrastructure built;
- 20 rehabilitated wells, 15 of which are equipped with human-powered pumps;
- improved connection networks in two locations:
  - PACARC has put in place management mechanisms; for example, the Betsizaraina drinking water supply operates through the manager-investor-builder (GIC) system, while the two wells in Niarovanivolo are managed by a local water point committee.
  - Feasibility studies of sand dams and underground reservoirs in 11 identified sites, all outside the project's communes of intervention.

Hydro-agricultural facilities reach 33,200 beneficiaries in the five regions. PACARC has carried out feasibility studies for the rehabilitation of the Ilaka-Est irrigation canals,

Miary, the Vezo canal and the Tanandava perimeter; the preliminary outline project (APS) and the detailed outline project (APD) are available. The cleaning of the Ilaka irrigation drains covers 100 ha; the rehabilitation of the hydro-agricultural infrastructure in the commune of Miary should make it possible to irrigate about 1,100 ha of cultivable land; it is one of the largest investments made by the project; unfortunately, it could only be used for a few weeks because of the drying up of the Fiherenana River. Finally, UNICEF has carried out feasibility studies for sand dams and underground reservoirs in eleven identified sites outside the communes.

DREAH has been involved in the process. In the Atsinanana region, for example, the DREAH in collaboration with UNICEF coordinated the transfer of the management of drinking water supply infrastructures in the fokontany of Betsizaraina. It resulted in a contract between the said commune and the company Tina, which is the manager-investor-constructor. This is a pilot mechanism whose scaling up will depend on the results.

In an effort to protect watersheds and the springs they contain, UNICEF has supported reforestation as an additional contribution.

**Table 17. Status of the reforestation initiated by UNICEF**

Region	Commune	Planted seedlings	Reforested surface
Analamanga	Ambolotarakely and Betatao	168 762	100 ha
Atsinanana	Betsizaraina and Ilaka-Est	40 000	14 ha
Atsimo Andrefana	Miary aand Manombo	35 895	22 ha
Androy	Tranovaho	29 250	20 ha
<b>TOTAL</b>		<b>273 000</b>	<b>156 ha</b>

Forest regeneration and source protection are effective in five regions, but the survival rate is not mentioned in the report.

Collaboration with Aquatic Service, the company responsible for the Mitao Forecast network, has resulted in 21 agro-meteorological panels being set up in fishing communities to reinforce the early warning system. These panels are not updated, although forecast information continues to arrive on the phones of local officials in the form of SMS messages at the agreed frequency.

## 6) Microfinance

Sensitisation has led to the establishment of 150 Village Savings and Loans Associations (VSLA) . .". They were given the tools to run as expected (cards, small safes and padlockss , etc.).

### 3.3.3 Efficiency

#### 3.3.3.1 Funds management

The financial planning of activities is based on annual work plans (AWPs) developed and validated in a participatory manner each year from 2016 to 2022. Since the beginning of the project, AWP's have been submitted by the PMU, approved and signed each year at the steering committee meeting, in accordance with the indications of the national counterpart and UNDP procedures. With two months to go, the disbursement rate is around 97.75%.

**Table 18. Annual disbursement (USD)**

year	Annual budget (AWP)	Disbursement of the year	Disbursement rate of the year
2016	64 500,00	1 876,45	2,91 %
2017	2.097.681,00	884 705,19	42,18 %
2018	1.975.633,24	1.483.715,32	75,10 %
2019	3.075.890,00	1.992.537,90	64,78 %
2020	1.808.294,43	809 402,28	44,76 %
2021	2.147.898,82	2.024.625,39	94,26 %

**Table 19. Cumulative disbursement (USD)**

Year	Total budget	Cumulated disbursement	Cumulated disbursement rate
2016	7.377.397,00	1 876,45	0,03 %
2017	7.377.397,00	886 581,64	12,02 %
2018	7.377.397,00	2.370.296,96	32,13 %
2019	7.377.397,00	4.362.834,86	59,14 %
2020	7.377.397,00	5.172.237,14	70,11 %
2021	7.377.397,00	7.196.862,53	97,55 %

#### 3.3.3.2 Project's funding and co-funding

The co-funding of the project was assessed by the project designers and presented in the PRODOC. The contributing institutions have signed letters of commitment.

Information on the fulfillment of co-funding is not systematically available. The monitoring mechanism has not been carried out throughout the life cycle of PACARC

With the exception of the 2021 PIR - and identified gaps and alternative sources.

PACARC does not have the reports of the various commitments signed in 2015 to assess the funding contribution from the ministries. However, they were actively involved throughout the implementation of the project. The valuation of their contributions should have been done on a monthly or quarterly basis and consolidated annually to be submitted to the GEF in the PIR.

**Table 20. Funding and co-funding (in millions USD)**

Co-funding (Type/Sources)	UNDP own funding		Government		Partner organization		Total funding		Total disbursement	
	Planned	Real	Planned	Real	Planned	Real	Planned	Real	Planned	Real
Grant	5 000	5 000	52,779	52,949	2,365	2,365	60,144	60,314	60,144	60,314
- Loans/concessions										
- In-kind support			1,217	890			1,217	890	1,217	890
Other										
<b>Total</b>	<b>5 000</b>	<b>5 000</b>	<b>53,996</b>	<b>53,839</b>	<b>2,365</b>	<b>2,365</b>	<b>61,361</b>	<b>61,204</b>	<b>61,361</b>	<b>61,204</b>

### 3.3.3.3 Staff management

The PMU was able to be formed in 2018 - about a year after the project was launched. With the recruitment of PFRs as they took on a central role in the implementation of the project. This has been followed by a wave of changes that have resulted in the project having:

- three coordinators,
- two monitoring and evaluation officers,
- two communication officers,
- two administrative and financial assistants,
- two focal points for Androy.

In addition, three directors of the BNCCC, now BNCCREDD+, have succeeded each other as National Project Director.

There were long periods between the departure of a staff member and his or her replacement. The conditions were not optimal for effective management. In particular, the project went through two periods without a coordinator. UNDP appointed the former project coordinator, now Environment Programme Officer, as interim coordinator during the second period when the post was vacant. The Environment and Poverty Team-Leader managed the 'strategic aspects' in line

with his duties within UNDP. In practice, the RSE was responsible for managing the day-to-day business.

Interviews with staff members revealed a good match between individuals and their positions. However, the evaluators perceived a lack of mastery of the community approach among some.

It should be noted that the MEDD in general and the BNCCREDD+ in particular is not involved in the recruitment of PMU staff - except for validating the TOR - nor in the management of this staff. Although the project management unit occupied the premises of the MEDD, it was not under the direct supervision of the SG or the BNCCREDD+ as recommended by the PRODOC.<sup>1314</sup>

#### 3.3.3.4 Cost-benefit analysis and "value for money"

The presentation of the project's financial statements does not provide the opportunity to analyze the unit costs of each type of activity, although this is essential to assess the "value for money" of the proposed CCA technologies. The cost of setting up FFS, for example, is not known to the facilitators or technicians. Investments were not made on the basis of business plans. Furthermore, these farms do not keep a farm account.

The numerous small agricultural equipment acquired by the project, which were not distributed, dilapidated or defective and which were used very little or not at all, demonstrate a lack of efficiency. Similarly, the breakdown of the meteorological stations and the cessation of the agro-meteorological information service for fishermen once again demonstrate the mismatch between investments and the benefits they generate

This may be due to a combination of a failure in the supply system, a lack of monitoring, or perhaps a lack of involvement of beneficiaries in the process.

The fact that beneficiaries were renewed during implementation in some municipalities led the project to repeat some of the steps already taken. This choice resulted in additional costs and a loss of efficiency.

#### 3.3.4 Impact

The project proposed to assess the impact of its actions by measuring the "extent of adoption of climate resilient technologies and practices". It therefore

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<sup>13</sup> PRODOC, p. 80, paragraph 204: "A project management unit will be set up within the General Secretariat of the MEEF or within the BNCCC. The Director of the BNCCC will act as the National Project Director (NPD).

<sup>14</sup> PRODOC, p. 82, paragraph 210: "A Project Management Unit (PMU) will be created within the BNCCC".

aimed for "75% of the FFS beneficiaries to have adopted climate resilient technologies and practices". There are several positive signals that indicate a trend towards this desired situation.

Farmers who have received support from PACARC produce and sell seeds, fingerlings and seedlings. Others have been able to produce early rice varieties with improved seeds distributed by the project. Some have adopted liquid fertiliser. The fokontany of Ambalakondro, in the commune of Ilaka Est, adopted mass rainfed rice cultivation following PACARC's intervention.

Producers in the communes of Ambolotarakely and Betatao have adapted their cropping calendars to the long delay in the rainy season in 2021. In the commune of Betatao, crop calendars are posted in the commune where FFS member and non-member farmers come to consult them.

The second measure of success is the "one point reduction in the vulnerability index of each municipality" through the Vulnerability Reduction Assessment (VRA) method. This too has not been achieved.

**Table 21. Vulnerability indices of the intervention communes, estimated from the communities visited by the evaluators**

Region	Commune	Score before the project	Score after the project	Progression
Analamanga	Betatao	3	3	→
	Ambolotarakely	3	2	↘
Est	Ilaka-Est	2	2	→
	Betsizaraina	3	3	→
Sud-ouest	Manombo	3	3	→
	Soahazo	3	4	↗
	Analamisampy	3	4	↗
	Miary	3	4	↗
Androy	Imongy	5	5	→
	Tranovaho	5	5	→
Anosy	Sampona	4	3	↘
	Tanandava	3	3	→

**Caption:**

- ↗ The vulnerability index is increasing, which means that the community concerned has become more vulnerable to the effects of climate change;
- The vulnerability index has not changed ;



- The vulnerability index decreases, i.e. there is an improvement in the resilience of the community concerned.

The comments on the given scores are [available in the appendix](#).

There is already an improvement in the income of some FFS members:

- Beneficiaries of local chickens in Betsizaraina have sold more than 150 chickens; this enables them to pay for their children's school fees and to allocate a budget for care and medication in case of illness;
- A household in Miary had permission from its association to sell a goat to pay for health care;
- A Sampona resident was able to buy beef after selling better quality sweet potatoes, the seed of which came from PACARC;
- Fish farmers in Betatao were able to obtain an additional income of MGA 3,000,000 in 2021 for selling fish to individuals.

Through GVECs, beneficiary members can save and borrow money. They start to manage their daily household expenses better.

Although PACARC does not address the social dimension of the population in the face of climate change, the social benefits of the water infrastructure are worth noting. In fact, these infrastructures bring to a part of each of the twelve communes all the privileges of access to water: improved health, alleviation of the chore of fetching water for women and children, etc. Similarly, the fishing communities recognise that the meteorological information disseminated by the project through the Mitao Forecast network has considerably reduced the number of accidents at sea - although there are no statistics available on this subject. Finally, part of the reforestation effort has made the community of Antaritarika less vulnerable by fixing the dunes that previously engulfed homes and crop fields.

Unfortunately, these positive trends are scattered, fragmented and piecemeal. Benefits detected in one group are not detected in others. No single community has been able to capture all or some of the changes observed. Furthermore, it should be noted that behavior, reactions and appropriation capacities are not the same from one community to another. The results recorded will make it possible to build on them and design new approaches that are more differentiated and adapted to each community.

The project's contribution to positive change could have been more pronounced if it had produced and disseminated sufficient knowledge that helps all actors, at all scales and according to their needs, to make informed decisions about climate change.

Project actions have led to some verifiable improvements in ecological status or reductions in ecological stress linked to PACARC interventions. The PACARC-

supported establishment of a fishing cooperative in Lake Vangoana in East Ilaka is one example. The adoption of appropriate fishing techniques - the use of nets that respect standards - has allowed a process to be established PACARC's results framework is responsive to global, national and sectoral development challenges and priorities.

### 3.3.5 Sustainability

#### 3.3.5.1 Technical capacity of relevant stakeholders to sustain the project's achievements

PACARC has raised the level of technical capacity of relevant stakeholders to the level required to sustain its benefits. The technical capacities of the technicians of the STDs, especially those at the district level, promise the sustainability of the project benefits.

In view of this, the last steering committee decided to transfer the materials to the DTCs and STDs.

STD technicians have acquired experience in implementing such activities in the field through other TFPs. However, a risk linked to staff rotation (retirement, assignment, repeal, election, etc.) persists; the lack of transfer of competence has been noted wherever those previously involved in the project are no longer in place. This is the case of the lack of knowledge of some newly elected leaders of the communal development plan of their commune for the planning of its activities.

At community and beneficiary level, capacity building of facilitators provides a solid basis for sustainability of effects. There is less risk of facilitators leaving the village - compared to technicians. Those whom the evaluators were able to meet in the field have all been there since the beginning of the project.

The stakeholders have the technical capacity to sustain the benefits of the project. However, financial and material capacity may be insufficient.

There are a number of elements that point to the sustainability of fishing and aquaculture activities - however little they are developed. The application of the laws governing fishing will make it possible to eliminate catches of small species and to respect the spawning seasons by means of fishing closure decrees. The marketing of ice in cold rooms will ensure the maintenance of equipment and the payment of electricity bills, as in the case of Tanandava, by feeding the coffers of the associations responsible. Similarly, the floating cage aquaculture systems in Tanandava have favored the restocking of Lake Anony. This effect will surely be felt in the future - if these same devices are rehabilitated quickly enough after the damage they suffered during Emnati Cyclone in February 2022.

Community awareness of the benefits of reforestation practice has resonated strongly with beneficiaries. Many are determined to reforest more, but are very often faced with

the problem of lack of water. Local people are already producing seedlings in nurseries financed by the project or by other actors in the area (e.g. CTAS in the Androy region).

### 3.3.5.2 Political, social or financial risks that could compromise the sustainability of the results

Key informants identified financial, social and political risks that could compromise the sustainability of PACARC policy outcomes:

- **Financial risk:** Lack of resources will prevent national and local technical services from continuing with field actions. If the DGM does not allocate a specific budget for the operation and maintenance of the installed stations as foreseen in the PRODOC<sup>15</sup>, they will stop transmitting data.
- **Social risk:** These have a rather security aspect. Water supply equipment and infrastructure is stolen or vandalized in the Atsinanana region due to community disputes in some villages. Similarly, if the local population continues to lack information on the role and usefulness of the newly installed weather stations, they may think that they are used to detect local resources. They may imagine that these stations will encourage the arrival of foreign operators who will plunder the mineral resources at the expense of local small-scale operators. Such a feeling could lead to the population vandalizing or destroying the facility to protect the resources. The country has a history of this.
- **Political risk:** The political framework and governance structures and processes within which PACARC operates present risks. The risk lies in the change of leaders in the various bodies (mayors, STD directors, etc.). The frequent reshuffling of the current government and the subsequent avalanche of appointments do not allow for a better ownership of the project by those responsible for the sectors concerned. Several newly appointed directors general are not sufficiently familiar with the project. There is also a risk of political conflicts or a difference in political priorities between successive leaders, which prevents the continuity of actions undertaken, such as new mayors who are not aware of the existence of the newly developed CDP, etc. These changes could lead to a change in priorities and affect the continuity of interventions.

The legal framework does not pose risks that could jeopardize the sustainability of PACARC's benefits.

### 3.3.5.3 Factors requiring attention to improve sustainability prospects and replication potential

The following factors will require particular attention to improve sustainability prospects and replication potential:

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<sup>15</sup> PRODOC, p. 56, first paragraph: "Long-term costs related to personnel and equipment will also be included in the internal budget of the DGM to ensure the sustainability of the project."

- the effective involvement of stakeholders including STDs, CTDs and trained and equipped facilitators in post-project monitoring and follow-up;
- the availability of the necessary inputs for the adapted technologies in the vicinity of the intervention municipalities;
- Beneficiary participation in decision-making and contribution in return for the various grants (ownership),
- financial empowerment of the FFS, cooperatives and associations;
- the availability and maintenance of awareness-raising tools made available to relay workers;
- the maintenance of newly installed stations and the existence of a communication channel to disseminate information to vulnerable populations;
- the operationality of the structures set up, such as the Betatao fish farmers' cooperative already registered with the Ministry of Trade;
- insufficient water points for cultivation and breeding;
- insufficient sources of electrical power for the refrigeration equipment and infrastructure handed over to the fishermen;
- maintenance, repair, upkeep and care of meteorological stations;
- increasing the participation of women and young people;
- the capacities of local structures to take over the project, such as microfinance institutions (GVEC, VSLA and SILC), the private company that has been entrusted with the Betsizaraina drinking water supply system, or the dissemination of agrometeorological information (Aquatic Service, regional agrometeorological platforms).

#### 3.3.5.4 Dependence of PACARC results on continued financial support

Like most FFS projects, this project developed technologies that did not require large investments, thus taking into account the capacities of the target groups. This has resulted in the adoption of many practices that have been evaluated by the project and have also emerged in local reviews. The risk of unsustainability therefore remains low, as even after the operational phase of the project, the transformation of the FFS into cooperatives and associations could continue.

It should be noted that most beneficiary communities have limited financial capacity and their financial capacity makes it difficult for them to continue with the activities. Beneficiaries cannot take everything, but will probably fund the activities they think are appropriate. GVECs are gradually expanding in the villages. Their establishment has aroused the enthusiasm of the communities, which have responded favourably by joining in large numbers.

To be sustainable, PACARC results require continued financial support. The transmission of meteorological data at station level depends on connectivity (operators chosen, package used). Without funding, the

relevant services will be deprived of data at their level. Thus, the system of dissemination of meteorological information requires a continuous injection of funds for the maintenance of equipment, the purchase of communication credit, the missions of monitoring weather teams, etc.

For agricultural materials and inputs, the sustainability strategy is not clear. The project has taught them and introduced new production techniques, but no follow-up support measures are identified.

Due to lack of resources, farmers have not had the opportunity to install proper shelter. The protection of animals, being the main function of housing, remains difficult, making the livestock activity unproductive and its contribution to food security perhaps minimal.

Stables, chicken coops or other forms of shelter have the main function of protecting animals and promoting their development. This is particularly true in the tense security context of the project areas; equipping and building them is an investment that farmers cannot afford; it is obvious that the absence of shelter reduces productivity. As a result, livestock farming does not contribute to improving food security, especially since farmers are not inclined to sell them unless they are in extreme difficulty.

The terminal evaluation team is not in a position to provide the level of financial resources expected to support the continuation of the benefits of PACARC. However, it believes that the potential for additional financial resources to support the maintenance of PACARC benefits could come from annual activity budgets within the relevant ministries. These will need to include lines allocated to the sustainability or continuity of follow-up of CCA activities, through own resources - preferably or through Technical and Financial Partners.

#### 3.3.5.5 Current activities which constitute an environmental threat to the sustainability of the results

There are no ongoing activities that pose a potential environmental threat to the sustainability of PACARC results.

Most of the technologies popularized by the project do not degrade ecosystems, such as the production of bio-compost. On the other hand, there are cases of the use of chemicals on both agriculture and livestock (by some beneficiaries of the degraded land restoration activities), as well as the frequent practice of bushfires constitute serious threats to the agro-pastoral resources of the project area.

For the commune of Ambolotarakely, the opening of a wild mining operation will inexorably change the local environmental pattern. Several experiences in Madagascar have shown that it constitutes a real social, economic and environmental threat (erosion) which could, in the future, render the gains made by PACARC obsolete.

At the time of the evaluation, the project does not have an exit strategy that identifies relevant environmental risks and includes explicit interventions to mitigate them. Such an exit strategy, if developed, should identify relevant socio-political and environmental risks and include explicit interventions to mitigate them.

### 3.3.5.6 Actions to empower the beneficiary community

There is a mechanism to include communities in decision-making and management of activities and results.

For decision-making, the involvement of communities is quite limited. In general, decisions on actions to be undertaken are made by the project (PMU and stakeholders), whereas in some cases (identification of materials to be provided, sectors to be supported, etc.), consultation of beneficiaries has improved the match between the needs within each community and what the project proposes. This was the case in the Atsinanana region where this adequacy encouraged a contribution from the beneficiaries both in kind (in the case of the beekeeping swarm) and in cash (in the case of the fishermen) and allowed the implementation of the activity undertaken within the communities to continue. Thus, the beekeepers were able to make the hives functional despite the climatic hazards that caused the swarms to disappear.

On the other hand, the empowerment of the beneficiaries during the implementation of the project in certain areas consolidates the achievements and promises their sustainability. In the case of the fishermen around Lake Vangoana - rural commune of Ilaka Est, Atsinanana region - the constitution of the cooperative and its formalization were made possible thanks to the participation of the beneficiaries. In the commune of Betatao, some beneficiaries use liquid biological compost on their own. In the case of fish farming, the contribution took the form of the construction of fish ponds, with the project providing the fry or genitors.

For fishing, the beneficiaries contributed financially for the purchase of nets, which were then used to pay for the formalisation of the fishing cooperatives. In the Androy region, thirty-one associations of sea fishermen from Lavanono and Sareriake in the commune of Tranovaho contributed 100,000 ariarys for the purchase of fishing equipment. Initially set at 60,000, this sum had to be increased because 24 associations did not agree to contribute to the collective contribution; the remaining 21 associations agreed to share this responsibility.

The establishment of GVECs is a means of ensuring community empowerment and hence the sustainability of project results. It is a community savings group that provides advice and support to its members in times of difficulty.

Various practices on the ground suggest that local authorities and project beneficiaries are not sufficiently engaged in the implementation of certain activities:

For example, (i) the lack of clearing of weather station sites despite agreements with the communes; (ii) the very limited construction of livestock infrastructure,

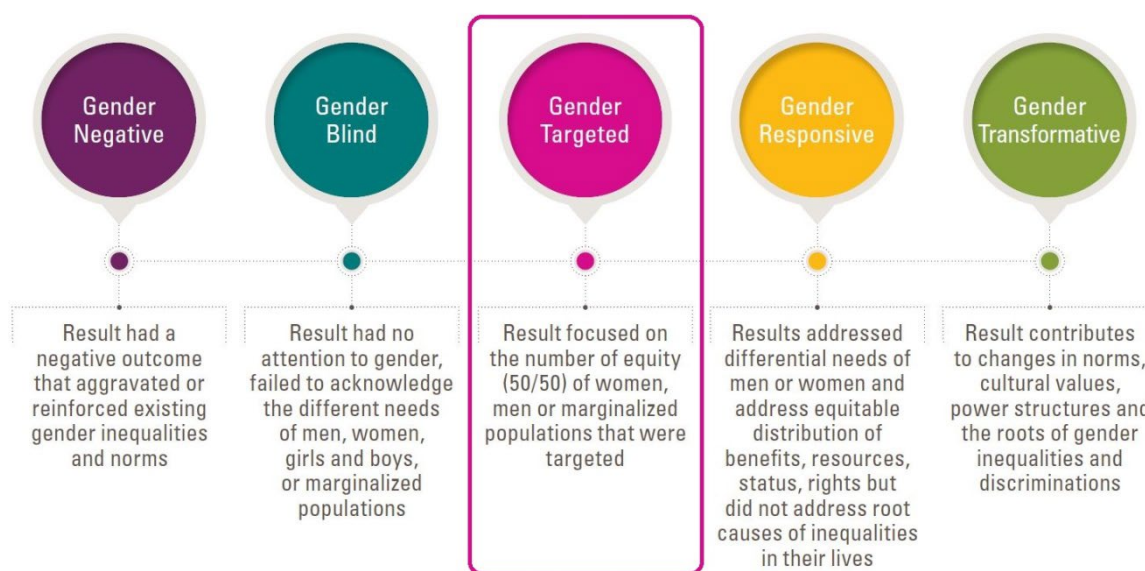
combined with an almost total absence of improved practices on the part of livestock keepers;

(iii) no swarmed hives among the hives distributed by PACARC in the commune of Imongy. Although they were placed in forests away from the villages, the beneficiaries lacked the diligence to monitor and move them to encourage swarming.

There are strong indications that beneficiaries will not yet be able to manage the activity on their own; they will need guidance and control.

### 3.3.6 Gender and women's empowerment

**Gender mainstreaming.** The gender result scores 3 out of 5 "targeted" on the GRES rating scale. Indeed, the result focused on the number of women, men, and marginalised people targeted



**Figure 3. PACARC score on the gender effectiveness scale**

The project document dedicates a section to the consideration of gender issues in the design of the project. The project commissioned a gender balance analysis in twelve intervention communes of the Enhancing the adaptive capacity and resilience of rural communities project in the five regions.

During project implementation, gender mainstreaming was limited to the inclusion of women among the beneficiaries of the project, without however implementing specific activities for their benefit. Men and women receive the same support and capacity building without restriction, but without preferential treatment. The indicators of project beneficiaries have been disaggregated by gender; the number and proportion of women beneficiaries of the project are available. Most importantly, 53% of the beneficiaries are women. To monitor

gender mainstreaming, gender-specific indicators (AMAT FEM-6) have been used to monitor the project.

Furthermore, the importance of promoting gender and youth is not unanimously shared by project staff. Although no particular action to oppose it was observed, the evaluation notes a lack of consideration of gender issues by some members of the project team.

### 3.3.7 Women's autonomy and empowerment.

The project does not have a specific strategy for empowering women in its activities. However, the project has promoted women's empowerment by giving them key roles with other beneficiaries (32% of relay facilitators and 36% of FFS facilitators are women). Women have shown interest and enthusiasm for the project. Groups of beneficiaries led by women are more dynamic and enthusiastic about improving their adaptive capacities.

### 3.3.8 Other crosscutting questions

#### 3.3.8.1 Promotion of the human development approach and monitoring of the MDG and SDG

The project has contributed to the promotion of development and human rights through its activities and achievements. More specifically, it contributes to the achievement of SDG 13, SDG 1, and SDG 7. The project contributes to the achievement of the **SDG 13: "measures to combat climate change"** of the 2030 Agenda. Indeed, the project aims to improve the adaptive capacity of vulnerable populations to climate change through a series of activities and to achieve its overall objective. The project has adopted concrete approaches such as the dissemination of agro-meteorological information and adaptation techniques to vulnerable populations.

In addition, the project contributes to the achievement of **SDG 1: "Eradicate extreme poverty and hunger"**. Indeed, the project, through its activities, contributes to providing livelihoods resilient to climate change (use of improved seeds, cultivation calendar) allowing the households of the beneficiary communities to improve their income and living conditions (access to drinking water, diversification of family income).

It also contributes to the **SDG 7: "Ensure environmental sustainability"** through its activities which consist of watershed improvement, the creation of community nurseries and reforestation, the promotion of the use of improved and economical fireplaces, and the promotion of the use of organic fertilizers.

#### 3.3.8.2 Youth promotion

PACARC does not demonstrate a particular consideration of the youth theme since its conception and during its implementation. The mid-term review did not make any particular recommendation for the promotion of youth. Nevertheless, the indicators on the number of green jobs and IGAs created were disaggregated by age and provided the number of young beneficiaries of the project. None of the systems adopted by the



project allowed for the analysis of the impact of the project, particularly on young people. The non-existence of activities and results that specifically target young people is hardly an exclusionary factor for the project. In fact, 1,123 young people benefited from IGA support and we were able to meet young beneficiaries during focus groups at the intervention sites.

#### 3.3.8.3 Social inclusion

PACARC was planned to promote social inclusion by targeting the most vulnerable groups in the community regardless of gender, age, physical ability and origin. However, no specific support for the most vulnerable categories was provided. The project did not give special benefit to women, youth and people living with disabilities. All activities are the same for all categories of beneficiaries, both in terms of training and various equipment grants. The database is not disaggregated according to the disability of the individual, so it does not allow for a proportion of people living with a disability who benefit from the project. Nor does it allow for an analysis of the impact of the project on these vulnerable populations living with a disability.

## 4 CONCLUSIONS

- The project was relevant and responded to both global and national priorities; it touches on an area that has become a real local challenge over the years: how to remain productive with the effects of climate change, of which communities are more victims than perpetrators;
- PACARC has met or exceeded numerical targets for activities. Some activities, such as fish farming and aquaculture, have made a tangible and widespread difference; however, results are geographically dispersed and fragmented across a large number of beneficiaries;

Behavioral changes were noted that justify an improvement in the resilience of producers to climate change. Indeed, the local population is aware of the problem of climate change. However, the results at farm level, such as productivity, remain very timid;

- PACARC's management has been able to adapt to the context marked by needs that emerged later (such as reforestation introduced among the activities at the request of MAEP);
- The two assessments of the MEDD's financial management capacities, carried out by an independent firm under the aegis of the MEF, concluded that there were risks; they led to the application of the assisted implementation rule with the UNDP having to take on more management responsibilities in place of the MEDD;
- Financial management was satisfactory with regard to the rules of procedure; all audits and spot checks were conclusive;
- The project is moderately efficient: a significant number of properties acquired through the project are not used and are in a state of disrepair without having been used;
- The cost of each type of intervention is not known; farmers do not have access to financial information; information on stakeholder contributions is not available.
- The positive effects of the investments made within the framework of the project will be sustainable if the obstacle of funding can be removed and the continuity of technical support can be ensured.
- The vulnerable population has been at the center of the project's concerns and has benefited directly from its support, even beyond its area of intervention. Women and young people have not been left behind without the privilege of specific actions.

## 5 LEARNED LESSONS

- The contribution of the stakeholders was crucial in the implementation leading to the achievement of the project's expected outputs;
- Open collaboration between implementing partners - in this case ministries and UNDP - determines whether or not a project will be effective;
- Communities are very willing to adapt their way of life and production in the face of climate change because of a good understanding of the issue;
- Delays in completing the management team, high staff turnover and long periods without a full-time coordinator affected the project's performance;
- Long processing times for procurement and payment are a risk for the project;
- The availability and accessibility of knowledge from various experiments is an indicator of the success of a pilot project. Capitalisation cannot be done only at the end of the project.

## 6 RECOMMENDATIONS

In front of the above mentioned findings, the following recommendations are made to all parties. They should not be seen as shortcomings of the project evaluated because the majority of them have been drawn from good practice and lessons learned from the project.

The project is coming to an end, with a few weeks left. The first two recommendations are addressed to PACARC directly. The other recommendations have been drawn from the experiences of the project and are mainly made to improve the conduct of similar interventions in the future.

### Exit strategy and sustainability

**Establish an exit strategy, with a view to the sustainability and valorisation of PACARC experiences** (*Responsible : PMU*).

With only a few weeks to go before the end of the project, it is essential to develop an exit strategy that takes into account the sustainability of the results. This strategy will include, among other things, the sustainability approach, the valorisation of the achievements, the support measures for the FSFs after the end of the project and the transfer of the management of the infrastructure. For the latter, the experience of managing the drinking water supply infrastructure of the rural commune of Betsizaraina should be capitalized on. Similarly, it would be wise to entrust the management of cold rooms and aquaculture infrastructures to serious and responsible local associations, adopting the same principle.

As an example, the project has made a wise choice by opting for solar energy, which is more advantageous in terms of cost and the environment in the case of cold rooms, but which can at the same time generate significant maintenance costs. Technicians from the DGM propose to opt for transmission by wave instead of the telephone network for weather stations that require the permanent purchase of communication credit. Such options are worth considering.

**Complete priority actions before project closure** (*Responsible : PMU*).

The following actions are recommended to be implemented before the closure of the project:

- Carry out the maintenance and upkeep of the agrometeorological, synoptic and hydrological stations, so that they can be operational before the end of the project; put in place the strategy for the maintenance of these stations; raise awareness among the local population on the usefulness of these stations for a better appropriation on their part; make the populations aware of their responsibilities in the maintenance of the station;
- Rapidly restore the cage aquaculture system on Lake Anony, which has shown satisfactory results both economically and ecologically with the restocking of the lake (with the support of the MPEB);
- Putting up visibility plaques, at least near the infrastructures built by the project, such as the drinking water supply system in the commune of Betsizaraina;

- Organize a sharing session between district level actors and community representatives to sustain the gains made

## Management

**Strengthen communication on procedures (stages, processing time, documents required, persons responsible, etc.) for a good understanding by partners of the workflow process** (*Responsible: UNDP*).

Indeed, the administrative and financial procedures should contribute to the achievement of results and facilitate the timely implementation of activities in compliance with basic management rules. If necessary, the establishment of a special fund management procedure for the monitoring of activities would be interesting so that the governmental side can make its full contribution to the implementation of the project.

**Improve the MEDD's presence in the management of UNDP-supported GEF projects through a focal point responsible for the project(s) within the ministry's executing agency and dedicate sufficient resources to ensure this role** (*Responsible : MEDD and UNDP*).

This person will be responsible for collecting information about the project and will be kept up to date with all project achievements and activities. Therefore, those from the Ministry and other departments who wish to have or provide information on the project will be referred to this person. The Focal Point should not be the only one to ensure the Ministry's contribution to the project. Ministry staff will naturally be involved in the implementation of the project according to their respective functions and responsibilities and as required.

**Ensure better coordination of activities with stakeholders through regular coordination meetings in order to increase ownership of the project by all through better communication** (*Responsible : UNDP and MEDD*).

The official executing agency - MEDD/BNCCREDD+ in the case of PACARC - should be better involved in the coordination of actions carried out. In addition to carrying out field monitoring missions and validating administrative documents, periodic coordination meetings should be agreed upon at the start of the project and carried out throughout the implementation period. These meetings will allow for discussion of the strategy to be adopted and the progress of activities. However, the supervisory role of the MEDD in steering the activities and especially the coordination with other ministries, in close collaboration with the PMU team, should be clarified.

**Involve governors (or regional heads) and their technicians more in the coordination of GEF-funded projects that concern their respective regions** (*Responsible : UNDP and MEDD*).

The mission recommends greater involvement of the regional governorates in the implementation of GEF-funded projects; they are responsible for coordinating development and ensuring synergy and complementarity of the activities of the actors working in their territories.

**Involve beneficiaries more in the decision-making process** (*Responsible: UNDP and MEDD*).

It is highly recommended that the beneficiaries of a project be considered as a full stakeholder. They should be consulted in the identification of material needs and technical characteristics, etc. It is also important to organize a meeting at the end of each cropping season to establish the balance sheet and the participatory evaluation in order to correct the follow-up of the interventions of a project that includes an agricultural component.

None of the stakeholders should be neglected to avoid threats to the sustainability of the results. Identify actions to be taken, or already taken, by stakeholders to facilitate the implementation of the project.

***Set up a procurement committee (preparation, evaluation, acceptance) with the participation of technicians specialized in the field to ensure the good quality of the goods delivered (Responsible: UNDP).***

Prior to any procurement activity, the involvement of technicians from the sector concerned is important from the identification of the technical characteristics of the goods and services to be procured. The collection of the needs of the populations and beneficiary entities and the taking into account of their experiences should not be neglected either. The same applies to the validation of goods delivered by suppliers to ensure their conformity with the technical specifications established in advance by the technicians.

Through this committee, the PMU and the UNDP procurement unit will have access to their partners' databases. This will ensure that a supplier who fails to meet the requirements of the partners is not awarded the contract and jeopardizes the smooth implementation and achievement of the project results.

***Strengthen the capacity of national institutions to ensure autonomous financial management and technical implementation of project activities and to improve national ownership of the project after its closure.<sup>16</sup> (Responsible: UNDP)***

The results of the micro-evaluations of the implementing agencies must be satisfactory if full NIM<sup>17</sup>) is to be the rule and assisted NIM the exception. To achieve this, UNDP needs to strengthen the capacity of its partners in the design, implementation and evaluation of CCA projects.

***Define and communicate in advance the criteria for the choice of intervention areas and the identification of beneficiaries and involve local authorities in the selection process (Responsible : MEDD and UNDP).***

Clear criteria for targeting beneficiaries should be established at the formulation or start of a project and widely communicated, unless the project chooses to reach the whole community. The involvement of local authorities, particularly the commune, in the identification of beneficiaries and the choice of intervention sites is essential.

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<sup>16</sup> PRODOC, p. 80, paragraph 206.

<sup>17</sup> Full national implementation (full NIM).

***Systematically collect information on the effects of, and changes brought about by, project interventions, regardless of the presence of other stakeholders (Responsible: UNDP).***

This makes it possible to determine the achievement of the quantitative and qualitative objectives of the project with "SMART" indicators such as the rate of adoption of the techniques taught, the increase in productivity, the measure of adaptation to climate change, the social and economic impact of the installation of water points, etc. Therefore, it is recommended to illustrate the project reports with effects felt at the grassroots level and the results of this impact assessment.

To this end, develop tools for collecting data on beneficiaries, activities and results (positive or negative changes) from the start of the project, such as beneficiary identification sheets with, among other things, information on their gender and year of birth to enable analysis.

***Be proactive in strengthening partnership links with newly appointed leaders (public or private) (Responsible : UNDP).***

The project management unit should pay a courtesy call on the newly appointed leaders. They should take this opportunity to share project documents with the newly appointed managers and their teams. The presence of COPIL members or UNDP officials at these courtesy visits would give them an added solemnity.

## **Communication and knowledge management**

***Value the results obtained by using visibility and communication tools, highlighting the stakeholders (Responsible : UNDP and MEDD).***

The mission recommends improving the communication of the results obtained in order to enhance their value and encourage the public and officials to adhere to the project's philosophy. To this end, all channels for disseminating information in rural areas should be exploited: radio broadcasts, visibility plaques (especially for infrastructure). Periodic feedback to beneficiaries is all the more important so that they can learn from the actions carried out.

Furthermore, despite the intersectorality promoted in the framework of PACARC, the objectives and contributions of the ministries are not understood by all. It is recommended that communication should be done in such a way that stakeholders, especially ministries, are more prominent so that they are not overshadowed by UNDP.

***Develop a knowledge management strategy that is able to learn from both mistakes and successes (Responsible: UNDP and MEDD).***

During capitalisation exercises, the project should not limit itself to success stories. It should also identify difficulties and mistakes made in order to "learn from mistakes" and provide lessons so that others do not face the same difficulties. Identifying lessons learned and sharing them with stakeholders is part of the capitalisation process. This should ensure that lessons learned are disseminated at different levels to maintain and improve the effectiveness of climate change adaptation projects.

In addition, the mission recommends that a system of capacity transfer be established so that those who replace the trainees or field workers can build on and sustain the achievements of the project.

## Technical orientations

### **Establish a gender strategy at the outset of a project that defines specific actions for marginalized groups** *(Responsible: UNDP and MEDD).*

The gender approach is not only about having a "good proportion of women" among the beneficiaries of a project; it is mainly about including, from the planning stage onwards, activities and products that are primarily aimed at the advancement of women and youth. Their potential to be agents of change should be better considered.

It is recommended to ensure the involvement of project staff in gender promotion throughout the implementation of the project.

### **Strengthen financial education in rural areas through village savings group** *(Responsible: UNDP and MEDD).*

The lack of financial capacity of producers is one of the problems encountered that prevent the adoption of climate change adaptation technology. It is recommended that initiatives to create and support GVECs, VSLAs or VOAMAMI be multiplied.

### **Establish a project's theory of change at the time of formulation and communicate it throughout implementation** *(Responsible: UNDP and MEDD).*

The evaluation recommends that a project's theory of change should be formulated and shared as widely as possible to ensure that stakeholders have an ongoing understanding of the significance of their activities and the relationships between the interventions of the actors involved.

### **Set up farmer field schools in accordance with the rules of the art, respecting all the steps and approaches recommended in this regard** *(Responsible: UNDP and MINAE).*

The farmer field school (FFS) should be a real learning field for producers. Each FFS should be based on specific themes. It should be able to deal with the practical problems encountered by farmers when using the technique or technology learned in each plot. Close monitoring should be put in place, through a dedicated structure. Production data (technical and financial), information on the results obtained (linked to successes or failures) must be identified and recorded efficiently. For this, tools are needed: livestock monitoring sheet, crop monitoring sheet, introduction to economic calculation and profitability, etc.

It is important to remember that close supervision is necessary to better support the FFS. The establishment of a monitoring and supervision body on site is recommended.

In addition to the activities carried out in the FFS, it is recommended to carry out complementary training, such as the processing and conservation of agricultural and animal products.



**Establish a permanent input supply system accessible to the population**  
(Responsible: MPEB and MINAE).

It is recommended to ensure the emergence of seed farmers, nurserymen, chick or fry producers. The aim is both to ensure that inputs adapted to climate change are permanently available to the communities that need them most and to create income-generating activities.

Accompanying measures include capacity building, awareness raising on the importance of using improved seeds, etc.

**Ensure the functionality of the technologies and tools for disseminating meteorological information by increasing the responsibility of local managers and allocating the budget for maintenance and upkeep and by developing sustainable partnerships** (Responsible : DGM).

The agro-meteorological stations and the Mitao Forecast system are of great importance and have direct impacts on the lives of producers and fishermen. The establishment of a sustainable system to ensure their periodic maintenance after the project's withdrawal is a high priority. This will ensure that weather information is always available and accessible to the population and local officials.

The proper functioning of the newly established stations requires the authorities and the population to take responsibility and to contribute, for example, to the clearing of the area where the stations are installed.

**Promote the MIB (Manager, Investor, Builder) approach and improve its application through an action research process** (Responsible : MEAH).

This approach, developed with support from MEAH and UNICEF, shows promise in addressing the thorny issue of sustainability in drinking water systems; it deserves wider application; it would benefit from being applied to other types of infrastructure and improved through feedback and iterative analysis.

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### Appendix 1. ASSESSMENT CRITERIA MATRIX

The collection and analysis of assessment data and information will attempt, with the proposed tools and sampling, to answer the assessment questions and inform their indicators through the sources and techniques as presented in the following matrix.

Evaluation criteria and questions	Indicators	Sources	Methodology
<b>RELEVANCE: What is the link between PACARC and the main objectives of the GEF intervention field and the environment and development priorities at the local, regional and national levels according to existing framework documents?</b>			
Does PACARC relate to the GEF climate change intervention field and has it been designed to provide global environmental benefits in accordance with relevant international climate change objectives?	The project includes relevant GEF outcomes, outputs and indicators. The project establishes explicit links to the global objectives of climate action.	Project Document GEF Focal Area Strategy	Document review
Does the objective of PACARC align with GEF strategic priorities?	Level of consistency between the project objective and GEF strategic priorities (including alignment of relevant intervention field indicators).	GEF strategic priority documents for the project approval period Current GEF strategic priority documents	Document review
Do PACARC objectives support the implementation of Rio conventions?	Links between the project objective and CBD elements, such as key articles and work projects.	CBD Website National environmental strategies, policies and action plans	Document review
Are PACARC objectives consistent with national environmental and development priorities? Do they integrate the objectives of national environmental strategies and policies?	Level of consistency between the project objective and national policy priorities and strategies, as indicated in official documents.	National policy documents, such as the national biodiversity strategy and action plan, national capacity self-assessment, etc.	Document review Interviews at national level
Was PACARC linked and in line with UNDP priorities and strategies for the country?	Level of consistency between the project objective and design with UNDAF, CPD.	UNDP strategic priority documents	Document review

Evaluation criteria and questions	Indicators	Sources	Methodology
Is PACARC aligned with national development objectives in general, and in the national energy efficiency priorities in particular?	The project design includes explicit links (indicators, outputs, outcomes) to national development policy/national energy policies.	Project document National strategy of development, energy policies, etc.	Document review
Does PACARC's objective align with government and local community priorities?	Level of consistency between the project's objective and the stated priorities of local actors.	Local actors Document review of local development strategies, environmental policies, etc.	Interviews and field visits in local level Document review
Is the PACARC theory of change relevant in order to face the identified development challenges?	The theory of change clearly indicates how the project interventions and the projected outcomes will contribute to the reduction of the three main barriers to the development of low-carbon emissions (political, institutional capacity, technical and financial)	Project document FRP	Document review
Is the PACARC outcomes' framework adapted to the development challenges?	SMART are the project indicators. The indicators' references are clear. The outcomes' framework is full and demonstrates systematic links with the theory of change.	Project document FRP	Document review
Have the involved stakeholders been properly identified and have their point of view, needs and rights been considered during the design and implementation?  How and to which extent have the design, the implementation strategy/partnership, and the management of UNDP/PACARC fostered national ownership and capacity development?	The stakeholder mapping and associated engagement plan included all relevant stakeholders and appropriate engagement modalities.  Planning and implementation were participatory and inclusive.	Inception Report Stakeholder mapping/engagement plan and reports Quarterly reports Annual Reports	Document review Interviews with stakeholders <sup>2</sup>

Evaluation criteria and questions	Indicators	Sources	Methodology
Is the PACARC concept from local or national stakeholders and/or have the relevant stakeholders been sufficiently involved in the development of PACARC?	Level of involvement of local and national stakeholders in the origin and development of the project (number of meetings held, project development process, stakeholder input, etc.).	Project's staff Local and national stakeholders Project documents	Interviews and field visits Document review
Have PACARC interventions been appropriately considered in the context of other development activities undertaken in the same or related thematic area?	A partnership framework has been developed which integrates parallel initiatives, key partners and identifies the complementarities.	Project document Quarterly reports Annual reports Stakeholder mapping/engagement plan and reports	Document review Interviews with stakeholders
Has the design of PACARC properly identified, assessed, and designed appropriate mitigation measures for potential social and environmental risks caused by its interventions?	The PDRES checklist has been prepared and all reasonable risks have been identified with appropriate impact and likelihood ratings and specified risk mitigation measures.	Project Document Appendix to UNDP-PDRES environmental and social risk identification procedure	Document review
<b>EFFECTIVENESS AND OUTCOMES: To what extent have PACARC's expected outcomes and objectives been achieved?</b>			
<p>Has PACARC met its output and outcome objectives?</p> <p>Have PACARC's interventions satisfactorily led to the achievement of its final objective, namely: <i>"To increase the adaptive capacity and resilience of the vulnerable population to the additional risks due to climate change in 12 communes of five regions through the improvement of their sustainable livelihoods"</i>?</p>	<p>PACARC has met or exceeded the end-of-project objectives of the outcome indicators and results.</p> <p>Vulnerable households constitute a significant portion of the project's beneficiaries.</p>	<p>Quarterly reports Annual reports Field visit reports</p>	<p>Document review Interviews with the project's team, the stakeholders and the beneficiaries</p>

Evaluation criteria and questions	Indicators	Sources	Methodology
Have the lessons learned been collected and integrated into the planning and implementation of PACARC?	Lessons learned were collected periodically at the end of the project.	Minutes of the validation workshop (if available) Quarterly reports Annual reports	Document review Interviews with the project's team, the stakeholders and the beneficiaries
Was the M&E plan well formulated? Has it served as an effective tool to support the implementation of PACARC?	The M&E plan has an adequate budget and has been adequately funded. The logical framework has been used during the implementation as a management and M&E tool. Financial and narrative reporting requirements were respected (timing and quality). Monitoring and reporting has been done at the activity and outcome level.	Project document M&E Plan AWP FACE forms Quarterly narrative reports Site visit reports	Document review Interviews with the project's team and government stakeholders
Have relevant government officials and civil society been involved in the implementation of PACARC, including as members of the steering committee ?	Participation on the project's board of directors included representatives of the project's key stakeholders.	Project committee minutes (if available)	Interviews with the project's staff, stakeholders and beneficiaries
To what extent have the partnership arrangements under PACARC been effective? To what extent have they contributed to the achievement of PACARC outcomes?	A partnership framework has been developed which ensures the coordination of parallel initiatives, the involvement of key partners and the identification of complementarities.	Annual reports Quarterly reports	Document review
To what extent have risks (including those identified in the UNDP/PDRES environmental and social risk identification checklist), assumptions and impact factors been managed?	A clearly defined risk identification, categorization and mitigation strategy (updated risk analysis in ATLAS).	UNDP ATLAS risk register M&E reports	Document review Interviews with the project's staff, stakeholders and beneficiaries

Evaluation criteria and questions	Indicators	Sources	Methodology
<b>EFFICIENCY: Has PACARC been implemented efficiently, in accordance with international and national norms and standards?</b>			
To what extent are funds, staff, and other resources being used to achieve the expected outcomes of PACARC? Based on the cost-benefit analysis, what conclusions can be drawn regarding "value for money" and cost efficiencies or inefficiencies in implementing PACARC?	<p>The project reached its expected outcomes in an efficient manner.</p> <p>The funds used to implement the project have been used effectively and have contributed to the achievement of PACARC outcomes.</p>	<p>Annual work plans</p> <p>Quarterly reports</p> <p>Project document</p>	<p>Document review</p> <p>Interviews with the project's team, stakeholders, beneficiaries</p>
Has PACARC dynamically adjusted to reflect the evolution of national priorities during the implementation to ensure that it remains relevant? Has PACARC demonstrated adaptive management and have the changes been integrated into project planning and implementation through adjustments to annual work plans, budgets, and activities?	<p>Changes to the AWP and the budget have been made on the basis of the mid-term evaluation or other external evaluation.</p> <p>Any changes to the planned objectives and activities were approved by the project's Board of Directors.</p>	<p>Annual work plans</p> <p>Minutes of the validation workshop</p> <p>Quarterly and annual reports</p> <p>Project committee meeting minutes (if available)</p>	<p>Document review</p> <p>Interviews with the project's team, stakeholders, beneficiaries</p>
What were the strengths and weaknesses of the implementation modality? Were there any unforeseen events, opportunities, or constraints that contributed to or hindered the timely completion of the interventions?	<p>The implementation of PACARC followed the division of responsibilities among the project's implementing partners in an efficient manner.</p>	<p>Annual reports</p> <p>Quarterly reports</p>	<p>Document review</p> <p>Interviews with the project's team, stakeholders, beneficiaries</p>
Was co-funding correctly estimated at the time of PACARC design (sources, type, value, relevance) and effectively monitored during implementation? What were the reasons for differences between expected and achieved co-funding?	<p>Co-funding was achieved in accordance with initial estimations.</p> <p>Co-funding was continuously monitored throughout the project's life cycle and the identified gaps and the identified alternative sources.</p> <p>Co-financiers have been actively involved throughout the implementation of the project.</p>	<p>Annual work plans</p> <p>Minutes of the validation workshop (if available)</p> <p>Quarterly reports, including financial reports</p> <p>Annual reports</p>	<p>Document review</p> <p>Interviews with the project's team stakeholders, other funders and beneficiaries</p>

Evaluation criteria and questions	Indicators	Sources	Methodology
<p>Was the level of implementation support provided by UNDP adequate and consistent with the implementation modality and related agreements? To what extent did PACARC use UNDP's internal expertise and engage in joint planning and programming with other UNDP projects?</p>	<p>Technical support to the executing agency and the project team was provided in a timely manner and of acceptable quality.</p> <p>Management inputs and processes, including budgeting and supply, were adequate.</p>	<p>UNDP project support documents (e-mails, procurement/recruitment documents)</p> <p>Quarterly reports</p> <p>Annual reports</p>	<p>Document review</p> <p>Interviews with the project's team, UNDP staff</p>
<p>Have the results of financial audits/spot checks been adequately addressed and have the relevant changes been made to improve financial management?</p>	<p>Appropriate responses from the PACARC field unit and associated actions have been taken in response to the findings of the spot audits/monitoring.</p> <p>Successive audits have demonstrated improvements in financial management practices.</p>	<p>Project audit reports (if available)</p>	<p>Document review</p>
<p><b>IMPACT: Is there any evidence that PACARC has contributed to, or enabled progress towards, a reduction of environmental stress and/or improvement of ecological status?</b></p>			
<p>Are there any verified improvements in ecological status or reductions in ecological stress that can be directly linked to PACARC interventions?</p>	<p>PACARC has directly contributed to improving environmental conditions, particularly through the reduction of GHG emissions for energy production.</p>	<p>Project documents</p> <p>Project's staff</p> <p>Project's stakeholders and beneficiaries</p>	<p>Document review</p> <p>Interviews and field visits</p>
<p>To which extent has the project contributed to the improvement of community resilience and/or the reduction of vulnerability?</p>	<p>Existence of positive or possibly negative effects, expected or unexpected, on the target leaders and communities.</p>	<p>Project documents</p> <p>Project's staff</p> <p>Project's actors and beneficiaries</p>	
<p>Were the planned outputs produced? Did they contribute to the outcomes and objectives of PACARC?</p>	<p>Level of progress in project implementation relative to the expected level at the current stage of implementation.</p>	<p>Project documents</p> <p>Project's staff</p>	<p>Interviews and field visits</p> <p>Document review</p>



Evaluation criteria and questions	Indicators	Sources	Methodology
	Existence of logical links between project outputs and outcomes/impacts.	Project's actors and beneficiaries	
Are the expected results achieved? Have the results contributed to the achievement of the PACARC objective?	Existence of logical links between the project results and impacts.	Project documents Project's staff Project's actors and beneficiaries	Interviews and field visits Document review
Are the results at the impact level achieved? Are they at a sufficient scale to be considered global environmental benefits?	Environmental indicators. Level of progress through the project's theory of change.	Project documents Project's staff Project's actors and beneficiaries	Interviews and field visits Document review
<b>SUSTAINABILITY: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining PACARC's results over the long term?</b>			
Do the relevant stakeholders have the necessary technical capacity to ensure that the benefits of PACARC are sustained? To which extent has PACARC taken the necessary measures to transfer capacity and skills to ministries and other institutional partners?	Level of technical capacity of relevant stakeholders relative to the required level to sustain the benefits of the project.	PRODOC Risk analysis	Document review
Are there any political, social or financial risks that may compromise the sustainability of PACARC outcomes?	The exit strategy includes explicit interventions to ensure the sustainability of relevant activities.	PRODOC Risk analysis	Document review
What are the factors that will require particular attention in order to improve the prospects for sustainability and replication potential?	The exit strategy includes explicit interventions to ensure the sustainability of relevant activities and identifies relevant factors that require attention in the future.	PRODOC	Document review

Evaluation criteria and questions	Indicators	Sources	Methodology
Do the legal frameworks, policies, and governance structures and processes within which PACARC operates present risks that could compromise the sustainability of PACARC's benefits?	The exit strategy identifies relevant socio-political risks and includes explicit interventions to mitigate them.	PRODOC Risk analysis	Document review
To which extent are PACARC outcomes likely to depend on continued financial support? How probable is it that the necessary financial resources will be available to support PACARC outcomes once GEF assistance ends?	Financial requirements to sustain the project's benefits.  Level of expected financial resources available to support the sustainability of the project's benefits.  Potential for additional financial resources to support the sustainability of the project's benefits.	Project documents Project's staff Project's actors and beneficiaries	Interviews and field visits  Document review
Are there any ongoing activities that could present an environmental threat to the sustainability of PACARC outcomes?	The exit strategy identifies relevant environmental risks and includes explicit interventions to mitigate them.	PRODOC Risk analysis	Document review
Are there actions which aim at empowering the beneficiary community in order to maintain, reinforce or improve the project's achievements?	There is a mechanism to integrate communities into decision-making and management of activities and outcomes.	Project documents HDR reports	Document review Interviews and field visits
<b>CROSS-CUTTING ISSUES: Promotion of UN values from a human development perspective</b>			
<b>Support for policy dialogue on human development and human rights issues</b>			
To which extent has PACARC supported the government in monitoring the achievement of the MDGs?  What assistance has PACARC provided to the government in promoting the human development approach and MDGs monitoring ?	Level of contribution of the project to the achievement of the MDGs.  Level of alignment of project objectives with the CPD and UNDAF.	Project documents HDR reports MDGs reports National planning commission Ministry of Finance	Interviews with government partners  Document review

Evaluation criteria and questions	Indicators	Sources	Methodology
<p>To which extent has the respect of human rights been taken into account and strengthened by the project?</p> <p>What is the integration method of vulnerable groups (especially youth and women, but not only them)? How do these vulnerable groups participate in project activities?</p>			
<b>Contribution to gender equality</b>			
<p>To which extent has PACARC been designed to appropriately integrate into each outcome area contributions to the achievement of gender equality?</p> <p>To which extent has PACARC supported positive changes in gender equality? Have there been any unwanted effects?</p> <p>Provide examples on how the project contributes to gender equality.</p> <p>Can PACARC outcomes be disaggregated by gender?</p>	<p>Score on the Gender Results Effectiveness Scale (GRES).</p> <p>Level and quality of monitoring of gender issues.</p>	<p>Project documents</p> <p>UNDP staff</p> <p>Government partners</p> <p>Beneficiaries</p>	<p>Document review</p> <p>Interviews and field visits</p>
<b>Youth</b>			
<p>To which extent has the theme of youth been addressed in the program's strategic design, implementation and reporting? Are there any key achievements?</p> <p>How has PACARC increased the focus on youth through its interventions and outcomes?</p>	<p>Number of youth who have been impacted, positively or negatively, by the project.</p>	<p>Project documents</p> <p>UNDP staff</p> <p>Government partners</p> <p>Beneficiaries</p>	<p>Document review</p> <p>Interviews and field visits</p>

Evaluation criteria and questions	Indicators	Sources	Methodology
<b>Equity (social inclusion)</b>			
<p>How has social inclusion been programmed into PACARC?</p> <p>How has PACARC taken into account the critical situation and needs of vulnerable and disadvantaged people to promote social equity, for example women, youth, people with disabilities?</p> <p>To what extent have local people, women, and vulnerable people been involved in the design of PACARC?</p> <p>Provide examples of how PACARC addresses the needs of vulnerable and disadvantaged groups, for example, women, youth, people with disabilities.</p> <p>To which extent have the poor, people with disabilities, and other disadvantaged or marginalized groups benefited from PACARC's work in the intervention regions?</p>	<p>Level and quality of monitoring related to social inclusion issues.</p>	<p>Project documents UNDP staff Government partners Beneficiaries</p>	<p>Interviews with UNDP staff and government partners Field visit observations Document review of secondary data</p>

## Appendix 2. AUDIT TRAIL

Institution or Organization	#	Chapter and section number	Paragraph number / Line number	Comment	Evaluation team response or action taken
UNDP	1	Title page	p 1	MEDD logo to be reviewed For the UNDP logo, remove the mention: "At the service of peoples and nations" Specify which strategic program it is	Treated.
BNCCREDD	2	Title page	p 1	"Executing Agency: MEDD BNCCREDD" BNCCREDD did not play the role of executing agency. Rather Branch of attachment within the MEDD	The report only repeats what was retained in the PRODOC. Officially, the BNCCREDD is the executing agency although in the implementation, it is not so.
BNCCREDD	3	Thanks	p.2 2nd paragraph 4, 5th line	To be removed and changed by Coordinator	Dr Lovakanto Ravelomanana is indeed the DNP at the time of the evaluation while the function of project coordinator is ensured by Mrs Hanitiriniaina Rakotoarison
UNDP	4	Executive summary Project description	p.9 3rd paragraph 5th line	Add: "whose attachment structure is the BN-CCREDD+"	Added
BNCCREDD	5	Executive summary Project Description Project Information Table	p. 10 1st Line Partner Agency (GEF Executing Entity)	No mention of the attached Department: BNCCREDD	Information taken from the PRODOC. New names at the time of the evaluation added in footnotes.
BNCCREDD	6	Executive summary Project Description Project Information Table	p. 10 1st Line Partner Agency (GEF Executing Entity)	Sectoral regional directorates: DRAE, DRPEB, DRTM, DREAH, DREDD	Information taken from the Prodoc. new names at the time of the evaluation added in footnote
BNCCREDD	7	Executive summary Project Description Project Information Table	p. 10 12th row: NGOs involved	SEED OF LIFE, AQUATIC SERVICE	Official information copied from the Prodoc. Noted that Unicef is not a PNG, but the evaluators did not modify this information from the Prodoc.
UNDP	8	Executive summary Table: Funding Information	p.10 3rd row, 2nd column	The amount at the time of valuation is 1,921,934.47	Information added.
UNDP	9	Executive summary Table: Funding Information	p.10 5th row, 1st column	This aspect of the level of achievement of co-financing is really sought by the GEF, it will be necessary to have at least an estimate if the entities concerned cannot decide on an exact amount. Note that when developing the PIR 2021, the project team estimated these contributions.	The firm's team has received the PIR 2017 until 2021, consulted these documents, but did not find any estimate of the project in these documents.

<b>UNDP</b>	10	Executive summary Table: Funding Information	p.10 6th row, 2nd column	UNDP's Development Planning, Private Sector and Employment Program (PDSPE) has been announced as co-financing to PACARC for the period from 2015 to 2019. PDSPE disbursed USD 14,656,860.45 during this period. If we only consider the year of implementation of PACARC compared to the PDSPE intervention (2017-2019), the PDSPE disbursed 11,138,120.24 usd.	Amount to insert. This is the amount entered in the Prodoc, but we will take into consideration this information that you have given us.
<b>UNDP</b>	11	Executive summary Performance rating	p. 11 1st paragraph 1st line	I do not find the performance in terms of taking into account cross-cutting themes	No change was made by the Firm to the evaluation grid; The performance rating table of the ToR and the evaluation guide p. 35, Table 8 does not show a line for performance in terms of addressing cross-cutting themes. However, the evaluation matrix includes a series of questions related to cross-cutting themes. A section dedicated to the analysis of the consideration of cross-cutting themes is available in this report on page 61 (sub-section 3.3.6/ 3.3.7/3.3.8) The report also assigned a GRES score of 3 out of 5 (see paragraph 3.3.6 on page 61
<b>BNCCREDD</b>	12	Executive summary Performance rating Table 1. Project performance score	p. 11 3rd paragraph 1st line	As requested during the meeting, we kindly ask you to summarize the explanations of the assigned scores in another column.	Explanations of the notes added in a table in the appendix
<b>BNCCREDD</b>	13	Executive summary Performance rating Table 1. Project performance score	p. 11 3rd paragraph 1st line	Ensure that UNDP has sufficient staff for Finance and Procurement to avoid disbursement and procurement delays that penalize project activities.	The evaluators did not assess or audit the administrative and financial structure of UNDP; it is far from being their role. They cannot give such a recommendation
<b>PMU</b>	14	Executive summary Performance rating Table 1. Project performance score	p. 11 3rd paragraph 1st line	What are the scoring criteria	The ToRs (of which the PMU was aware) defined these criteria, themselves taken from the evaluation guide for the project financed by GEF and supported by UNDP. The scoring criteria table will be appended
<b>UNDP</b>	15	Executive summary Performance rating Table 1. Project performance score	p. 11 8th line of the table	It would be nice to summarize the elements that are included in each of these assessed sub-components (what was good and what was not so good, what led to the overall score for the criterion assessed)	Annotated table added in appendix
<b>BNCCREDD</b>	16	Executive summary Performance rating Table 1. Project performance score	p. 11 12th line of the table	Efficiency in what sense exactly?	Effectiveness: extent to which an objective has been achieved or is likely to be achieved (see p.15 of the VF evaluation guide) By referring to the indicators set, it can be confirmed that the majority of the expected results have been achieved

<b>PMU</b>	17	Executive summary Performance rating Table 1. Project performance score	p. 11 13th line of the table	Having said that the activities undertaken have not really been converted into results, can you support this with more specific examples drawn from the 5 regions?	The efficiency criterion is not linked to the “conversion into results”. Efficiency: “The extent to which results were delivered with the least costly resources possible, also referred to as 'cost-effectiveness' (see guidelines for conducting terminal evaluations of GEF and UNDP-supported projects).
<b>UNDP</b>	18	Executive summary Performance rating Table 1. Project performance score	p. 12 18th row of the table	Is it an analysis of the probability of the sustainability of the results or the analysis of the probability of the risks that will prevent the sustainability of the results? There should be the probability that the results are sustainable (and under what conditions)	The rating of the "sustainability" criterion takes into account both the probability of the sustainability of the results and the analysis of the probability of the risks that will prevent the results from being observable over time. Details are available in section 3.3.5 of this report.
<b>PMU</b>	19	Executive summary Performance rating Table 1. Project performance score	p. 12 22nd line of the table	Explain both the criterion and the score given and could you give one or two activities carried out in X region which did not meet the achievement of this criterion in its design and/or in its implementation approach??	Numerous explanations and illustrations are provided in section 3.3.4. This question once again demonstrates a lack of understanding of the criteria and the scoring grid.
<b>UNDP</b>	20	Executive summary Performance rating Table 1. Project performance score	p. 12 23rd line of the table	Important ??	Amended. “Important” instead of “Improbable”.
<b>BNCCREDD</b>	21	Executive summary Summary of Findings and Conclusions	p. 12 1st line 1st paragraph	it is necessary to count the result of Unicef before concluding	The scoring table is for the PACARC project in general. It includes interventions implemented by UNICEF (which is not a sub-project). Noting them separately will not be appropriate, as they are part of the interventions under PACARC and not another stand-alone project. This is the “executive summary” part which speaks of the performance of the project as a whole, but not of the performance by component or sub-component. A section on UNICEF’s achievements related to drinking water supply and the installation of handpumps is available on page 56 under the heading “Water and sanitation”.
<b>UNDP</b>	22	Executive summary Summary of Findings and Conclusions	p. 12 2nd stitch 1st line 3rd paragraph	And in terms of development results (change in the situation of beneficiaries)?	This paragraph has been adjusted to provide more information. More details in sections 3.3.2 "effectiveness" and 3.3.4 "impact" of the report.
<b>UNDP</b>	23	Executive summary Summary of Findings and Conclusions	p. 12 3rd stitch and 4th stitch 4th and 5th paragraph	What about the collaboration between the different stakeholders (project, UNDP office, national party, etc.)? Impact on the speed and quality of implementation?	Paragraph added

<b>UNDP</b>	24	Executive summary Summary of Findings and Conclusions	p. 13 8th point 9th paragraph	Efficiency in organizational terms, in terms of respecting the various deadlines, budgeted costs, etc.?	Argumented paragraph.
<b>PMU</b>	25	Executive summary Synthesis of lessons learned	p. 13 1st line 2nd stitch 3rd paragraph	Rather “the ministries” because the project worked in several sectors.	Change made.
<b>UNDP</b>	26	Executive summary Synthesis of lessons learned	p. 13 2nd stitch 2nd line	I think you have to put “departments” because there were several who took part in this frank collaboration.	Change made
<b>UNDP</b>	27	Executive summary Synthesis of lessons learned	p. 13 2nd stitch 2nd line	has little been found to prove the take-up and scaling up by other projects and partners	Comment unrelated to the indicated paragraph. No response from reviewers.
<b>UNDP</b>	28	Executive summary Synthesis of lessons learned	p. 13 4th stitch 3rd line	"To plumb" is perhaps too strong given the achievements of the project: exceeding the objectives set, financial achievement at more than 97% at the time of the evaluation; mobilization of funds (that of the UNDP) more than the initial amount announced.	Reworded sentence
<b>UNDP</b>	29	Executive Summary Synthesis of Lessons Learned	p. 13 5th point	What do we mean by failure if we consider	The project has had successes and failures. It is the essence of any project. Here, speaking of a “failure factor” does not mean that the project has failed. Proposal: A difficulty the project faced during implementation. This affected the smooth running of activities. The expression “failure factor” has been replaced by “blocking factor”.
<b>UNDP</b>	30	Executive Summary Synthesis of Lessons Learned	p. 13 6th point 3rd line	once again, the capitalization by other partners was done before the end of the project, we really need to find evidence on this.	
<b>UNDP</b>	31	Executive summary Summary of Recommendations	p. 13 1st line 1st paragraph	Following the restitution meeting of May 09, to clarify the understanding of readers, it will be necessary to put a paragraph which explains that these recommendations apply as proposals for other future projects and not only applicable to the PACARC project.	Paragraph treated.
<b>UNDP</b>	32	Executive summary Summary of Recommendations	p. 13 1st line 1st paragraph	Try to classify the recommendations by evaluation criteria (relevance, effectiveness, etc.)	The recommendations have been categorized as indicated in the guide
<b>BNCCREDD</b>	33	Executive summary Summary of Recommendations	p. 13 2nd line, 1st column of the table	Ensure that there are indeed exchanges between the DNP and the Coordinator that this is not enough for documents to be signed or validated by email and workshop dates to be fixed.	The exchanges between the DNP and the project coordinator depend on good coordination and communication between the two, which the evaluation recommends.



<b>BNCCREDD</b>	34	Executive summary Summary of Recommendations	p. 13 2nd line, 1st column of the table	UNDP must remain only as gef agency but not implementing agency, because UNDP is both GEF agency and Implementiong agency. This creates confusion (SPAA).	
<b>PMU</b>	35	Executive summary Summary of Recommendations	p. 13 4th row, 3rd column of the table	Clarify at what decision-making level communities should be involved? This is a short-term recommendation, isn't it rather "Strengthen more..."	See these details in Section 4: » Involvement of beneficiaries in identifying material needs that need to be strengthened. They have a good knowledge of the soil characteristics in their localities. Therefore, they know better the materials that are suitable for them.
<b>UNDP</b>	36	Executive summary Summary of Recommendations	p.14 8th row, 2nd column of the table	it seems to me that these elements should be reviewed to better reflect reality	This comment is not clear on what it means by element, on the proposed revision and especially on the reality to which it refers
<b>UNDP</b>	37	Executive summary Summary of Recommendations	p.14 9th row, 2nd column of the table	Reading this wording, it sounds like the project did things the wrong way. However, the project has invested in building the capacity of all the DRAEPs in standardizing the PIU approach. Follow-up missions were carried out by the training team (DRAEP Analamanga) to monitor and advise the regional teams. The project has even developed a guide for setting up FFS. If it turns out that indeed certain standards are not followed, the recommendation will have to be reformulated in the direction of reinforcement.	This is an observation on the ground during the evaluation. Under no circumstances was this "guide" document revealed by the people surveyed; who was it for? During the interviews, the FFS participants spoke above all of the distribution of inputs or materials, or of collective work, and rarely of "school fields". The formations were discussed separately; they did take place; the achievements during these thematic trainings have been felt and illustrated in this report. For illustration, the relay animators know their responsibilities well and have even demonstrated their activities, while the animators find it more difficult to find each other. The visit of the DRAE team was very useful, but the lack of supervision of the PIUs was noted.
<b>UNDP</b>	38	Executive summary Summary of Recommendations	p.14 10th row, 2nd column of the table	to be clarified on the exact role according to the modality of implementation.	More detail on the reason for this recommendation is available in section 4. Recommendations
<b>UNDP</b>	39	Executive summary Summary of Recommendations	p.14 13th line, 2nd column of the table	restore or strengthen and scale?	This comment seems to show a problem of understanding the context. Here, we are not talking about "scaling up" or "strengthening". Rather, we are talking about restoring a device that was destroyed by the cyclone.
<b>UNDP</b>	40	Executive summary Summary of Recommendations	p.14 14th line, 2nd column of the table	the current system relies in particular, therefore reformulated	This comment is unclear.

<b>UNDP</b>	41	Executive summary Summary of Recommendations	p.14 15th line, 2nd column of the table	reformulate in terms of a business model perhaps	This comment is not clear
<b>UNDP</b>	42	Executive summary Summary of Recommendations	p.14 17th line, 2nd column of the table	to be reformulated, the procedures being already established, in particular through periodic training on the SOPs	This is a recommendation to overcome the recurring problem of administrative heaviness within the project, and this to avoid back and forth of file upstream of the process. The evaluators are aware of the strict nature of the UNDP rules, but the experiences of other TFPs can be useful to improve this situation. The paragraph has been improved to emphasize the importance of good communication around the procedures.
<b>BNCCREDD</b>	43	Executive summary Summary of Recommendations	p. 15 Picture 17th line, 2nd column of the table	During the interviews, we pointed out that the project is not recognized as a government project at the level of the beneficiaries but as a UNDP project. Would it be possible to integrate recommendations in relation to this point so that this problem does not come back in the future?	This recommendation is already in the “communication” category.
<b>BNCCREDD</b>	44	Executive summary Summary of Recommendations	p. 15 Picture 17th line, 2nd column of the table	Ensure that UNDP has sufficient staff for Finance and Procurement to avoid disbursement and procurement delays that penalize project activities	The evaluators did not assess or audit the administrative and financial structure of UNDP; it is far from being their role. They cannot give such a recommendation.
<b>BNCCREDD</b>	45	Executive summary Summary of Recommendations	p. 15 Picture 17th line, 2nd column of the table	Make it clear to the members of the PCU that they work for the Project and that they are not UNDP agents	. The evaluators did not assess or audit the administrative and financial structure of UNDP; it is far from being their role. They cannot give such a recommendation
<b>UNDP</b>	46	Executive summary Summary of Recommendations	p.15 18th line, 2nd column of the table	confirm or inform if it is not already the case	No response from reviewers. This comment is unclear.
<b>UNDP</b>	47	Executive summary Summary of Recommendations	p.15 20th line, 2nd column of the table	this is a management modality, and cannot be changed	The procedures are regularly improved according to the changing context.
<b>UNDP</b>	48	Executive summary Summary of Recommendations	p.15 23rd line, 2nd column of the table	check and correct if necessary	This comment is unclear. What should be checked in this recommendation?

<b>UNDP</b>	49	1. Introduction 1.3 Methodology 1.3.3 Assessment stage	p.17 3rd paragraph 6 and 7th line	Nevertheless, there was also a time when the cabinet did not show up.	
<b>UNDP</b>	50	1. Introduction 1.3 Methodology 1.3.3 Assessment stage	p.18 Paragraph, line 1st	Not very consistent with the fact that the evaluation team was able to start doing the documentation.	The evaluation guide defines the evaluation mission as being the phase of collecting information from key informants. It is not the entire evaluation process nor the descent into the field of the project.
<b>BNCCREDD</b>	51	1. Introduction 1.4 Data collection and analyzes	p. 19 4th paragraph 2nd stitch, (V), 10th row	where is the ministry in charge of water????? not consulted? where is Unicef which obtained a consequent sum for the drinking water supply or well?	MEAH added as a footnote among the list of ministries concerned and mentioned among the third types of key informants interviewed. The team met with the official in the central ministry and in the regions (see list of people interviewed)
<b>BNCCREDD</b>	52	1. Introduction 1.6 Limitations of the evaluation	p. 20 2nd paragraph 6th line	the halving of the consultation period has an impact on the methodology and the choice of sites visited, the schedule for performing the service should have been modified	The evaluators were faithful to the methodology proposed by the TOR and then endorsed by the inception report approved by the evaluation committee composed of BNCCRED, UNDP and the PMU. They visited sites in all communes in the 5 regions and interviewed a large sample of beneficiaries and stakeholders. More beneficiaries met would have made it possible to have more cases to illustrate the findings. Would it have changed the findings regarding the performance of the project? We can doubt it.
<b>UNDP</b>	53	1. Introduction 1.6 Limitations of the evaluation	p. 20 1st line 3rd paragraph	The analysis of co-financing is an essential element required by the GEF. It would be necessary to see with the project and the UNDP (finances/PMSU) to have these data.	The PMU was able to provide us with the documents confirming the commitments of the stakeholders; none of the documents provided to us report the actual co-financing. Despite research and requests addressed to partners, no data is available at our level on effective co-financing; We evaluators do not have the power to do so.
<b>PMU</b>	54	1. Introduction 1.6 Limitations of the evaluation	p. 20 4th paragraph	I think there should be heads of departments or technicians who can be consulted instead of the Regional Director (the only one concerned by the reorganization, the best is the SDTs at the constituency level)	By using the word "certain", the evaluators specify that it is not a question of all the regional representatives. Regional Directors directed us to the technicians, but given this context, the interviews were disrupted. Interviews were also conducted at the constituency level
<b>PMU</b>	55	2. Description of the project 2.1 Start and duration of the project	p. 23 Table: Project Milestones	Date of arrival of the PFr not to forget to put after Date of the launch workshop (for info January 2018)	The recruitment of RFPs and that of other PMU staff members is certainly significant, but does not come into consideration in this table.

<b>BNCCREDD</b>	56	2. Description of the project 2.2 Development context	p. 24 4th paragraph 2, 3rd line	Explain why this lack of information. Capacity that they do not have on the basis of which criterion?	In this section, we summarize the Excerpt from the Prodoc, page 18: "The lack of awareness of decision-makers with regard to climate risks hinders the integration of these risks and adaptation measures into policies, strategies, plans, budgets appropriate, and local development as a whole. This phenomenon is exacerbated by the reduced technical capacities of key ministerial powers and national and decentralized ones, particularly in the agriculture, livestock, fishing and forestry sectors." These insufficient capacities are rightly at the origin of the decision to devote an entire component to capacity building.
<b>BNCCREDD</b>	57	2. Description of the project 2.2 Development context	p. 24 5th paragraph 1st line	Whose capacity deficit? In which domain ?	Capacity deficit of both decision-makers and communities.
<b>PMU</b>	58	2. Description of the project 2.4. Immediate objectives and development objectives of the project	p. 25 2nd paragraph 2nd line	Reformulate if possible: National program first within the framework of NAPA, then UNDP program	Reworded sentence.
<b>UNDP</b>	59	2. Description of the project 2.6 Theory of change	p. 28	I think the ToC should be presented in a simpler and more understandable way using the usual formulas: For example: If institutions and decision-makers have the technical capacities in terms of climate change enabling them to guide decision-making; If the various actors have better access to climate information for the sectors directly affected by climate change, thus enabling them to make effective decisions and improve the resilience of the population; If beneficiaries' access to safe drinking water and sanitation and efficient agricultural input supply systems is improved Then the various actors and producers will improve their ability to adapt and resilience to shocks and climatic hazards. Because they will be able to make informed decisions to deal with shocks linked to climate change	Treated

<b>UNDP</b>	60	3. Findings 3.1 Design and formulation	p. 29 1st line 1st paragraph	Does this enter into the criteria of relevance and coherence?	Yes. Indeed, in the evaluation matrix, the design and formulation of the project falls under the criterion of relevance and coherence of the project. But given that the structure of this report is taken from the document entitled "guideline for the evaluation of projects financed by the GEF and implemented by the UNDP", the title of the sections does not necessarily repeat the terms used in the Matrix. Evaluation, but the analysis is based on the content of the matrix.
<b>UNDP</b>	61	3. Findings 3.1 Design and formulation 3.1.1 Analysis of the theory of change and results framework	p. 29 Last paragraph 3rd line	It should be noted that technical meetings involving the regional directorates concerned took place at the regional level. Some do it quarterly, others before the project committees. Therefore, to say "without any coordination" is not appropriate. In addition, the national management of the project required the presence of at least one MEDD team for each activity, even for the other sectors which do not concern them directly, it is a way of having this overall vision of the intervention of the project and precisely to be able to support its coordination.	The stakeholders themselves felt and expressed this lack of synergy. The paragraph has been reworded and expanded to take into account coordination meetings.
<b>PMU</b>	62	3. Findings 3.1 Design and formulation 3.1.1 Analysis of the theory of change and results framework	p. 29 Last paragraph	Please provide relevant example(s)	Example provided.
<b>UNDP</b>	63	3. Findings 3.1 Design and formulation 3.1.2 Assumption and risk Picture. Status of risks identified during project design	p. 30 1st line 4th paragraph	In project management, how were these risks taken into account (implementation of mitigation measures?)	The third column relates to the status of the risk at the time of the assessment. As a result, the way in which they were taken into account in the management of the project.
<b>UNDP</b>	64	3. Findings 3.1 Design and formulation 3.1.2 Assumption and risk Picture. Status of risks identified during project design	p.30 2nd line 3rd column (1, 2nd line),	It should be noted that these changes took place towards the last semester of project implementation, which is normal if they did not really have time to take ownership of the project, given that the project team no longer dwells on the implementation. Those who changed before were able to follow the evolution of the project correctly.	Officials who have been in their positions for some time are affected. For a CEO in office for 1 year was only made aware of the project the day before our meeting (when the meeting request was made by the project coordinator). The same is true for the governorate of a region. Admittedly, there is a gap in terms of handover within these institutions concerned, but the project must be proactive in the face of these changes.

<b>UNDP</b>	65	3. Findings 3.1 Design and formulation 3.1.2 Assumption and risk	p. 32 1st paragraph after table 4	This has an impact on the sustainability criterion, right?!	Yes Topic covered in sustainability section
<b>UNDP</b>	66	3. Findings 3.1 Design and formulation 3.1.2 Assumption and risk	p.32 1st paragraph after table 4 8th line	It should be noted that the report of the 8th Steering Committee of November 04, 2020, in the validated PTA 2021 proposal, mentions "Strengthening the establishment of producers of improved and adapted seeds, and varietal maintenance (working with researchers and ministry SOCs). Furthermore, the mid-term evaluation management response update document also refers to seed production in these terms: "Due to the drought in the south, the quantity of seed for this season is reduced , the partnership will be oriented towards seed production and varietal maintenance at the FFS level". Finally, the partnership approach with the CTAS in the south focused on this aspect of accessibility by promoting CTAS proximity stores at the level of the Communes to be closer to the producers.	Admittedly, the partnership with the CTAS has been initiated, but few beneficiaries are aware of the existence of these convenience stores. For the Analamanga and Antsinanana regions, the problem of access to these seeds was mentioned several times during interviews with the beneficiaries of the CEPs.
<b>BNCCREDD</b>	67	3. Findings 3.1 Design and formulation 3.1.2 Assumption and risk	p. 32 1st paragraph after table 4	This error is serious because if we implement a project to strengthen the resilience of the rural population, the first thing that comes to mind is to provide or ensure the production of resilient seed apart from fertilizers. And that the objective is precisely that producers remain resilient after the passage of cyclones. Was it a mistake in the design of the project activities or was the implementation lacking. Recommendations to consider to avoid this kind of thing for future projects	Indeed, it is the recognition of a failure. However, the introduction of improved seeds and their production is neither the main approach nor a priority indicator. It was practiced in certain areas only. As such, the break in the seed supply chain is not crucial information for judging the performance of the project, but must of course be a problem that must be addressed.
<b>UNDP</b>	68	3. Findings 3.1 Design and formulation 3.1.2 Assumption and risk	p. 32 2nd paragraph after table 4 4th line	It hasn't been done??	"Would" because it has not been done. Perhaps during training, but in any case, no technical sheet was available during the visit of the evaluators (unlike the awareness tools used by the relay facilitators)
<b>UNDP</b>	69	3. Findings 3.1 Design and formulation 3.1.3. Integration of lessons learned from other relevant projects	p. 32 1st line 2nd paragraph	Who is it ?	Specifically, the seven cited below are MSD, AROPA, FORMAPROD, UNICEF WASH, ZebuIndustry and Emergency projects

<b>UNDP</b>	71	3. Findings 3.1 Design and formulation 3.1.3. Integration of lessons learned from other relevant projects	p. 32 5th line 2nd paragraph	Has been ?	"Should have been" because the regular meeting with these projects was not carried out and the effective co-financing was not accounted for
<b>UNDP</b>	72	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table 8: Identified stakeholders and planned roles	p. 32 1st line, 1st column	Many acronyms are not in the list of acronyms, to be integrated.	Acronyms and abbreviations that appear very little are expanded upon each appearance. Those with a higher occurrence are listed.
<b>BNCCREDD</b>	73	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table 8: Identified stakeholders and planned roles	p. 32 3rd line, 2nd column 1st point	BNCCREDD did not play the role of project executing agency	Here, we only recall what has been planned. See the title.
<b>BNCCREDD</b>	74	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table: Identified stakeholders and planned roles	p. 32 3rd line, 2nd column 3rd point	Who in BNCCREDD was responsible for the 1.1 product?	Here, we only recall what has been planned. See the title.
<b>BNCCREDD</b>	75	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table: Identified stakeholders and planned roles	p. 32 3rd line, 2nd column 4th stitch	BNCCRED+ was not responsible for carrying out these activities 3.3	Here, we only recall what has been planned. See the title.

<b>BNCCREDD</b>	76	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table: Identified stakeholders and planned roles	p. 32 7th line, 2nd column 1st point	Did the DGE actually play this role?	Here, we only recall what has been planned. See the title.
<b>BNCCREDD</b>	77	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table: Identified stakeholders and planned roles	p. 33 10th line, 2nd column 1st point	Was DREAH actually responsible for this product?	This table lists the expected responsibilities as listed in the Prodoc. The “effective participation” of stakeholders is discussed in section 3.2.2
<b>BNCCREDD</b>	78	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table: Identified stakeholders and planned roles	p. 33 11th line, 2nd column 3rd point	DREDD	For information taken from the Prodoc, the acronyms and abbreviations of government institutions are maintained to reflect the designations at the time of project design. During the 6 years of implementation of the project, these denominations have changed according to the change of names of the ministries.
<b>UNDP</b>	79	3. Findings 3. 1 Design and formulation 3.1.4 Planned Stakeholder Engagement Table: Identified stakeholders and planned roles	p. 33 11th line, 2nd column 3rd point	We talk about DREDD, but more about DREEF.	For information taken from the Prodoc, the acronyms and abbreviations of government institutions are maintained to reflect the designations at the time of project design. During the 6 years of implementation of the project, these denominations have changed according to the change of names of the ministries.
<b>UNDP</b>	80	3. Findings 3.1 Design and formulation 3.1.4 Planned Stakeholder Engagement	p. 34 1st line 2nd paragraph after the table	The PMU only applied what was decided when the steering committee was set up.	This is not to blame the PMU. It is a question of issuing an observation on this lack of involvement (both during the design and during the implementation) of the regional office within the steering committee while the role of the Region is to ensure the coordination of all the projects implemented in its territory.



<b>PMU</b>	81	3. Findings 3.1 Design and formulation 3.1.4 Planned Stakeholder Engagement	p. 34 1st line 3rd paragraph after the table	Are we talking here about the mapping of stakeholders? If so, this is one of the actions that the regional team initiated before their intervention.	This type of document is not part of the documentation that the evaluators were able to examine. The mid-term evaluation that was done after the recruitment of RFP would not have recommended it if these documents made reference. Furthermore, the "Management Response PTA 2021" does not comment on the availability of the mapping in question. Finally, no key informant has reported its existence. This analysis cannot be modified.
<b>UNDP</b>	82	3. Findings 3.1 Design and formulation 3.1.4 Planned Stakeholder Engagement	P34 4 and 5th lines 3rd paragraph after the table	We will have to ask the RFPs, they have carried out mapping of the actors in their areas of intervention. Updates have even been made.	No document mentioning this was made available to the evaluators. The interviews did not reveal the realization of such an activity.
<b>PMU</b>	83	3. Findings 3.1 Design and formulation 3.1.5 Linkages between the project and other interventions in the sector	p. 34 5th paragraph	Can you give more explanations in relation to this sentence, because it should be emphasized that the project developed in its entirety the FFS approach in the implementation of the activities of component 3. The project even relied on the DRAE at the regional level for the dissemination of this approach.	The concept of FFS or "farmers field school" was used for the first time by the FAO in 1989 in Indonesia; it involves rigorous procedures. See following link: <a href="https://www.fao.org/3/i3766f/i3766f.pdf">https://www.fao.org/3/i3766f/i3766f.pdf</a> The PACARC FFS are closer to a demonstration site or a field of peasant experimentation than a field school. Clarification added to paragraph.
<b>PMU</b>	84	3. Findings 3.1 Design and formulation 3.1.5 Linkages between the project and other interventions in the sector	p. 34 5th paragraph 2nd line	Why ? Exchanges were even made between the regions and the technical services (DRAE/DREDD) to develop a manual on the CEp approach.	A comparative analysis of the FFS was carried out (cf. BARBET report — paragraph "A Farmer Field School CEP", pages 12 to 18. In practice, being also confirmed by the DRAE Analamanga during the evaluation interview, the concept conveyed gave the farmer members/beneficiaries the possibility of sharing their individual results in relation to their own practice. According to the DRAE, the technical and scientific validity is questioned. In other words, there was a gap between the concept conveyed, even based on the technical data sheets, and the practice/reality on the ground. The evaluators were not aware of a FFS guide. The PMU has published guides which introduce adapted technologies more than a directive for the development and operation of a CEP.

<b>UNDP</b>	85	3. Findings 3.1 Design and formulation 3.1.5 Linkages between the project and other interventions in the sector	p. 34 5th paragraph	See comments above on this subject.	This comment is not clear
<b>UNDP</b>	86	3. Findings 3.1 Design and formulation 3.1.5 Linkages between the project and other interventions in the sector	p. 34 7th paragraph 2nd line	It is more about “Coordination” than partnership. Since PRCCC was also under BNCCREDD, this coordination was natural.	Not all partnerships are mentioned here; the example taken, on the PACARC and the PRCCC, can be described as a “partnership” insofar as the decision-making bodies of the two projects are different and because they are autonomous although they are under the supervision of the BNCCREDD+.
<b>PMU</b>	87	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.1. Involvement of government officials 2 Governorate of regions	p. 36 2nd paragraph 5th line	The reports (annual and quarterly) of the project are shared at the level of the STDs and the Region. It is one of the means of informing the partners of the activities as well as the achievements of the project.	Indeed, the regional directorates and the STDs at the district level have a good knowledge of the project. See next paragraph. On the other hand, officials within the teams of the current governors confirmed that they had not been informed of the project. Paragraph adjusted for this purpose.
<b>UNDP</b>	88	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.1. Involvement of government officials 2 Governorate of regions	p. 36 2nd paragraph last line	To my knowledge, no invitation to participate in a coordination meeting has been sent to the RFP of the Atsinanana Region.	It is not surprising that PACARC was not invited, since the Director of Infrastructures and Development never heard of the project. According to him, the team had not come to make the courtesy visit and share the actions carried out by him. Among the people to contact during the evaluation are the heads of the regions (governor, DID, etc.).

<b>PMU</b>	89	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.1. Involvement of government officials 2 Governorate of regions	p. 36 2nd paragraph last line	The project team is based at the district level. The focal point has never received an invitation to participate in a coordination meeting organized by the Region. On the other hand, the project set up the regional coordination committee bringing together the STDs.	PACARC must ensure that it has good communication with at least the regional DIDs. This is also the case in some project intervention regions. It is up to the project agents to be proactive and to approach these officials. The establishment of the regional coordination committee bringing together the STDs mentioned above is commendable. It may not include the regional office otherwise their managers would not be full of not knowing about the project. We should rather speak of a district committee.
<b>UNDP</b>	90	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.1. Involvement of government officials 3 BNCCREDD+	p.36 2nd paragraph 1, 2, 3rd line	This will have to be reviewed because, as explained above, the DNP itself requires that the MEDD team, including BNCCREDD+ and the branches at the regional level, always be involved for each project activity, whether this directly involves the theme of forestry or the activities of other sectors, there must be a representative of the MEDD. Furthermore, before the implementation of the activities, all the ToRs are sent to the BNCCREDD+ team (DNP, DNPS, Heads of Service in copy) for comments. It was agreed that after 72 hours without reaction from them, the process can move forward.	Here, the evaluators do not pass judgment. It is a strong feeling that the staff of the office feels. We must mention it with this precision. On the other hand, the following paragraph which has been added gives a clarification on the reason for this situation.
<b>PMU</b>	91	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.2. Community involvement	p. 36 2nd paragraph 2, 3, 4th line	Same comment as above, it is not true that the communities were not involved because focus groups were conducted during these studies (photos can confirm this) and the communities were able to express their priority needs. You need to cross check your information	The information collected from the sites visited does not fully confirm this involvement.

<b>PMU</b>	92	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.2. Community involvement	p. 37 3rd paragraph	It should be noted that the choice of speculations was made on the basis of the study on the development of IGAs in each municipality. This study was conducted by an independent consultant through the consultation of beneficiaries in community meetings (you can consult the report that we shared) and focus group. Thus, it expresses their priorities. Afterwards, the FFS is a place for learning and exchanging experiences between producers, and they can develop their activities beyond the speculations supported directly by the project.	Paragraph readjusted.
<b>UNDP</b>	93	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.3. Involvement of civil society	p. 37 2nd paragraph 1,2nd line	Can we have more explanation and evidence? Civil society has mainly been involved in CCA training.	The paragraph has been readjusted after the additional information. Indeed, civil society benefited from the training and contributed to the implementation through the CTAS and Aquatic Service.
<b>UNDP</b>	94	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.4. Effectiveness of partnership agreements within the framework of the project	p.37 2nd paragraph 5th line	It will be necessary to add to this list, the collaboration with Marie Stopes International (MSI) which has integrated the health component into the CC awareness component.	Addition made.

<b>PMU</b>	95	3. Findings 3.2 Project implementation 3.2.2. Effective stakeholder participation and partnership agreements 3.2.2.4. Effectiveness of partnership agreements within the framework of the project	p. 37 3rd paragraph 4th line	It should be noted that there were sharing of activity reports to the regional directorates made by the RFP for the same at the same level, and there were also regional coordination meetings to share the achievements.	
<b>BNCCREDD</b>	96	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.1 Formulation of monitoring and evaluation plan 2. System Components	p. 38 3rd paragraph 1st point	How often are these reports sent? who are they for? Who sent the PMU the sheets and tables mentioned here?	Improved paragraph to answer these questions The regional coordination meeting was not mentioned during the interviews with these regional directors while the evaluators asked questions about their collaboration with the other sectors concerned, the evaluators do not have information to confirm the holding of these meetings (frequency, locations, PV, etc.).
<b>BNCCREDD</b>	97	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.1 Formulation of monitoring and evaluation plan 2. System Components	p. 38 3rd paragraph 2nd stitch, 4th line	Give the name of the FB and You tube account	Multiple links are available through a search using the keyword "PACARC".
<b>BNCCREDD</b>	98	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.1 Formulation of monitoring and evaluation plan 4. Indicators	p. 40 5th paragraph	Does this paragraph mean that no impact indicator had been formulated for this project, which would make it possible to measure the effects of the actions carried out?	Of course, impact indicators have been formulated for this project. The paragraph explains that the indicators chosen by those who formulated the project do not make it possible to measure the objective of the project. The example is given here about a product and an effect which have the same values.

<b>PMU</b>	99	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.1 Formulation of monitoring and evaluation plan 5. Responsibilities in the ESS.	p. 41 last line 3rd paragraph	Michel, do we have that?	See data base/FFS monitoring table
<b>PMU</b>	100	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.1 Formulation of monitoring and evaluation plan 5. Responsibilities in the ESS.	p. 41 3,4th line 5th paragraph	Even the FFS activity book held by the facilitators?	Yes. The evaluators were unable to see any activity books.
<b>BNCCREDD</b>	101	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.1 Formulation of monitoring and evaluation plan 6. Documentation	p. 41 5th Paragraph last line	Give the name of the website	<a href="https://open.undp.org/projects/00090256">https://open.undp.org/projects/00090256</a>
<b>PMU</b>	102	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.2. Incorporation of lessons learned into project planning	p. 42 3, 4th line 5th paragraph	They are not in the FFS guide? I recommend that assessors consult this guide.	No “FFS guide” appears among the documents shared with the evaluators.

<b>BNCCREDD</b>	103	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.3 Implementation support provided by MEDD and UNDP	p. 42 2nd paragraph 5th line	This recommendation is very important and must be strictly applied for future projects. The MEDD as an implementing entity would allow it to take ownership of the project and facilitate knowledge management and the scaling up of the project	This is not a recommendation at this stage of the report. It is an observation.
<b>UNDP</b>	104	3. Findings 3.2 Project implementation 3.2.3 Monitoring and evaluation 3.2.3.3 Implementation support provided by MEDD and UNDP	P.43 4th paragraph 3rd line	Which officials?	Information added: sector managers
<b>BNCCREDD</b>	105	3. Findings 3.2 Project implementation 3.2.4 Implementation modality, coordination and operational issues 3.2.4.1 Implementation support provided by MEDD and UNDP.	p. 43 8th paragraph 1st stitch, 2nd line	The institutional organization of the PACARC project does not provide for the establishment of a BNCCREDD focal point. The flexibility of the UNDP procedure is required in this sense.	Comment addressed above.
<b>BNCCREDD</b>	106	3.2.4.1 Implementation support provided by MEDD and UNDP.	p. 43 8th paragraph 1st stitch, 17th line	Who provides the support referred to here?	Reworded sentence.
<b>BNCCREDD</b>	107	3.2.4.1 Implementation support provided by MEDD and UNDP.	p. 43 8th paragraph 1st stitch, 17,18th line	Provide more details on "qualification", if it is the Ministry, on what basis is it judged that a representative of the Ministry who participated in the monitoring missions is qualified or not?	Administrative and financial staff participated in technical monitoring missions.

<b>PMU</b>	108	3. Findings 3.2 Project implementation 3.2.5 Unforeseen events, opportunities and constraints that arose during implementation	p. 44 2nd paragraph 1st stitch, 8, 9, 10th line	In fact, there is a planning of activities with the DRAE team at the district level and the municipal officials for the distribution of these materials on May 13, 2022. These materials are intended for the sustainability of the FFS and that notebooks charges for their management have been established and will be made available to the PIUs. It should be emphasized that these are materials (but not seeds), so there is no deterioration. On the other hand, some materials worn out after use were brought back by the beneficiaries to the commune for repair. Repairs are also planned in collaboration with the municipality so that they are functional again.	The evaluators made the observation at the time of their visit. At that time, the future of the materials was not yet very clear.
<b>PMU</b>	109	3. Findings 3.2 Project implementation 3.2.5 Unforeseen events, opportunities and constraints that arose during implementation	p.44 2nd paragraph 2nd point; 4th line	The project is not supposed to provide inputs to beneficiaries all the time. We have set up a structure (GVEC) to facilitate mutual financial assistance for the acquisition of these inputs. Members of GVECs are members of CEPs. The beneficiaries already know the technical standards of the improved seeds to be used by speculation.	Ensuring accessibility to a good does not mean distributing it for free all the time. As a project to improve adaptation and resilience, PACARC must at least develop collaboration with the other entities concerned to ensure the accessibility of its seeds by the beneficiaries. If after the passage of a cyclone, the beneficiaries no longer have improved seeds (a product whose use is part of the CCA techniques in accordance with the cultural calendar), they will reuse the traditional seeds they have. This does not improve their ability to adapt to climate change. Note: the establishment of a partnership for the local development of a seed sector is recommended.
<b>BNCCREDD</b>	110	3. Findings 3.3 Project results 3.3.1 Relevance 3.3.1.1. Consistency of PACARC objectives with global, national and sectoral priorities 2. Coherence of PACARC with MEDD strategic priorities	p.47 Table Consistency of PACARC with UNDP strategic priorities 2nd line, 1st column (PNE)	Is it the PNEDD or is it another document? What about consistency with CDN?	Indeed, it is the National Plan of Environment and Sustainable Development. Consistency with CDNs is inserted



<b>PMU</b>	111	3. Findings 3.3 Project results 3.3.1 Relevance 3.3.1.2. Consideration of development activities undertaken in the same thematic area.	p. 50 4th paragraph 2nd stitch	Note made above for collaboration with the municipality for repairs so that these are functional again	The fact is that the project is coming to an end and materials remain undistributed and others have not been used. Above all, distribution is not the ultimate goal; it is a stage, a beginning. How can we ensure “the improvement of adaptation and resilience capacities” under these conditions? During the visit of the evaluators, no action was planned. The evaluators have no intention of blaming. Their role is to report the facts so that a reaction can be made to unblock the situation.
<b>PMU</b>	112	3. Findings 3.3 Project results 3.3.1 Relevance 3.3.1.2. Consideration of development activities undertaken in the same thematic area	p.50 Last paragraph	The FFS approach is at the very heart of the activities of component 3 of the project. At the beginning (in 2018), we had the information when we did the mapping of the actors that an actor who worked in the commune of Betatao before PACARC developed the FFS approach in this commune. Thus, it was decided at the time to consult this structure and rely on their experiences, but their team was unable to provide us with anything and that on the ground there is no FFS functional on our arrival. It's just an example, but it shows the willingness of the project to rely on previous experiences if it has any. And this is why we have developed the FFS guide with the DRAEs of the 5 regions to be shared with others, and this is currently the case,	Content is missing on the ground. The FFS approach is partially applied. This would be partly due to the lack of supervision by a technician on site to accompany the producers in the field schools. The training given by the DRAE technicians was undeniably important, but the support provided as field schools would benefit from being improved.  None of the FFS facilitators in the sites visited talked about the FFS guide. The evaluators did not have access to this document. As for the relay facilitators, some shared their tools.
<b>PMU</b>	113	3. Findings 3.3 Project results 3.3.1 Relevance 3.3.1.2. Consideration of development activities undertaken in the same thematic area	p. 50 Last paragraph	Explain why ?	The set up by PACARC require some adjustments to fulfill the conditions of collective experimentation and transfer of knowledge that characterize a true CEP.
<b>UNDP</b>	114	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p.51 Table 14. Achievement level by output 3rd line 4th column	It should be noted that this activity was carried out in coordination with the GIZ PRCCC project which was also under the supervision of BNCCREDD+. It was agreed that GIZ will train the representatives of the Directorates General. The achievement was 70 people affected (see PIR 2020).	Important precision. The data has been corrected to take this into account.

<b>PMU</b>	115	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p. 51 Table 14. Achievement level by output 4th line	For the 4 Regions? For Analamanga, the training was carried out by GIZ. I don't know if we can integrate here the data on the achievements of GIZ and make a mention somewhere for explanation.	People trained at Analamanga are already included in this figure. Note: the collaboration between the project and the GIZ is mentioned in this report. See section 3.1.5 "Links between the project and other interventions in the sector"
<b>UNDP</b>	116	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	P.51 Table 14. Level of achievement by product. 5th line	What is the appropriate rate?	The project provided for 40% of women among the technical authorities having received training. They were 25.11%. Therefore, the project achieved 25.11% out of the 40% expected. This gives an achievement rate of 62.78% of this objective.
<b>BNCCREDD</b>	117	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p. 51 Table 14. Level of achievement by product. 6th row, 5th column (340.00%)	Explanations should be given for all these rates that exceed 100%	The explanation is given. See the narrative below the table.
<b>BNCCREDD</b>	118	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p. 51 Picture1. Achievement level by product. 8th line	How come the target is 20, and the achievement goes up to 172. Error in planning or good?	This is neither a planning error nor a management error. The project was able to reduce the cost and give more beneficiaries the opportunity to participate in the training sessions. Among other things, it has benefited from a collaboration with the GIZ
<b>UNDP</b>	119	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p.51 Table 14. Achievement level by output 9th line	What is the appropriate rate?	The project provided for 40% of women among the technical authorities having received training. They were 25.11%. Therefore, the project achieved 25.11% out of the 40% expected. This gives an achievement rate of 62.78% of this objective.
<b>UNDP</b>	120	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p.51 Table 14. Achievement level by output 10th line	What is the appropriate rate?	The project provided for 40% of women among the technical authorities having received training. They were 25.11%. Therefore, the project achieved 25.11% out of the 40% expected. This gives an achievement rate of 62.78% of this objective.
<b>UNDP</b>	121	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results.	p.52 Table 14. Achievement level by output 23rd line	What is the appropriate rate?	The project provided for 40% of women among the technical authorities having received training. They were 25.11%. Therefore, the project achieved 25.11% out of the 40% expected. This gives an achievement rate of 62.78% of this objective.
<b>UNDP</b>	122	P.463. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results	p.52 Table 14. Achievement level by output 27th row of the table	What is the appropriate rate?	The project provided for 40% of women among the technical authorities having received training. They were 25.11%. Therefore, the project achieved 25.11% out of the 40% expected. This gives an achievement rate of 62.78% of this objective.

<p><b>PMU</b></p>	<p>123</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.1 Reinforcement of the adaptive capacities of rural development institutions.</p>	<p>p. 52 3rd paragraph 3rd line</p>	<p>It's not a sentence.</p>	<p>This is called a "non-verbal sentence". For a better coherence of the drafting style it has been reformulated.</p>
<p><b>PMU</b></p>	<p>124</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.2. Production and popularization of agrometeorological and hydraulic information for adequate decision-making in the field of rural development</p>	<p>p.54 7th paragraph 1st lines</p>	<p>Does that mean all the stations already installed? If so, that's not correct. For Atsinanana, all the stations are operational (last maintenance carried out at the end of January 2022) but the "wind" sensors are faulty.</p>	<p>All the stations did experience operational problems at the time of the evaluation. The situation of these stations as of March 10, 2022 is attached. Information collected by the Head of the Maintenance and Technical Installations Department and transmitted to the assessors by the Director General of Meteorology.</p>
<p><b>PMU</b></p>	<p>125</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.2. Production and popularization of agrometeorological and hydraulic information for adequate decision-making in the field of rural development</p>	<p>p. 54 9th paragraph 4, 5th lines</p>	<p>This is not related to the non-operationalization of the stations. The DGM still ensures the production of agrometeorological products and services (PSA) and the operationalization of stations only improves these PSAs.</p>	<p>The purpose of these stations set up by the project is precisely to provide the meteorological information system with very precise information on its areas. If said stations do not work, the precision will be less good.</p>

<p><b>PMU</b></p>	<p>126</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions</p>	<p>p. 55 <u>1) Agriculture</u> 2nd paragraph 4th line</p>	<p>It's not all plows. The quality of PMA is not homogeneous: there are PMA and by type of good quality and others which are not.</p>	<p>These are examples. The wording does not leave any expectation of completeness.</p>
<p><b>PMU</b></p>	<p>127</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions</p>	<p>p. 55 <u>1) Agriculture</u> 4th paragraph 1st line</p>	<p>Is this for all regions? We know that FFS operate in cycles and perhaps the descent coincided with the end of the cycle for a given speculation. Also, it is not known if the evaluator team had the necessary time to visit a wide range of plots in the field.</p>	<p>An evaluator does not trust what he sees, what he hears or what he reads. He does cross-checks. Through good observation and triangulation, it is not difficult to determine which type(s) of cultivation has (have) been practiced on a site, even outside of a campaign. In addition, facilitators know how to describe the activities they have developed, and community members count what they have seen and learned.</p>
<p><b>PMU</b></p>	<p>128</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions</p>	<p>p. 55 <u>2) Breeding</u> 1st paragraph 2nd line after table 15</p>	<p>Distribution sheets for all inputs and small agricultural equipment available</p>	<p>The distribution sheets are available from the project officers and not from the beneficiaries.</p>
<p><b>PMU</b></p>	<p>129</p>	<p>3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions</p>	<p>p. 55 <u>2) Breeding</u> 2nd paragraph 2nd line, after table 15</p>	<p>For Atsinanana, this is not correct (poultry). To avoid the dependence of breeders on support from the project, they were provided with farming management techniques: poultry feed based on products available at the local level. For vaccination, we trained them on vaccination and we negotiated with health veterinarians to set up a product center for the sale of phyto-veto products at the level of the Communes.</p>	<p>Training has been added. It is difficult to confirm the presence of veterinarians in the communes.</p>

<b>PMU</b>	130	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p.56 3) <u>Aquaculture and fish farming</u> 4th paragraph 6th line	have you had information on its importance since its installation rather than its non-update during your visit? What about the consistency of the consultation of fishing communities in this sense, particularly in the municipalities where activities in the maritime fishing sector have been the most important?	This section talks about 'effectiveness', ie, 'the extent to which the expected results and objectives of PACARC have been achieved'. See section 3.3.4 on impacts for the reduction in the mortality rate at sea in the areas concerned.
<b>UNDP</b>	131	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p. 56 4) <u>Reforestation</u> 1st paragraph 1st line	It should also be noted that during the 2019 reforestation campaign, when the government decided to re-green Madagascar and produce 80 million seedlings, the PACARC project mobilized an additional USD 290,000 from UNDP for reforestation and contributed to the acquisition of 25 million nursery pots for the 5 Regions of the project, and various other materials for reforestation. This also made it possible to set up permanent nurseries at the Cantonments of Ilaka Est, Mahanoro and Ankazobe.	A paragraph has been added based on this comment.
<b>PMU</b>	132	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p. 57 5) <u>Water and Sanitation</u> 2nd paragraph	What activity are we talking about here?	Title added
<b>PMU</b>	133	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p. 58 5) <u>Water and Sanitation</u> 1st paragraph after table 16	Put a subtitle Water and sanitation	Title added

<b>UNDP</b>	134	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p. 58 5) <u>Water and Sanitation</u> 1st paragraph after table 16	Insert a heading in relation to "water".	Title added
<b>PMU</b>	135	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p. 58 5) <u>Water and Sanitation</u> 2nd paragraph after table 16 4th stitch 1st drawn	This needs to be corrected. Only the drinking water supplies is managed by a farmer investor. There are 5 hand pumps rehabilitated in CR Betsizaraina (2 in Niarovanivolo, 2 in Ankazomirafy and 1 in Ampetika) and whose management is ensured by water point committees.	Treated
<b>PMU</b>	136	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p. 58 5) <u>Water and Sanitation</u> 3rd paragraph after table 16 2nd line	Feasibility of what????	Rehabilitation of irrigation canals
<b>UNDP</b>	137	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p.58 5) <u>Water and Sanitation</u> 3rd paragraph, last line p.59 4.5th paragraph after table 16	it must be clarified whether it is a contribution from UNICEF or implementation entrusted to UNICEF888	These activities are part of the planned contributions except reforestation. A clarification was added along with the title that was omitted.

UNDP	138	3. Findings 3.3 Project results 3.3.2. Effectiveness and progress towards expected results 3.3.2.3 Introduction of municipal adaptation strategies in the five regions	p.59 6) Microfinance 2nd paragraph last line	Isn't this a paragraph to be included in the agriculture section?	Paragraph on seeds moved to "agriculture" section.
UNDP	139	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.2. Financing and co-financing of the project	page 60 3rd paragraph 2nd line	Reporting on co-financing is done annually as part of the PIR	Theoretically.
UNDP	140	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.2 Financing and co-financing of the project	page 60 3rd paragraph 2nd line	The project made an estimate of these co-financings during the PIR	Only in PIR 2021
UNDP	141	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.3. Management of personal	p.61 4th paragraph	The strategic role is indeed part of the TL's role (it is not only during the absence of a PACARC coordinator). As for the remark on the Program Officer, the "strategic and technical supervision of planning, budgeting, implementation and monitoring of the programme, monitoring of the use of financial resources in accordance with UNDP regulations and rules" is included in its ToRs.	This paragraph has been entirely redrafted on the basis of additional information received after these comments
BNCCREDD	142	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.3. Staff management	p. 61 Last paragraph 3rd line	Please reformulate, justify and add explanation. Personal opinion: The BNC was unable to take on certain roles because the UNDP procedure was always followed. It may also be the communication between the two entities that is not enough	Here, the subject is "personnel management". Section "3.2.2.1: Involvement of government officials explains the roles of stakeholders" discusses the roles of the BNCCREDD and the More details have been provided in this section.
UNDP	143	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.3. Staff management	p. 61 Last paragraph 3rd line	there is a confusion of roles here between coordination, implementation and execution!!!!	SY/ neither implementation nor coordination SE/ Changes have been made to this section. But you have to take a look. Clarify the sentences according to the words of the Team Leader.

<b>BNCCREDD</b>	144	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.3. Staff management	p. 61 Last paragraph 3rd line	Bring more precision on "coordination not ensured", by referring to the prodoc, the attributions of the BNCC and DNP registered in the prodoc have been carried out (page 24) as well as their planned roles in the achievement of the results of the components (Products 111, etc.)	Their roles were not exactly assured because the assessment of MEDD capacities carried out under the aegis of the MEF did not allow all management to be entrusted to the national party.
<b>UNDP</b>	145	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.3. Staff management	p. 61 Last paragraph 3rd line	The current DNP and DNPS are both BNCCREDD+ agents, and the previous DNPs were still BNCC, so what were their roles?	They contributed to the supervision of the implementation as required by the procedure, but within the framework of an assisted implementation (assisted national implementation or assisted NIM)
<b>UNDP</b>	146	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.3. Staff management	p.62 Last paragraph 5th line	it is necessary to refer here to the management arrangements provided for by the Prodoc, in order to judge its application. we must not confuse compliance with the wishes of each other!!!!	The Prodoc provided for an implementation role at the BNCC, which became BNCCREDD+ (see section 3.1.4). This could not materialize because the rule of assisted implementation (assisted NIM) was applied (see section 3.2.2).
<b>BNCCREDD</b>	147	3. Findings 3.3 Project results 3.3.3. Efficiency 3.3.3.4. Cost-benefit analysis and "value for money"	p.62 3rd paragraph 1st line (PMA)	Expand abbreviation, not in list of acronyms.	Added to abbreviation list
<b>UNDP</b>	148	3. Findings 3.3 Project results 3.3.4. Impact	p.62 5th paragraph	Following our discussions during the May 9 meeting, we must distinguish between the specific intervention of the project and the other factors that contribute to the vulnerability of a community.	Indeed, several factors have an influence on this index and, therefore, the reduction or increase in vulnerability is not solely the responsibility of the project. However, its measurement is mandatory during the evaluation because it was retained as an impact indicator in the Prodoc. See details in appendix.
<b>UNDP</b>	149	3. Findings 3.3 Project results 3.3.4. Impact	p.62 5th paragraph	it is difficult, even presumptuous to consider that action on one or some criteria can validly reduce vulnerability, which is an index composed of several criteria on which the project had not planned to act entirely.	



<p><b>PMU</b></p>	<p>150</p>	<p>3. Findings 3.3 Project results 3.3.4. Impact</p>	<p>p.63 6th paragraph 1st line: Table 21 Vulnerability index of intervention municipalities estimated from the communities visited by the evaluators</p>	<p>I suggest that the evaluators give us more detail on the VRE analysis carried out to arrive at these indices. Personally, I am not convinced of the result for certain municipalities such as Betsizaraina: with the drinking water supplies infrastructure operational, the community reforestation carried out, the diversification of adaptation activities (food crops and cash crops), the motivation of the communities in the adoption adaptation techniques and awareness-raising actions on CC. All these activities lead us to say that there is a downward trend in the vulnerability of communities.</p>	<p>Indeed, several factors have an influence on the vulnerability index through the ERV. Therefore, reducing or increasing vulnerability is not solely the responsibility of the project. However, its measurement is mandatory during the evaluation because it was retained as an impact indicator in the PRODOC. See details in appendix. The drinking water supplies is one element in the vulnerability analysis, there are other parameters to consider. In Betsizaraina, the head of the drinking water supplies specified that most of the population of the commune does not have access to this infrastructure because the water is purchased at 2.5 ariarys per litre; part of the community still uses spring water especially during the rainy season; this infrastructure is not enough to reduce the vulnerability of the population of Betsizaraina.</p>
<p><b>PMU</b></p>	<p>151</p>	<p>3. Findings 3.3 Project results 3.3.4. Impact</p>	<p>p. 63 6th paragraph 1st line: Table 21 Vulnerability index of intervention municipalities estimated from the communities visited by the evaluators</p>	<p>Can you clarify how we read the table? If high vulnerability compared to the initial? If vulnerability decreases compared to the initial,</p>	<p>See the explanations in the added legend</p>
<p><b>UNDP</b></p>	<p>152</p>	<p>3. Findings 3.3 Project results 3.3.4. Impact</p>	<p>p. 63 6th paragraph 1st line: Table 21 Vulnerability index of intervention municipalities estimated from the communities visited by the evaluators</p>	<p>To be rephrased because ↗ does not mean an improvement and ↘ does not mean regression, it is even the opposite</p>	<p>See the explanations in the added legend</p>

<b>PMU</b>	153	3. Findings 3.3 Project results 3.3.4. Impact	p. 63 Table 21 Vulnerability index of intervention municipalities estimated from the communities visited by the evaluators 13th line	Please check whether you have mentioned the elements concerning the drinking water infrastructure set up in Tanandava (drinking water supplies system with filter drain wells and solar pumping), because in my opinion if the opportunity to dig a little more on this aspect were to arise, this would necessarily have had a positive impact on the evolution of this index point for Tanandava (we are still talking about the southern zone and access to drinking water is crucial there)	
<b>PMU</b>	154	3. Findings 3.3 Project results 3.3.4. Impact	p. 63 1st paragraph after table 16	We can also add to these examples the case of some fish farmers in Betatao who were able to obtain an additional income of 3,000,000 MGA in 2021 for the sale of fish to individuals.	Added after verification. This type of information must be part of the indicators monitored by projects of this type and thus be systematically available in the reports. A recommendation to that effect was made in this report.
<b>UNDP</b>	155	3. Findings 3.3 Project results 3.3.4. Impact	p.64 5th paragraph after table 21 9, 10, 11th line	Is this kind of observation so minimal that the “assessment of the state of the environment” and/or the “reduction of the stress on the environment” are qualified as minimal?	Yes. This result is in itself appreciable at the level of the beneficiary community. On the other hand, on the scale of the project, it does not make it possible to conclude a “resounding” success.
<b>UNDP</b>	156	3. Findings 3.3 Project results 3.3.4. Impact	p.64 5th paragraph after table 21 1, 2, 3rd line	It is normal to have targeted different interventions for each Region. First, because the issues related to climatic hazards are not the same: the south is not to be compared to the east and the center, each has its own specific context. Then, with the project budget and the breakdown of the components: 552,397 usd for component 1, 1,000,000 usd for component 2, 1,919,000 usd for the water activities that UNICEF was in charge of, 279 000 USD for project management, there remains 2,127,000. By making a simple linear calculation, only 21,270 USD per year has been allocated to each sector of activity (agriculture, livestock, fisheries, forestry) for each Region, and it is even less considering the one-year extension of the project. For the calculation: 2,127,000 to be distributed for 5 Regions, for 5 years and for the 4 sectors (agriculture, livestock, fishing, forestry). I find that with the achievements and results of the project, these project strategies and approaches have been effective.	The evaluators do not question the choices of different activities in the regions. Here, we are talking about the fact that the positive tendencies perceptible at the time of the evaluation are scattered in the different communities. And, yes, the project has allocated 2,127,000 for the five regions, but the “effects” of this substantial sum on the beneficiaries, including communities, but not an entire region, are not very perceptible.
<b>UNDP</b>	157	3. Findings 3.3 Project results 3.3.4. Impact	p.64 5th paragraph after table 21 1, 2, 3rd line	Furthermore, it should be noted that the behaviours, reactions and appropriation capacities are not the same from one community to another. The results recorded will make it possible to build on them and design new approaches that are more differentiated and adapted to each community.	Paragraph increased thanks to this proposal.

<b>UNDP</b>	158	3. Findings 3.3 Project results 3.3.4. Impact	p.64 7, 8th paragraph after table 21	These findings also reinforce the remark above on the "minimal" rating on the "environment".	Same response to comment above. We cannot measure this impact from these 2 municipalities out of 12.
<b>PMU</b>	159	3. Findings 3.3 Project results 3.3.4. Impact	p.64 8th paragraph after table 21	This is explained by the development of upland rice practices (valorization of the Tanety). In addition, in the commune of Betatao, there is a reduction in the search for new land in the natural forests for the cultivation of corn thanks to the valuations of the Tanety.	The information available does not allow this to be verified. The report cannot include it.
<b>BNCCREDD</b>	160	3. Findings 3.3 Project results 3.3.5 Durability 3.3.5.2. Political, social or financial risks that could compromise the sustainability of results.	p.65 2nd paragraph 1st stitch, 4th line	To avoid this, from the start of the project, a sustainability strategy should have been developed and implemented.	Very relevant comment. A recommendation to this effect has been added.
<b>UNDP</b>	161	3. Findings 3.3 Project results 3.3.5 Durability 3.3.5.3 Factors requiring attention to improve sustainability prospects and replication potential.	p.66 2nd paragraph 2nd line	and what about the frequent changes of leaders and officials mentioned above????	The change of manager within the ministries is a recurring situation that escapes the control of the stakeholders of projects such as PACARC. It is a question of adopting a management which is adapted to it and of being proactive.
<b>UNDP</b>	162	3. Findings 3.3 Project results 3.3.5 Durability 3.3.5.3 Factors requiring attention to improve sustainability prospects and replication potential.	p. 66 2nd paragraph 1st point	This is present in the Recommendations?	Yes, present in the recommendations
<b>PMU</b>	163	3. Findings 3.3 Project results 3.3.5 Durability 3.3.5.3 Factors requiring attention to improve sustainability prospects and replication potential.	p. 67 12th point 4, 5, 6th line	This is not only for Aquatic Service but also for the AGMET platform, which is not mentioned in this report as a facilitating structure for the dissemination of agro-meteorological products and services.	Of course, the "AGMET" or more precisely the regional agro-meteorological platforms is mentioned in this report and indicated as one of the products originating from the collaboration between the stakeholders.

<b>PMU</b>	164	3. Findings 3.3 Project results 3.3.5 Durability 3.3.5.5 Ongoing activities posing an environmental threat to the sustainability of results	p. 68 4th paragraph	It should be noted that mining is only found in 1 out of 5 Fokontany in the commune of Ambolotarakely, and that is in the Fokontany of Ambolotarakely. The PACARC project also worked in two other Fokontany, namely Manerinerina and Maharidaza where there is no mining. Given that the evaluators' visit to the commune was very limited (half a day at most), it is certain that the team could only go to the Fokontany of Ambolotarakely. Thus, it is not correct to generalize for the whole of the commune this case of mining exploitation and the case of the Fokontany of Ambolotarakely which is not representative of the commune and to affirm that the achievements of the project in this commune could be obsolete is not true. Because in these three Fokontany, the dynamics are not the same,	Because the TOR for this assessment retained sampling, it goes without saying that, even if time permitted, it is by no means necessary to see all the sites to comment on the risks incurred in terms of sustainability. Raising this threat in no way detracts from the quality of the results obtained by the project in the locality, if these exist. The exploitation is currently in the fokontany of Ambolotarakely, but nothing indicates that it will not extend to the other fokontany (like all the other quarries). Very quickly, the mining population (miners, labor, traders, guides, etc.) will flock from everywhere, including from nearby fokontany. Locals have already abandoned agricultural activities and devoted themselves full-time to mining activities.
<b>BNCCREDD</b>	165	3. Findings 3.3 Project results 3.3.5 Durability 3.3.5.5 Ongoing activities posing an environmental threat to the sustainability of results	p. 68 4th paragraph	This situation is worrying. This illegal practice not only compromises the achievements of the project but the environment in general in the municipality concerned.	Because the TOR for this assessment retained sampling, it goes without saying that, even if time permitted, it is by no means necessary to see all the sites to comment on the risks incurred in terms of sustainability. Raising this threat in no way detracts from the quality of the results obtained by the project in the locality, if these exist. The exploitation is currently in the fokontany of Ambolotarakely, but nothing indicates that it will not extend to the other fokontany (like all the other quarries). Very quickly, the mining population (operators, labor, traders, guides, etc.) will flock from everywhere, including fokontany in the surroundings. Locals have already abandoned agricultural activities and for devote themselves full-time to mining activities.
<b>UNDP</b>	166	3. Findings 3.3 Project results 3.3.5.6 Empowerment actions of the beneficiary community	p.68 3rd paragraph 1, 2, 3, 4th line	See comments above about.	Reworded paragraph.

<b>UNDP</b>	167	3. Findings 3.3 Project results 3.3.8 Other cross-cutting issues 3.3.8.1 Promoting the human development approach and monitoring the MDGs and SDGs	p.71 1st paragraph 1st line	Initials to be developed and put in the list of acronyms. MDGs or SDGs, or both?	Addition made. Both at the same time
<b>UNDP</b>	168	Findings	p. 73 1st paragraph 2nd stitch 3rd line	???	Changed: A tangible AND widespread difference.
<b>UNDP</b>	169	Findings	p.73 1st paragraph 2nd stitch 3, 4th line	it would be necessary to refer to the intervention strategy of the project and see the motivation of such an approach, which can be justified by the need to measure the responsiveness and the impacts on a wider field of experimentation, with diverse communities and very far from each other.	The designers of the project have previously chosen five regions and eleven municipalities. The fact of having carried out activities in a significant number of communities in each commune does not allow benefiting from the effect envisaged by the theory of change.
<b>UNDP</b>	170	Findings	p.73 2nd paragraph 2nd stitch	See comments on this above. We can also add that BNCCREDD+ has been informed of the recruitment process and the possibility of participating in the evaluation committee of the offers by making the request. They have done it already for another UNDP project	The paragraph was modified because information gathered during the cross-check helped to explain the situation. Opinions differ between BNCCREDD+ staff and that of the PMU on this subject. Communication was not enough at times. The evaluators are convinced that their participation should be systematic and not "on demand".
<b>BNCCREDD</b>	171	Findings	p.73 2nd paragraph 2nd stitch	Repeat this explanation on page 52 talking about the coordination of the BNCCREDD The MEDD from the central level to the regions	Added
<b>BNCCREDD</b>	172	Findings	p. 73 2nd stitch	This assertion should be argued. What about the activities carried out by UNICEF?	Here, it is the conclusion section, the arguments are available in the observation section / sub-section "effectiveness". The activities entrusted to and carried out by Unicef do not constitute a sub-project and the evaluators should not devote entire sections to them.
<b>BNCCREDD</b>	173	Findings	p. 73 2nd stitch	Talk more about results than activities (is the expected change achieved??)!! This is the real analysis of the effectiveness and not the realization of the activities!	A change in behavior justifying an improvement in the resilience of producers in the face of climate change has been noted. However, results at the farm level – such as productivity – remain very timid.

<b>UNDP</b>	174	Findings	p. 73 4, 5th point	...	The financial details in the CDRs made available to project evaluators are not presented uniformly; some provide details on the cost of each activity; others present the overall annual budget execution of the project. Furthermore, no data on the unit costs of the interventions is available, making it impossible to make a comparison with other entities in order to properly analyze the efficiency
<b>UNDP</b>	175	Lessons learned	p.74 1st paragraph 2nd stitch 2nd line	See comment above on this subject	Modified: "Ministries" instead of "the ministry".
<b>BNCCREDD</b>	176	Lessons learned	p.74 2nd stitch 3rd line	Normally, the MEDD through the BNCCREDD should have been more involved in the implementation of this project and fully played its role.	This observation is mentioned several times in this report.
<b>UNDP</b>	177	Lessons learned	p.74 4th stitch	See comment above on this subject	Treated.
<b>UNDP</b>	178	Lessons learned	p.74 5th point	See comment above on this subject	Changes made.
<b>BNCCREDD</b>	179	4. Recommendations 4.1. For the Government 4.1.1. For MEDD	p. 75 3rd paragraph 1st line	Improve the integration of the MEDD, the flexibility of the UNDP is also required concerning the establishment of a focal point.	The evaluators cannot make such a recommendation because they have not audited UNDP to say that it is not flexible
<b>UNDP</b>	180	4. Recommendations 4.1. For the Government 4.1.3. For the MPEB	P.77 4th paragraph 1st line	This sub-heading concerns agriculture, livestock and forestry, it is up to MINAE and MEDD but not to MPEB. Or find another way to introduce this subheading if we want to keep the idea together because putting it under MPEB is not really appropriate.	Recommendation put in the right category.
<b>UNDP</b>	181	4. Recommendations 4.1. For the Government 4.1.4. For the DGM	p.77 3rd paragraph 3,4th line	The SRM have established agreements with the Communes for these interviews and the guarding of the stations. Above all, it will be necessary to see the problems why the clauses are not respected.	Paragraph modified.
<b>BNCCREDD</b>	182	4. Recommendations 4.1. For the Government 4.1.5. For MEAH and UNCEF.	p. 78 1st paragraph 1st line	UNICEF was responsible for most of the financial management and implementation on the ground of activities on "water resources", however, the evaluation speaks very little of UNICEF, was the MEAH considered by UNICEF in the implementation of the project? what recommendations on these aspects?	The manager has been changed. See water and sanitation section for UNICEF contributions (section 3.3.2).

UNDP	183	4. Recommendations 4.2. For UNDP	p.78 2nd paragraph 5th point	It is also part of the mandate of the evaluation team to have this information on co-financing.	The estimate of this co-financing is the responsibility of the executing agency and should be the subject of an annual report to the GEF. The PMU gave an estimate in the 2022 PIR. This is what the evaluators took over. The evaluators cannot carry out this complex process of collecting information from stakeholders in a few days, even though the PMU cannot do it in several years.
UNDP	184	4. Recommendations 4.2. For UNDP	p.79 8th paragraph 4, 5, 6th line p.80 7.8th line	It will be necessary to check but generally during the implementation of the PACARC project, it is the local authorities who proposed the list of beneficiaries, at least to validate the list if it was proposed otherwise. On the other hand, if the recommendation is made for a future project, it will be necessary to specify or reformulate in the direction of continuing the action. This is one of the examples I wanted to point out at the outset to clarify the scope of the recommendations.	The municipalities certainly participated in the selection without some of their officials, the beneficiaries and especially the non-beneficiaries being able to explain the reason for these choices. A recommendation should not be seen as a reproach by the parties concerned. It can be the result of a good practice to be perpetuated or scaled up. This recommendation is for future projects. Recommendations for the project can be found under the heading "Complete priority actions before project closure." "
UNDP	185	4. Recommendations 4.3. For UNDP and MEDD	p.80 2nd paragraph 12,13th line	In the case of PACARC, the cold rooms work with solar panels	
UNDP	186	4. Recommendations 4.3. For UNDP and MEDD	P.81 2nd paragraph 18, 19th line	For me, the recommendation goes back to the proposal to the DGM to allocate budget for the purchase of credits. Indeed, the choice of automatic station was made by the DGM precisely for this aspect of sustainability, experiences within the institution on these different types of station, but also to facilitate and practice use. With these automatic stations, the DGM receives the information directly on its server and can use it as it sees fit. On the other hand, for the wave stations, the DGM is dependent on the supplier who keeps the data reception station at his place, as the systems differ from one supplier to another, it is the body of the supplier's business for these station types.	This proposal comes from General Directorate of Meteorology (DGM) technicians.
UNDP	187	4. Recommendations 4.3. For UNDP and MEDD	P.82 6th paragraph 11, 12, 13th line	rephrase, and clarify. In addition, this comment does not fit with the section "Value... communication"	The sentence is in its place. She talks about communication. It has been improved.
UNDP	188	4. Recommendations 4.3. For UNDP and MEDD	p.83 10th paragraph 1,2nd line	See comment above. I find that the last paragraph of this subsection is much more telling for future actions.	Indeed, because it is a recommendation that applies to future interventions.

<b>PMU</b>	189	Annex ITINERARY DONE	p.94 29th row of the table	with whom??? There was no consultation of the STDs at Amboasary level (CIRAE/CSA, CEDD) this can be considered as the most important non-fact.	There was the 2:30 interview with the RFP. The validated methodology does not imperatively require interviews with the Amboasary local government offices if the evaluators were able to have information from key informants of the same category. And this is the case in other sites.
<b>PMU</b>	190	Annex ITINERARY DONE	p.94 32nd line of the table	Visit too much listened to for Tanandava considering the activities carried out during this day, I also wonder the composition of the team which carried out the mission (was the team complete to obtain all the necessary elements?)	Recruited by UNDP through a strict process, experienced evaluators carried out these interviews and field observations. The fact that they split into two groups for the visits does not detract from the quality of the evaluation. The information was collected and then analyzed by the specialists. The insufficiency or even absence of tangible results in certain sites cannot be erased by the presence of a complete team.



### Appendix 3. STATION SITUATIONS AS OF MARCH 10, 2022

SITES	PROBLEMS	OBSERVATIONS
Morombe	<ul style="list-style-type: none"> <li>Orientation of wind sensors, and batteries to be changed</li> </ul>	<ul style="list-style-type: none"> <li>1st degree maintenance required</li> </ul>
Mahanoro	<ul style="list-style-type: none"> <li>Wind sensor</li> <li>Temperature sensor</li> </ul>	<ul style="list-style-type: none"> <li>Sensors to be changed</li> </ul>
Ilaka Est	<ul style="list-style-type: none"> <li>Wind sensor</li> <li>Temperature sensor</li> </ul>	<ul style="list-style-type: none"> <li>Sensors to be changed</li> </ul>
Sampona	<ul style="list-style-type: none"> <li>All sensors are to be checked</li> <li>Batteries and SIM card to be changed</li> </ul>	<ul style="list-style-type: none"> <li>Last data received 11/27/20</li> <li>1st degree maintenance required</li> </ul>
Analamisampy	<ul style="list-style-type: none"> <li>All sensors are to be checked</li> <li>Batteries and SIM card to be changed</li> </ul>	<ul style="list-style-type: none"> <li>Last data received in December 2020</li> <li>1st degree maintenance required</li> </ul>
Ambolotarakely	<ul style="list-style-type: none"> <li>All sensors are to be checked</li> <li>Batteries and SIM card to be changed</li> </ul>	<ul style="list-style-type: none"> <li>Last data received 26/11/20</li> <li>1st degree maintenance required</li> </ul>
Betatao	<ul style="list-style-type: none"> <li>Rain bucket to be emptied</li> <li>Batteries and SIM card to be changed</li> </ul>	<ul style="list-style-type: none"> <li>Last data received 03/09/20</li> <li>1st degree maintenance required</li> </ul>

Source : Meteorological General Directorate

## Appendix 4. PROJECT PERFORMANCE RATING

Criteria	Notes	Rating	Description	Explanation
<b>Monitoring and Evaluation: Very Satisfactory (VS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Very Unsatisfactory (VU)</b>				
Overall quality of monitoring and evaluation	4	MS	Moderate deficiencies were identified.	<ul style="list-style-type: none"> <li>• Products have been identified and activities are reported. However, the lack of systematic verification of the data transmitted by the regional teams compromises their veracity, especially since only one person is responsible for both implementation and monitoring.</li> <li>• The database is available, but some indicators are not completed.</li> <li>• The indicators selected at the time of design and included in the PRODOC are inappropriate for the implementation of the project. For example, the results indicators measuring the capacity improvement are only the number of people trained. Whereas they should measure the level of capacity and deduce possible improvements.</li> <li>• Difficulty in doing a multi-year monitoring and analysis with the framework proposed by the UNDP. (only the cumulative values of the indicators are available)</li> </ul>
Setting up monitoring and evaluation at the start of the project	3	MU	There are significant gaps in the project.	<ul style="list-style-type: none"> <li>• The monitoring and evaluation system was not operational from the start of the project. In fact, it was set up in 2018 when the project started in 2016.</li> <li>• Although well structured, the baseline data collection report was not available until March 2019.</li> </ul>
Implementation of the monitoring and evaluation plan	4	MS	Moderate deficiencies were identified.	<ul style="list-style-type: none"> <li>• Compliance with GEF, MEDD and UNDP reporting requirements.</li> <li>• Databases available, but with missing information for some regions.</li> <li>• Tools designed for monitoring and evaluation have not been sufficiently exploited (monitoring tools at the POC level: designed, published, but missing in the field).</li> </ul>
<b>Execution by the Executing Agency and the Implementing Agency: Very Satisfactory (VS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Very Unsatisfactory (VU)</b>				
Overall quality of project implementation/execution	4	MS	Only minor deficiencies are identified.	<ul style="list-style-type: none"> <li>• The involvement of the various stakeholders throughout the project, particularly the agents of the various ministries, facilitated project implementation.</li> <li>• Although there were constraints during implementation, the overall quality of execution was moderately satisfactory.</li> </ul>

				<ul style="list-style-type: none"> <li>• The MEDD, through the BNCCREDD+, did not play the role of executing agency planned by the PRODOC.</li> </ul>
Execution by the executing agency	4	MS	Only minor deficiencies are identified.	<ul style="list-style-type: none"> <li>• The project benefited from the experience and rigor of UNDP implementation.</li> <li>• Steering Committee operational throughout the project.</li> <li>• The project continued to operate during the Covid crisis despite the slowdown that was caught up during the extension period.</li> <li>• Delayed implementation of field activities due to cumbersome administration and frequent staff changes.</li> </ul>
<b>Results: Very Satisfactory (VS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Very Unsatisfactory (VU)</b>				
Overall quality of project results	4	MS	Moderate deficiencies were identified.	<ul style="list-style-type: none"> <li>• Some output targets not met: hydrometric stations, partnership with MFI.</li> <li>• Little noticeable effect and impact: level of vulnerability</li> </ul>
Relevance: relevant (R) or not relevant (NR)	2	R	Relevant.	<ul style="list-style-type: none"> <li>• Project objective in line with the current context of the country and those of the intervention areas; allows to achieve the country's objective in relation to the problems of climate change; meets the expectations of the beneficiaries.</li> </ul>
Efficiency	5	S	Only minor deficiencies are identified.	<ul style="list-style-type: none"> <li>• Résultats globaux du projet atteints dans le temps, malgré quelques imperfections.</li> <li>• Pratique des techniques diffusées et des mesures d'adaptation par des bénéficiaires.</li> </ul>
Efficiency	3	MU	There are significant gaps in the project.	<ul style="list-style-type: none"> <li>• Agricultural equipment acquired but not distributed, dilapidated or defective.</li> <li>• Agro-meteorological station out of order.</li> <li>• Operating costs of the POC are not known by the beneficiary farmers.</li> </ul>
<b>Sustainability: Probable (P) ; Moderately probable (MP) ; Moderately improbable (MI) ; Improbable (I)</b>				
Overall likelihood of risks to sustainability	3	MP	Moderate risk, but at least the results are expected to last.	<ul style="list-style-type: none"> <li>• Capacity of decision-makers, technicians and government officials strengthened on improving resilience to climate change.</li> <li>• Drinking water systems installed with an operational management mechanism.</li> <li>• Agrometeorological information collection system.</li> <li>• Non-transfer of knowledge in front of the turnover within the ministries and the Communes.</li> <li>• Non-functioning of the various stations, especially after the withdrawal of the project.</li> <li>• Seed production has not developed despite the distribution of capacity building in this regard (no more seed available in the communities after the passage of cyclone Batsirai).</li> </ul>

Financial resources	2	MI	Significant risk that key results will not be sustained after project closure, although some results and activities should continue.	<ul style="list-style-type: none"> <li>• Appropriation of the GVECs allowing the constitution of a campaign startup fund.</li> <li>• No guarantee of the existence of a budget to monitor and repair the equipment of stations with technical problems that prevent the timely broadcast of quality information.</li> </ul>
Socio-economic	3	MP	Moderate risk, but at least the results are expected to last.	<ul style="list-style-type: none"> <li>• Security risk to the beneficiaries' farming and agricultural operations.</li> <li>• Socially, CCA technologies have been accepted and adopted.</li> </ul>
Institutional framework and governance	3	MP	Moderate risk, but at least the results are expected to last.	<ul style="list-style-type: none"> <li>• Documents, policy, strategy and development plan taking into account climate change available.</li> <li>• Climate change priority with government and partner institutions.</li> </ul>
Environnemental	3	MP	Moderate risk, but at least the results are expected to last.	<ul style="list-style-type: none"> <li>• Beneficiaries are aware and conscious of the problems linked to climate change, but the transformation into action is not complete yet.</li> </ul>
<b>Impact : Important (I), Minimal (M), Negligible (N)</b>				
Improvement of the state of the environment	2	M	Minimal.	<ul style="list-style-type: none"> <li>• The reforestation to protect watersheds, the stabilization of lavaka, the fixation of dunes and the installation of green belts carried out by the project have contributed to the improvement of the state of the environment in its intervention areas.</li> </ul>
Reduction of the stress on the environment	2	M	Minimal.	<ul style="list-style-type: none"> <li>• The creation of IGAs and the promotion of improved stoves have contributed to the reduction of environmental stress</li> </ul>
Progression to change in tension/condition	3	I	Important.	<ul style="list-style-type: none"> <li>• The awareness of the population, especially the producers, has had a significant impact on their agricultural practices (cultivation, livestock and fishing), thanks to the involvement and commitment of the relay facilitators.</li> </ul>
<b>Overall project outcomes</b>	4	MS	Only minor deficiencies are identified.	

Rating:

<b>Tableau 1. Échelles de notations</b>		
<p><b>Notations pour les résultats, l'efficacité, l'efficience, le suivi et l'évaluation et les enquêtes</b></p> <p><b>6. Très satisfaisant (TS) :</b> le projet ne comporte aucune lacune quant à la réalisation de ses objectifs en termes de pertinence, d'efficacité ou d'efficience</p> <p><b>5. Satisfaisant (S) :</b> des lacunes mineures seulement ont été décelées</p> <p><b>4. Moyennement satisfaisant (MS) :</b> des lacunes modérées ont été décelées</p> <p><b>3. Moyennement insatisfaisant (MI) :</b> le projet comporte d'importantes lacunes</p> <p><b>2. Insatisfaisant (I) :</b> le projet comporte d'importantes lacunes au niveau de la réalisation de ses objectifs en termes de pertinence, d'efficacité ou d'efficience</p> <p><b>1. Très insatisfaisant (TI) :</b> le projet comporte de graves lacunes</p>	<p><b>Notations de durabilité :</b></p> <p><b>4. Probable (P) :</b> risques négligeables à la durabilité</p> <p><b>3. Moyennement probable (MP) :</b> risques modérés</p> <p><b>2. Moyennement improbable (MI) :</b> risques importants</p> <p><b>1. Improbable (I) :</b> risques graves</p>	<p><b>Notations de pertinence :</b></p> <p><b>2. Pertinent (P)</b></p> <p><b>1. Pas pertinent (PP)</b></p> <p><b>Notations de l'impact :</b></p> <p><b>3. Important (I)</b></p> <p><b>2. Minime (M)</b></p> <p><b>1. Négligeable (N)</b></p>
<p><i>Notations supplémentaires le cas échéant :</i> Sans objet (S.O.) Évaluation impossible (E.I.)</p>		

<b>Encadré 6. Notations de durabilité de projets</b>		
4	<b>Probable (P)</b>	risques négligeables qui pèsent sur la durabilité, avec les principaux résultats qui devraient continuer dans un avenir prévisible.
3	<b>Moyennement probable (MP)</b>	risques modérés, mais il est prévu qu'au moins certains résultats perdureront
2	<b>Moyennement improbable (MI)</b>	important risque que les principaux résultats ne perdureront pas après la clôture du projet, même si certains résultats et activités devraient continuer.
1	<b>Improbable (I)</b>	grave risque que les résultats du projet, ainsi que les principaux apports ne perdurent pas.
Sans objet (S.O.) Évaluation impossible (E.I.)		

### Appendix 5. SUMMARY OF THE VULNERABILITY REDUCTION ASSESSMENT OF THE COMMUNITIES VISITED.

Region	Commune	Score before the project	Score after the project	Evolution	Summary of the comments
Analamanga	Betatao	3	3	☐	<ul style="list-style-type: none"> <li>The population is starting to get used to the cultural calendar, but there is still a lot of use of traditional techniques.</li> <li>Lack of information to make decisions about climate change is part of the barrier.</li> </ul>
	Ambolotarakely	3	2	☐	<ul style="list-style-type: none"> <li>Farmers begin to grow upland rice as a coping strategy.</li> <li>Fish farming is flourishing. It helps people earn a living in a changing climate.</li> </ul>
Atsinanana	Ilaka-Est	2	2	☐	<ul style="list-style-type: none"> <li>Crops have been damaged when rainfall has increased after two consecutive cyclones, and the population is still facing difficulties despite alternatives such as freshwater fishing.</li> </ul>
	Betsizaraina	3	3	☐	<ul style="list-style-type: none"> <li>It is difficult to market the products because the roads are bad.</li> <li>The difficulties are greater when the rainfall increases, because the rice fields get flooded.</li> </ul>
Atsimo Andrefana	Manombo	3	3	☐	<ul style="list-style-type: none"> <li>There is a new uncontrollable species of caterpillar (<i>Herses convolulus</i> caterpillar) that destroys crops (corn, sweet potatoes, pumpkins) thus weakening the population despite the efforts and training provided by the project.</li> <li>Lack of water for agriculture and livestock.</li> </ul>
	Soahazo	3	4	☐	<ul style="list-style-type: none"> <li>There is a new uncontrollable species of caterpillar (<i>Herses convolulus</i> caterpillar) that destroys crops (corn, sweet potatoes, pumpkins) thus weakening the population despite the efforts and training provided by the project. The population still has no solution.</li> <li>Lack of water for agriculture and livestock.</li> </ul>
	Analamisampy	3	4	☐	<ul style="list-style-type: none"> <li>There is not enough water for agriculture and livestock.</li> <li>There is a new uncontrollable species of caterpillar (<i>Herses convolulus</i> caterpillar) that destroys crops (corn, sweet potatoes, pumpkins) thus weakening the population despite the efforts and training provided by the project. The population still has no solution.</li> </ul>

Region	Commune	Score before the project	Score after the project	Evolution	Summary of the comments
	Miary	3	4	⬇️	<ul style="list-style-type: none"> <li>The canal was rehabilitated but the fields could only be irrigated properly for a short time.</li> <li>There is a new uncontrollable species of caterpillar (Herses convolvulus caterpillar) that destroys crops (corn, sweet potatoes, pumpkins) thus weakening the population despite the efforts and training provided by the project.</li> </ul>
Androy	Imongy	5	5	⬇️	<ul style="list-style-type: none"> <li>The community has experienced a long period of drought. Many have chosen to migrate because they do not have the technology to deal with climate change.</li> <li>Temporary or permanent migration has become a coping strategy when the drought has been very prolonged.</li> <li>The rains of the last months have allowed the development of a rain-fed agriculture.</li> </ul>
	Tranovaho	5	5	⬇️	<ul style="list-style-type: none"> <li>The community has experienced a long period of drought. Many have chosen to migrate because they do not have the technology to deal with climate change.</li> <li>Temporary or permanent migration has become a coping strategy when the drought has been very prolonged.</li> </ul>
Anosy	Sampona	4	3	⬇️	<ul style="list-style-type: none"> <li>People have adopted and applied shared technologies.</li> <li>The seeds distributed by the project were adapted to the climate.</li> <li>GVEC is well owned and developed by the population.</li> </ul>
	Tanandava	3	3	⬇️	<ul style="list-style-type: none"> <li>Agricultural production is low, as sisal mining companies occupy the arable land in the commune. Therefore, the exploitable agricultural land is limited.</li> <li>Despite the sea fishing which is a sector to the advantage of the town. Note that there are seasons when the market for seafood is not beneficial.</li> </ul>

All the beneficiary communes showed a great willingness to support the project's intervention.

The equipment made available to them was damaged, out of order, unusable or not in conformity with the requirements, the seed distributed did not arrive on time, the species were bred without improvement of the breed so that they could not cope with the changes in the weather.

Capacity building for managers, RWH facilitators and relay facilitators should help them to better cope with the increasing climate change.



## Appendix 6. EVALUATORS ITINERARY

### ATSIMO ANDREFANA, ANOSY AND ANDROY REGION (GROUP N° 1)

Day	Date	Location	Activities	Night at
D1	Sat. 3/12/22	Antananarivo — Fianarantsoa	Trip	Fianarantsoa
D2	Sun.3/13/22	Fianarantsoa — Toliara	Trip	Toliara
D3	Mon. 3/14/22	Toliara — Miary	Trip	Toliara
		Miary	Interviews and observation in the field	
		Miary — Toliara	Trip	
D4	Tue. 3/15/22	Toliara — Soahazo	Trip	Toliara
		Soahazo	Interviews and observation in the field	
		Soahazo — Analamisampy —	Trip	
		Analamisampy	Interviews and observation in the field	
		Analamisampy — Toliara	Trip	
D5	Wed. 3/16/22	Toliara — Manombo	Trip	Toliara
		Manombo	Interviews and observation in the field	
		Manombo — Toliara	Trip	
		Toliara	Courtesy visit and interviews	
D6	Thu. 17/3/22	Toliara — Ampanihy	Trip	Ampanihy
D7	Fri. 3/18/22	Ampanihy—Tranovaho	Trip	Tsihombe
		Tranovaho - Lavanono — Soamagnitse -	Courtesy visit and interviews	
		Soamagnitse—Tsihombe	Trip	
D8	Sat. 3/19/22			Ambovombe
		Tsihombe — Imongy	Trip	
		Imongy	Interviews and observation in the field	
		Imongy — Ambovombe	Trip	
		Ambovombe	Interviews with ANDROY regional focal point	
D9	Sun. 3/20/22	Ambovombe — Sampona	Trip	Amboasary
		Sampona	Interviews and observation in the field	
		Sampona — Amboasary	Trip	
D10	Mon. 3/21/22	Amboasary	Courtesy visit and interviews	Taolagnaro
		Amboasary — Taolagnaro	Trip	
D11	Wed. 3/22/22	Taolagnaro — Tanandava	Trip	Tsihombe
		Tanandava	Interviews and observation in the field	

		Tanandava — Ambovombe	Trip	
		Ambovombe	Courtesy visit and interviews	
		Ambovombe — Tsihombe	Trip	
D12	Thu. 23/3/22	Tsihombe — Ejeda	Trip	Ejeda
D13	Fri. 24/3/22	Ejeda — Toliara	Trip	Tuléar
D14	Sat. 25/3/22	Toliara — Antananarivo	Trip	Antananarivo

**ANALAMANGA AND ATSIANANA REGIONS (GROUPE N° 2)**

Day	Date	Place	Activities	Night at
J1	Mon. 14/3/22	Antananarivo — Ambolotarakely	Trip	Antananarivo
		Ambolotarakely	Focus group, interviews and field observation	
		Ambolotarakely — Antananarivo	Trip	
J2	Tue. 15/3/22	Antananarivo — Betatao	Trip,	Antananarivo
		Betatao	Interviews and field observation	
		Betatao — Mahatsara	Trip	
		Mahatsara	Interviews and field observation	
		Mahatsara — Antananarivo	Trip	
J3	Wed. 16/3/22	Antananarivo — Toamasina	Trip	Toamasina
J4	Thu. 17/3/22	Toamasina	Courtesy visit and interviews	Toamasina
J5	Fri. 18/3/22	Toamasina — Vatomandry	Trip	Vatomandry
		Vatomandry	Courtesy visit and interviews	
J6	Sat. 19/3/22	Vatomandry — Ambalakondro	Trip	Mahanoro
		Ambalakondro (Ambodivoangy)	Focus group, entretiens et observation sur le terrain	
		Ambalakondro — Ambodivandrika	Trip	
		Ambodivandrika	Focus group, interviews and field observation	
		Ambodivandrika — Ilaka Est	Trip	
		Ilaka Est	Interviews and field observation	
		Ilaka Est — Mahanoro	Trip	
J7	Sun. 20/3/22	Mahanoro	Courtesy visit and interviews	Mahanoro
J8	Mon. 21/3/22	Mahanoro — Betsizaraina	Trip	Mahanoro
		Betsizaraina	Focus group, interviews and field observation	
		Betsizaraina - Niarovanivolo	Trip	
		Niarovanivolo	Focus group, interviews and field observation	
		Niarovanivolo — Mahanoro	Trip	
J10	Tue. 22/3/22	Mahanoro — Antananarivo	Trip	Antananarivo

## Appendix 7. LIST OF INTERVIEWEES

Place of the interview	Focus Group / Name and first name	DUTIES AND ENTITIES
Ambalanosy	Focus Group	Non-beneficiary
Ambaromanintsy	Jean Baptiste	Beneficiary
Ambaromanintsy	Magnonjotsoa	Beneficiary
Ambaromanintsy	Manjomana	Beneficiary
Ambaromanintsy	Manjovory	Beneficiary
Amboasary	Noely Lalaina Rakotondraibe	PACARC Anosy Regional Focal Point
Ambobombe	Thomassien Drouot	PACARC Androy Regional Focal Point
Ambodivandrika	Harisoa G�enevi�e Ravao	Relay animator
Ambodivandrika	Jean Ravelomanantsoa	FFS Animator
Ambodivandrika	Maximilien	Non-beneficiary
Ambodivandrika	Modest	President of Fokotany Ambodivandrika
Ambodivandrika	Modeste Raboto	FFS Animator AMBODIVANDRIKA
Ambodivandrika	Pierre Lefety	Relay animator
Ambodivandrika	Ravaoarisoa Genevi�e	Relay animator
Ambodivandrika	Xavier Morel	FFS Member
Ambodivandrika	Focus Group	Ambodivandrika
Ambodivoangy	Emiliano Nestorien Hanitriniaina	Relay animator
Ambodivoangy	Gilbert Toandro	FFS Animator
Ambodivoangy	Richardson Sampy	Relay animator
Ambodivoangy	Richardson Sampy	Relay animator AMBALAKONDRO
Ambodivoangy	Sinejy Rapalisoa	FFS Member
Ambodivoangy	Focus Group	Ambodivoangy, Ambalakondro
Ambolotarakely	David Rambinitsoatra	Relay animator
Ambolotarakely	Elie	Beneficiary
Ambolotarakely	Jean Claude Rabemahafaly	FFS Animator Ambolotarakely
Ambolotarakely	Jean Claude Rajaonariveo	FFS Animator
Ambolotarakely	Joseph Randriambolatsa	Beneficiary
Ambolotarakely	Josiane Raharinirina	FFS Animator
Ambolotarakely	Manjaka	FFS Animator
Ambolotarakely	Ramanandalana Benjamin Patrick	Mayor, Rural Commune of Ambolotarakely
Ambolotarakely	Focus Group	Beneficiaries
Ambovombe	Robert Helmo Mananjo	Regional Director of Agriculture, Livestock (DRAE) Androy
Ambovombe	Rozine Kazy	Regional Director of Fisheries and the Blue Economy (DRPEB) Androy
Analamisampy	M�ethode Gervais	Animator Analamisampy
Analamisampy	Focus Group	Beneficiaries
Anjozorobe	Serge Ranaivoarisoa	PACARC Analamanga Regional Focal Point
Ankazobe	Benjamin Patrick Ramanandalana	Mayor, Rural Commune of Ambolotarakely

Place of the interview	Focus Group / Name and first name	DUTIES AND ENTITIES
Antananarivo	Aimé Marcellin Lalason	CCA Department Head at BNCCREDD+
Antananarivo	Aimé Michel Raherivelonjara	RSE PACARC
Antananarivo	Com	Database service BNCCREDD+
Antananarivo	Emilio Ravelomanantsoa	AAF PACARC
Antananarivo	Étienne Bemanaja	General Director of Fisheries and the Blue Economy MPEB
Antananarivo	Feno Andriamanalina	General Director of Agriculture (DGA) MINAE
Antananarivo	Hanitriniaina Rakotoarison	PACARC Coordinator
Antananarivo	Hantanirina Rasoamananjara	Director of Aquaculture (DirAqua)
Antananarivo	Harifetra Rambaharimanana	Hydraulic engineer, MEAH
Antananarivo	Heritokilalaina Ambinintsoa	Database and Monitoring/Evaluation Department at BNCCREDD+
Antananarivo	Hery Randriamiarisoa	Database service BNCCREDD+
Antananarivo	Interview En Ligne	UNICEF TEAM
Antananarivo	Jonathan	CCA service at BNCCREDD+
Antananarivo	Lovakanto Ravelomanana	Alternate National Director of PACARC
Antananarivo	Manantsoa Andriantahiana	Program Officer - Environment UNDP
Antananarivo	Miora Randrema	Environmentalist, MEAH
Antananarivo	Fara	Head of Forestry Department Regional Directorate of Environment and Sustainable Development (DREDD) Analamanga
Antananarivo	Nirivololona Raholijao	General Director of Meteorology (DGM)
Antananarivo	Oméga Raharimalala	Head of the Regional Meteorological Service (DRTM) Analamanga
Antananarivo	Omer Ralaivao	Alternate National Director of PACARC
Antananarivo	Holihasinoro Ramandimiarisoa	Team leader on Environment et Poverty
Antananarivo	Rondro	CCA Service at BNCCREDD+
Antananarivo	Tahiana Harilanto Andriantsoa	PACARC Communication Manager
Antananarivo	Tarafiniaina Adann Rakototoarison	PACARC Project Driver
Antananarivo	Tsiry Lezoma Andriamahatola	General Manager of Livestock MINAE
Antananarivo	Tsitohaina Andriamalala	Environmentalist, MEAH
Antananarivo	Volatiana Razafindrantoanina	Regional Director of Agriculture and Livestock (DRAE) Analamanga
Barabay	Nirina Malala Zainome	Mahatoly Miaramonina (CR Tranovaho)
Betatao	Andriamalala Randrianarison	FFS Animator Betatao
Betatao	Feno Sitraka Ange Holande Rahalisoa	FFS Animator Betatao
Betatao	Heriniaina Mamitiana Faniry Rafanomezantsoa	FFS Animator Ambolotarakely
Betatao	Valérie	Mayor of Betatao
Betatao	Mamy	President of the cooperative
Betatao	Narivelo Valerie Rafanomezantsoa	Mayor, Rural Commune of Betatao
Betatao	Pierrot Rakotoarisoa	Relay Animator

Place of the interview	Focus Group / Name and first name	DUTIES AND ENTITIES
Betatao	Romuald	FFS Member
Betsazaraina	Ginette Vololona	FFS Animator BETSIZARAINA
Betsazaraina	Joséphine Lala	Relay Animator BETSIZARAINA
Betsazaraina	Urphideo Giovanni Ramarika	LJ Entreprise, AEP Betsazaraina
Betsazaraina	Focus Group	Relay facilitator, FFS animator, FFS member, non-beneficiaries
Homankazo	Fafirano Arlette	Beneficiary
Homankazo	Hantantsoa	Beneficiary
Homankazo	Ialy Faralahy	Beneficiary
Homankazo	Kazy Voaritiaze	Beneficiary
Homankazo	Liasinonjoe	Beneficiary
Homankazo	Monja Foivato	Beneficiary
Homankazo	Sambo Manovognazy	Beneficiary
Homankazo	Soanavorie	Beneficiary
Homankazo	Soanirahe	Beneficiary
Ilaka Est	Armand Randrianarison	Mayor, Rural Commune of Ilaka Est
Imongy	Soloso	Nurseryman
Mahanoro	Fanomezantsoa Rasandy	PACARC Atsinanana Regional Focal Point
Manombo	Émilienne	Beneficiary
Manombo	Fleunoride	Beneficiary
Manombo	Germaine Jeanne D'Arc	President of RENAFEP
Manombo	Mahasolo Victor	Relay Animator
Manombo	Merci Madalène,	Beneficiary
Manombo	Rasoarimino Hélène	Beneficiary
Miary	Bienvenue	FFS Animator
Miary	Martin Niriko	General Secretary of Miary
Miary	Soamahay	Federal President Canal of Miary
Miary	Zoadily Mahasoavanay	Nurseryman
Motofoe	Focus Group	Non-beneficiary
Niarovanivolo	Fregie Lehoto	FFS Animator NIAROVANIVOLO
Niarovanivolo	Jean Louis Lesabotsy	Nurseryman Niarovanivolo
Niarovanivolo	Theodore Ralevason	Relay Animator NIAROVANIVOLO
Niarovanivolo	Focus Group	Relay facilitator, FFS animator, FFS member, non-beneficiaries
Sampona	Vahovelo Soja	Mayor, Rural Commune of Sampona
Sampona	Focus Group	Beneficiaries
Soahazo	Jean Claude Manasoa	FFS Animator
Soahazo	Tovomana	Beneficiary
Soahazo	Honorine	Beneficiary
Tanandava	Fanambina Philbert	General Secretary of the Commune
Tanandava	Finidindraina Robelina	Member of Union Pêcheurs

Place of the interview	Focus Group / Name and first name	DUTIES AND ENTITIES
Tanandava	Manohisoa Germaine	Member of Union Pêcheurs
Tanandava	Monja	Civil status secretary
Tanandava	Tsitohara	Municipal Treasurer
Tesongo Tsivorikely	Focus Group	Non Bénéficiaire
Toamasina	Léonard Velomiasa	Head of the Regional Directorate of Water, Sanitation and Hygiene (DREAH) Atsinanana
Toamasina	Mirana Andriatovoniaina	Environment Department, DRAE Atsinanana
Toamasina	Simon Raharimandimby	Regional Director of Fisheries and the Blue Economy (DRPEB) Atsinanana
Toamasina	Sitraka Rakotomamonjy	Chief of Forestry Service, DREDD Atsinanana
Toliara	Isaia Issah Aleph	Regional Director of Fisheries and the Blue Economy (DRPEB) Atsimo Andrefana
Toliara	Christiana Biharisoa	Head of Climate Change DREDD Atsimo Andrefana
Toliara	Herman Rakotonirina	PACARC Regional Focal Point Atsimo Andrefana
Toliara	Herman Rakotonirina	PACARC Regional Focal Point Atsimo Andrefana
Toliara	Mbola Andrialirijaso	Head of Meteorology Department
Toliara	Soary Tahafe Randrianjafizanaka	Regional Director of Environment and Sustainable Development (DREDD) Atsimo Andrefana
Toliara	Tolotra	Head of Agriculture and Livestock, Atsimo Andrefana
Tranovaho	Diny	Beneficiary
Tranovaho	Mananjara	Non-beneficiary
Tranovaho	Retsiliva	Beneficiary/ Member of Mahatoly Miray Hina Association
Tranovaho	Sambiny	Non-beneficiary
Tranovaho	Théophile	Beneficiary
Tranovaho	Tsimaniry	Non-beneficiary
Tranovaho	Vezeke	Controller at Union Pêcheurs
Vatomandry	Ifaharana Rajoavofenitra	Head of the district (Agriculture, Livestock) Vatomandry
Vatomandry	Jean Andrianarijaona Ranivoarison	Head of the district (Fishery) Vatomandry
Vatomandry	Jean Ranivoarison	Head of the fishing district, Vatomandry
Vatomandry	Norbert Armand Randriakoto	Head of the DREDD Vatomandry cantonment
Vatomandry	Norbert Randriakoto	Head of the forestry district Vatomandry

## Appendix 8. LIST OF THE DOCUMENTS REVIEWED

Author/Year	Title
<b>REFERENCE DOCUMENTS</b>	
UNDP, 2015	Project Document - Improving Adaptive Capacity and Resilience to Climate Change in Rural Communities of Analamanga, Atsinanana, Androy and Atsimo Andrefana in Madagascar, 140 pages
PACARC	Project's annual work plan from 2017 to 2021
PACARC	Combined Delivery Report (CDR) 2016 — 2021
FEM, 2020	Global Environment Facility 2020 Strategy, 40 pages
UNDP	Inventory of the three Rio conventions and the synergies between them
MEEF, novembre 2019	National Climate Change Adaptation Plan (NAP) Madagascar
MEEF	National Action Program for Adaptation to Climate Change (NAPA), 75 pages
MinAgri, 2010	Strategy for adaptation and mitigation of the effects and impacts of climate change, 16 pages
MinAgri, 2012	National Strategy for Climate Change, Agriculture, Livestock and Fisheries Sector (SNCC/AEP) for 2012 to 2025, 18 pages
PACARC, 2021	Updated information on management response and progress of activities, November 2021
PACARC, 2022	PACARC Project Sheet, 4 pages
PNUD	Evaluation Guide: Gender Performance Scale, a methodological guidance note (GRES), 3 pages
UNDP	TE guidelines for UNDP project supported by GEF, 54 pages
Malagasy State, 2015	Expected contribution determined at the national level of the Republic of Madagascar (CPDN), 14 pages
Malagasy State	1st National Communication
Malagasy State	2nd National Communication
Malagasy State	National Adaptation Plan
Malagasy State	National Plan against Climate Change
Malagasy State	National Action Program for Adaptation to Climate Change
Malagasy State	National Environmental Policy
Malagasy State	United Nations Framework Convention on Climate Change
Malagasy State	National Clean Development Mechanism Strategy
Ministry of Energy and Hydrocarbons	Madagascar Energy Policy Letter
MEF, 2010	National Environmental Policy, Madagascar, 6 pages
ASCONIT Consultant, March 2011	Climate change vulnerability study, qualitative assessment, 124 pages



	Rio Conventions
	Kyoto Protocol
	Third National Communication
<b>PROJECT PROGRESS REPORT</b>	
UNDP, 2017	Annual report 2017, 25 pages
UNDP, 2020	Annual report 2020, 24 pages
UNDP, 2021	Annual report 2021, 21 pages
Cabinet Kinomé, 2019	Mid-Term Review Report 2019, 116 pages
UNICEF, novembre 2021	Presentation at the Steering Committee meeting in Tamatave, 38 pages
PACARC	Database of the 5 intervention regions, including Analamanga, Anosy, Atsimo Andrefana, Atsinanana, Androy
PACARC	Process tracking table, January 2022
<b>PROJECT DATA SHEET</b>	
PACARC, November 2020	Data sheet for the region of Androy, November 2020, 8 pages
PACARC, November 2020	Data sheet for the region of Analamanga, November 2020, 8 pages
PACARC, November 2020	Data sheet for the region of Analamanga, November 2020, 10 pages
PACARC, November 2020	Data sheet for the region of Anosy, November 2020, 8 pages
PACARC, November 2020	Data sheet for the region of Atsimo Andrefana, November 2020, 8 pages
PACARC, November 2020	Data sheet for the region of Atsinanana, November 2020, 8 pages
<b>RESEARCH REPORT</b>	
Jean Mara, September 2014	Final report on the sector analysis, water and sanitation component, 156 pages
RATSIMBAZAFY Jean Pierre, September 2014	Final Report, Strengthening the adaptive capacity and resilience of rural communities in the Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana regions of Madagascar, 69 pages
IECN (Integrated Environmental Consultants Namibia), September 2014	PPG report : agrometeorology sector – specific report, 53 pages
RANDRIANARIVELO D. (ZD Consulting), March 2019	Collection of PACARC Project reference situations in the Androy and Anosy regions, 93 pages
Green Mada Développement, November 2018	Identification of IGAs and value chains that are resilient to climate change for groups, associations or producers supported by the RWH, 159 pages
Alain BARBET Vonjy RASOLOARISON	Support to the PACARC project in promoting the implementation of the best agrisilvicultural-pastoral, fisheries and water management techniques or

Marcel RAKOTONDRA SOA, November 2018	technologies that are climate resilient and adapted to local ecosystem conditions, 93 pages
KUHN Damien RABOTOVAO Sylvain, February 2018	Study on the identification of capacity building needs of policy makers, senior managers and technicians on climate risk management and adaptation to the effects of climate change and the development of a capacity building plan and curricula adapted to the identified needs
RALIMANANA Safara Ginette, April 2021	For the gender analysis in the twelve communes of PACARC intervention, 99 pages
<b>CO-FUNDING</b>	
MEEMF, 2015	Letter of co-funding from the Ministry of the Environment, Ecology, Sea and Forestry, réf. 82-15/ MEEMF/SGS/DGE
MinAgri, 2015	Commitment letter of co-funding from the Ministry of Agriculture,
MTM, April 2015	Co-funding letter from the Department of Transportation and Meteorology, ref. 291-MTM/SG/DGM/.15
MINEL, April 2015	Letter of co-funding from the Ministry of Livestock, réf. 023/ 15/MINEL/SG
PNUD, 2016	Projet PACARC, réf. PRO/301/GEN
MEEF, April 2017	Letter of co-funding of Malagasy State PRODOCCD, réf. 226-17/ MEEF/SG/DPPSE/Suite NCSA
<b>OTHERS</b>	
PHBM, 2007	Livestock in the Upper Mandrare Basin, twelve years of PHBM activities (1996-2007), 14 pages

## Appendix 9. CODE OF ETHICS SIGNED BY THE EVALUATORS

### Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System:

**Name of Evaluator:** Christian José RAVELONANDRO

**Name of Consultancy Organization (where relevant):** RAVEL CONSULTING & SERVICES

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at ANTANANARIVO on APRIL 3, 2022

Signature:

### Formulaire d'acceptation du consultant en évaluation

Engagement à respecter le Code de conduite des évaluateurs du système des Nations

Unies Nom du consultant : Sylviane Marie Samuéline Vololoniaina

Nom de l'organisation de consultation (le cas échéant) : RAVEL Consulting & Services

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à Antananarivo le 15 Avril 2022

Signature :

**Formulaire d'acceptation du consultant en évaluation**

Engagement à respecter le Code de conduite des évaluateurs du système des Nations Unies

Nom du consultant : Mino Hasinariseheno Rakotobe

Nom de l'organisation de consultation (le cas échéant) : Cabinet RAVEL Consulting & Services

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à Antananarivo, le 9 mars 2022

Signature



**Formulaire d'acceptation du consultant en évaluation**

Engagement à respecter le Code de conduite des évaluateurs du système des Nations Unies

Nom du consultant : TSIVINGAINA Antsivasoa

Nom de l'organisation de consultation (le cas échéant) : RAVEL Consulting and Services

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à Antananarivo le 15 Avril 2022

Signature :



**Formulaire d'acceptation du consultant en évaluation**

Engagement à respecter le Code de conduite des évaluateurs du système des Nations Unies

Nom du consultant : REFENO S'Ending Bônnette

Nom de l'organisation de consultation (le cas échéant) : RAVEL Consulting & Services

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à Antananarivo, le 15 Avril 2022

Signature : 

**Formulaire d'acceptation du consultant en évaluation**

Engagement à respecter le Code de conduite des évaluateurs du système des Nations Unies

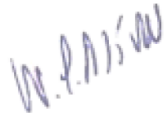
Nom du consultant : ASTINA Pierre William

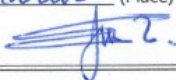
Nom de l'organisation de consultation (le cas échéant) : RAVEL Consulting and Services

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à Antananarivo le 15 Avril 2022

Signature :



<p><b>Evaluators/Consultants:</b></p> <ol style="list-style-type: none"> <li>1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.</li> <li>2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.</li> <li>3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.</li> <li>4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.</li> <li>5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.</li> <li>6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.</li> <li>7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.</li> <li>8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.</li> <li>9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.</li> </ol> <p><b>Evaluation Consultant Agreement Form</b></p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System:</p> <p>Name of Evaluator: <u>RAZAFIMAHATRA Bertrand</u></p> <p>Name of Consultancy Organization (where relevant): <u>RAVEL CONSULTING AND SERVICES</u></p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at <u>Antananarivo</u> (Place) on <u>07 Mars 2022</u> (Date)</p> <p>Signature: </p>
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## Appendix 10. TERMS OF REFERENCE

### Recruitment of a consulting firm for the final evaluation of the project "Improvement of the capacities of adaptation and resilience to climate change in the rural communities of the Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana regions"

**Type of contract:** Professional service contract

**Languages required:** French, Malagasy

**Duration:** 80 days

**Place of work:** Antananarivo — Madagascar

**Supervision:** National Project Director and National Project Coordinator

**Please note that UNDP will not accept incomplete applications - please ensure that your application contains all the items listed below.**

**NB: Female candidates are strongly encouraged to apply**

### INTRODUCTION

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all UNDP-supported and GEF-funded medium and large-scale projects are required to undergo a final evaluation at the end of implementation. These terms of reference set out the expectations associated with the final title evaluation of the United Nations Development Programme (UNDP)-implemented project "Improving Adaptive Capacity and Resilience to Climate Change in Rural Communities in the Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana Regions (PIMS 5228)," which is to be completed in 5 years. The project was launched on June 23, 2016.

#### - GENERAL INFORMATION ABOUT THE PROJECT

In Madagascar, the economic sectors most affected by the adverse effects of climate change are agriculture, livestock, forestry, water resources, fisheries and health. In order to enjoy sustainable livelihoods in the context of climate change, local populations in the Analamanga, Atsinanana, Androy, Anosy and Atsimo Andrefana regions must find a way to strengthen their adaptive and resilience capacities, which is the objective of the proposed project. To this end, several obstacles must be overcome:

- anthropic pressure on natural resources ;
- lack of technical and financial capacity,
- difficult access to credit and inputs;
- lack of water and sanitation infrastructure;
- lack of agrometeorological and climatic information to inform decision-making processes on climate change adaptation;
- lack of awareness of climate change impacts and possible adaptation options on the part of decision makers and lack of coordination of adaptation interventions across sectors.

Thus, the Malagasy government through the Ministry of Environment and Sustainable Development (MEDD) has received financial support from the Global Environment Facility (GEF/LDCF) and the United Nations Development Program (UNDP) to implement the project entitled "Improving the capacity of rural communities to adapt and become resilient to climate change (PACARC) in the Analamanga, Atsinanana, Anosy, Androy, Atsimo Andrefana regions" of Madagascar. This project aims to respond to the various obstacles listed above by achieving three main results.

The first outcome aims to increase awareness and build capacity of decision makers, technicians and vulnerable communities in terms of Climate Change Adaptation (CCA). This awareness support will help create a solid policy framework, including aspects of CCA, and build vital technical capacity on which to base the implementation of other project components. This first outcome will provide the necessary institutional, structural, and technical foundations for disseminating appropriate adaptation measures and technologies. The second outcome is to ensure the collection and production of reliable climate and weather information, disseminating this information in a way that meets the needs of end-users will promote informed decisions regarding climate and weather. Finally, the third outcome aims to transfer adaptation measures, options and technologies to vulnerable communities in selected regions using a participatory approach, building on the strengthened capacities obtained through the first component, and the agrometeorological information and forecasts produced by the second component.

The project is implemented in partnership with the Ministries of Environment and Sustainable Development (MEDD), Agriculture, Livestock and Fisheries (MAEP), Transport, Tourism and Meteorology (MTTM), Energy, Water and Hydrocarbons (MEEH) and their respective regional branches. UNICEF is also one of the non-governmental implementing partners involved in the implementation of specific activities at the local level through a memorandum of understanding. The intervention of the project is concentrated in twelve rural communes including 02 rural communes (CR) of the Analamanga Region (Ambolotarakely and Betatao), 02 rural communes of the Atsinanana Region (Ilaka Est and Betsizaraina), 04 rural communes of the Atsimo Andrefana Region (Miary, Manombo, Analamisampy and Soahazo), 02 rural communes of the Anosy Region (Tanadava and Sampona), and 02 communes of the Androy Region (Imongy and Tranovaho).

Designed for a duration of 5 years, with a budget of USD 5,877,397 from LCDF and UNDP co-funding of USD 1,500,000, the project started in June 2016 and will end in June 2021. The project plans to

- Reinforce the technical and institutional capacities in climate risk management of 30 representatives of the General Directorates, 30 representatives of the Regional Directorates, 10 local administrators per commune, 20 representatives from professional and community organizations and from Non Governmental Organizations (NGOs) ;
- Integrate climate change modules into the documents Communal Development Plans (CDP) and Communal Water, Sanitation and Hygiene Development Plans (PCDEAH), 03 Water and Sanitation Master Plans (SDEA), National Strategy for Climate Change in the Agriculture, Livestock and Fisheries Sectors (SN-CC-AEP), Decree on the application of the water code ;
- Allow 75% of FFS beneficiaries to have access to better climate information ;
- Set up and equip 11 additional stations ;
- Provide the General Directorate of Meteorology (DGM) with the necessary equipment to process data and maintain the interregional meteorological service of Toliara ;
- Create a service dedicated to the scientific basis of climate change within the DGM ;
- Improve climate information services for decision-makers in intervention regions ;
- Train 3,000 producers, including 1,200 women (40%) on climate change adaptation technologies (CCA) ;
- Train 80 FFS animators, including 32 women (40%) ;
- Introduce seeds adapted to RWH.

The project document calls for a final evaluation of the project. It is in this perspective that the project plans to recruit a consulting firm to conduct the final evaluation of the PACARC project.

## - **OBJECTIVE AND SCOPE**

The final evaluation will be conducted in accordance with the guidelines, rules and procedures established by UNDP and GEF in the document "Guidelines for Conducting Final Evaluations of UNDP-Supported GEF Projects" available in the links below:

[http://web.undp.org/evaluation/documents/guidance/GEF/GEF-TE-Guide\\_FRE.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/GEF-TE-Guide_FRE.pdf)

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

[http://web.undp.org/evaluation/documents/guidance/GEF/GEF-TE-Guide\\_FRE.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/GEF-TE-Guide_FRE.pdf)

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

The objectives of the evaluation are to assess the achievement of the project's objectives and to draw lessons that can improve the sustainability of the benefits of this project and promote the overall improvement of UNDP programs. The results will be used by the different stakeholders (TFPs and national party) to help improve future interventions in the field of climate change adaptation or the scaling up of this project. An in-depth vulnerability analysis will be conducted by the consulting firm during this final evaluation. This final evaluation will be conducted in the five regions of intervention of the project and particularly in the twelve communes of intervention, with the organizations described in the paragraph below and the beneficiaries of the project, members or not members of the farmer field schools set up in the framework of the PACARC project. It will cover the project implementation period, from June 2016 to June 2021 with an extension period from June 2021 to June 2022.

The evaluation firm will evaluate

- the project's performance in relation to the expectations set out in the project's Logical Framework/Results Framework,
- the results according to the criteria described in paragraph 5 of the Terms of Reference.

The Results section of the evaluation report will cover the topics listed below. A complete overview of the contents of the evaluation report is provided in Appendix C of the Terms of Reference.

The asterisk (\*) indicates the criteria for which a rating is required.

## Outcomes

### i. Project design/formulation

- National Priorities and Direction
- Theory of Change
- Gender equality and women's empowerment
- Social and environmental standards (safeguards)
- Results Framework Analysis: project logic and strategy, indicators
- Assumptions and risks
- Lessons learned from other relevant projects (e.g., same area of intervention) incorporated into project design
- Expected stakeholder participation
- Links between the project and other interventions in the sector
- Management arrangements

### ii. Implementation of the project

- Adaptive management (changes to the project design and outcomes during implementation)
- Effective stakeholder participation and partnership agreements
- Project funding and co-funding
- Monitoring and evaluation: design at entry (\*), implementation (\*), and overall M&E evaluation (\*)
- Executing Agency (UNDP) (\*) and Executing Agency (\*), overall project supervision/implementation and execution (\*)



- Risk management, including social and environmental standards (safeguards)
- iii. Project outcomes
- Assess the achievement of results against indicators by reporting on the level of progress for each objective and result indicator at the time of the final evaluation and noting final achievements
  - Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
  - Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall probability of sustainability (\*)
  - Country ownership
  - Gender equality and women's empowerment
  - Cross-cutting issues (poverty reduction, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity building, South-South cooperation, knowledge management, volunteerism, etc., as appropriate)
  - GEF additionality
  - Catalytic role / Replication effect
  - Progress to Impact

#### Key findings, conclusions, recommendations and lessons learned

- The final evaluation team will include a summary of the key findings of the evaluation report. The findings should be presented as statements of fact based on the data analysis.
- The conclusions section will be written in light of the findings. Conclusions should be comprehensive and balanced statements, well-supported by evidence and logically linked to the final evaluation results. They should highlight the project's strengths, weaknesses, and results, answer key evaluation questions, and provide insight into the identification and/or solutions to important problems or issues relevant to the project's beneficiaries, UNDP, and the GEF, including gender, equality, and women's empowerment issues.
- Recommendations should provide concrete, practical, actionable, and targeted recommendations for the intended users of the evaluation on what actions to take and decisions to make. Recommendations should be specifically supported by evidence and linked to findings and conclusions regarding the key issues addressed by the evaluation.
- The evaluation report should also include lessons that can be learned from the evaluation, including best practices for addressing issues of relevance, performance, and success that can provide knowledge gained in the particular circumstance (programmatic and evaluation methods used, partnerships, leverage, etc.) that is applicable to other GEF and UNDP interventions. Where possible, the final evaluation team should include examples of good practice in project design and implementation.
- It is important that the conclusions, recommendations, and lessons learned from the evaluation report integrate gender equality and women's empowerment.

The evaluation report will include a table of evaluation scores as outlined in paragraph 5 of the Terms of Reference.

#### - EVALUATION APPROACH AND METHOD

A comprehensive approach and methodology for conducting final evaluations of UNDP-supported and GEF-funded projects has developed over time. The evaluator should structure evaluation efforts

around the criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact, as defined and explained in the document "Guidelines for Conducting Final Evaluations of GEF and UNDP Supported Projects." A series of questions covering each of these criteria have been drafted and are presented in Appendix C of this document. These are indicative questions that the evaluator will need to refine and add to in an evaluation matrix and which the evaluator should prioritize for answering. The evaluator should modify, complete, and submit this table as part of an initial evaluation report and append it to the final report. The evaluation should provide factual information that is credible, reliable, and useful. The evaluator should adopt a participatory and consultative approach that ensures close collaboration with government counterparts, particularly the GEF operational focal point, the UNDP country office, the project team, the UNDP-GEF technical advisor based in the region, and key stakeholders. The evaluator is expected to conduct a field mission to the project intervention areas, including the project sites, and to obtain qualitative and quantitative data on the beneficiaries of the interventions. At a minimum, interviews will be conducted with the following organizations: UNDP Country Office, Project Management Unit (PMU), National Office of Climate Change, Carbon and Reduction of Emissions from Deforestation and Forest Degradation (BN-CCREDD+), Ministries of Environment and Sustainable Development (MEDD), Ministry of Agriculture, Livestock and Fisheries (MAEP), Ministry of Transport, Tourism and Meteorology (MTTM), Ministry of Energy, Water and Hydrocarbons (MEEH) as well as their respective branches at the regional level, UNICEF Country Office, the five regions and twelve rural communes of intervention and the beneficiaries of the project, whether or not they are members of the farmer field schools set up under the project.

The evaluator will review all relevant sources of information, such as the project document, project and other reports, project budget revisions, mid-term review, progress reports, GEF 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. A list of documents that the project team will provide to the evaluator for review is attached as Annex B to these terms of reference.

The specific design and methodology of the final evaluation should emerge from consultations between the final evaluation team and the above-mentioned parties regarding what is appropriate and feasible to achieve the purpose and objectives of this evaluation and answer the evaluation questions, given budget, time, and data limitations. The final evaluation team should use gender-sensitive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are integrated into the evaluation report.

The final methodological approach, including the schedule of interviews, field visits, and data to be used in the evaluation, should be clearly described in the inception report and fully discussed and agreed upon by UNDP, stakeholders, and the final evaluation team.

The final report should describe the complete final evaluation approach taken and the rationale for the approach, making explicit the underlying assumptions, challenges, strengths, and weaknesses of the evaluation methods and approach.

**- EVALUATION CRITERIA AND RATINGS**

An evaluation of the project's performance, based on the expectations set out in the project's Logical Framework/Results Framework (see Appendix A) and which provides performance and impact indicators for the project's implementation and the corresponding means of verification, will be conducted. The evaluation will cover at least the criteria of relevance, coherence with other UNDP interventions, effectiveness, efficiency, sustainability and impact. Ratings must be provided against the following performance criteria. The completed table must be attached to the evaluation summary.

**Project performance rating**

Criteria	Comments	
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<b>Monitoring and evaluation:</b> Very Satisfactory (VS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Very Unsatisfactory (VU)		
Overall quality of monitoring and evaluation	(on a scale of 1 to 6)	
Setting up monitoring and evaluation at the start of the project	(on a scale of 1 to 6)	
Implementation of the monitoring and evaluation plan	(on a scale of 1 to 6)	
<b>Execution by the Executing Agency and the Implementing Agency:</b> Very Satisfactory (VS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Very Unsatisfactory (VU)		
Qualité globale de la mise en œuvre/l'exécution du projet	(on a scale of 1 to 6)	
Qualité globale de la mise en œuvre/l'exécution du projet	(on a scale of 1 to 6)	
Exécution par l'agent d'exécution	(on a scale of 1 to 6)	
<b>Outcomes:</b> Very Satisfactory (VS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Very Unsatisfactory (VU)		
Qualité globale des résultats des projets	(on a scale of 1 to 6)	
Pertinence : pertinent (P) ou pas pertinent (PP)	(on a scale of 1 to 2)	
Efficacité	(on a scale of 1 to 6)	
Efficiences	(on a scale of 1 to 6)	
<b>Sustainability:</b> Probable (P) ; Moderately probable (MP) ; Moderately improbable (MI) ; Improbable (I)		
Overall probability of risks to sustainability	(on a scale of 1 to 4)	
Financial resources	(on a scale of 1 to 4)	
Socio-economic	(on a scale of 1 to 4)	
Institutional framework and governance	(on a scale of 1 to 4)	
Environmental	(on a scale of 1 to 4)	
<b>Impact :</b> Important (I), Minimal (M), Negligible(N)		
Improvement of the state of the environment	(on a scale of 1 to 3)	
Reduction of the tension the environment	(on a scale of 1 to 3)	
Progression to the change of tension/state	(on a scale of 1 to 3)	
<b>Overall outcomes of the project</b>	(on a scale of 1 to 6)	

## - PROJECT FUNDING/CO-FUNDING

The evaluation will also address the key financial aspects of the project, including the planned and realized share of co-funding. Data on project costs and funding will be required, including annual expenditures. Variances between planned and actual expenditures should be assessed and explained. The results of recent financial audits available should be taken into account. The evaluators will benefit from the intervention of the UNDP country office and the PACARC project team in their quest for financial data to complete the following co-funding table, which will be included in the final evaluation report.

Co-funding (Type/Sources)	UNDP own funding (in millions of USD)	Government (in millions of USD)	Partner organization (in millions of USD)	Total (in millions of USD)	Total disbursement (in millions of USD)
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	Planned	Real	Planned	Real	Planned	Real	Planned	Real	Planned	Real
Subsidies										
- Loans/concessions										
- In-kind support										
Other										
Total										

## - INTEGRATION

GEF-funded projects supported by UNDP are key components of the UNDP country programme, as well as regional and global programmes. The evaluation will assess the extent to which the project has been successfully integrated into UNDP priorities, including poverty alleviation, improved governance, natural disaster prevention and recovery, and gender. In addition, the evaluation will be included in the country office evaluation plan.

## - CONCLUSIONS, RECOMMENDATIONS AND LEARNINGS

The evaluation report should include a chapter with a set of conclusions, recommendations and lessons learned.

## - TERMS OF IMPLEMENTATION

The primary responsibility for managing this evaluation belongs to the UNDP Madagascar Country Office. The UNDP country office will contact the evaluators to ensure timely payment of per diems to the evaluation team and finalize travel arrangements for the evaluation team in-country. The project team will be responsible for liaising with the evaluation team to arrange stakeholder interviews and field visits, as well as coordination with the government, etc.

## - EVALUATION SCHEDULE

The evaluation will take a maximum of 80 working days (not including travel time) according to the following plan :

Activities	Duration (maximum)
Preparation	15 days
Evaluation mission	30 days

Evaluation report project	20 days
Final report	15 days

### - EVALUATION DELIVERABLES

The following elements are expected from the evaluation team:

Deliverables	Content	Duration	Responsibilities
Initial report	The evaluator provides details on the objectives, the timetable and the methodology adopted	At the latest two weeks before the evaluation mission.	The evaluator sends to the Project PMU
Presentation	Initial conclusions	End of the evaluation mission	The evaluator presents the initial conclusions to the PMU and Steering Committee ( Copil )
Terminal report project	Full report (according to the attached model) with appendices	Within three weeks of the evaluation mission	Sent to PMU and UNDP CO,
Terminal report*	Revised report	Within two weeks of receipt of UNDP comments on the draft	Sent to PMU and UNDP CO

\*When submitting the terminal evaluation report, the evaluator is also required to provide an “audit trail”, explaining in detail how the comments received have (and have not) been addressed in said report.

### - COMPOSITION OF THE TEAM

The firm will propose a team of at least 05 consultants to conduct the terminal evaluation:

1. An international consultant, team leader (with similar experience of projects and evaluations in other regions of the world),
2. A national consultant, specialist in Agriculture,
3. A national consultant, livestock specialist,
4. A national consultant, national specialist in fisheries and aquaculture,
5. A national consultant, national specialist in environment/climate change adaptation

Consultants cannot have participated in the preparation, formulation, and/or implementation of the project (including the drafting of the Project Document) and must not have any conflict of interest in relation to the activities related to the project.

The firm will be selected so that the team assigned to the engagement has the maximum skills in the following areas:

6. Master's degree in economics, social sciences, environmental economics or other closely related sectors (for the international consultant, team leader);
7. Engineer's degree / master's degree in Agriculture (for the Specialist in Agriculture),

8. Engineer's degree/master's degree in Livestock (for the Livestock Specialist),
9. Engineer's degree / master's degree in the field of fisheries and aquaculture (for the specialist in fisheries and aquaculture),
10. Master's degree in Natural Science and/or in Environment and Sustainable Development, in Environmental Economics (for the Specialist in Environment and Sustainable Development),
11. 5 years' experience in evaluation methodologies, results-based management;
12. Skills in reactive management, as applied in the field of climate change;
13. Have experience working with GEF, UNDP or other UN agencies;
14. Professional experience in the Indian Ocean Region, Madagascar and/or Africa;
15. Professional experience of at least
  - 1.a. 10 years in the field of project and/or program evaluation for the head of mission (international consultant)
  - 1.b. 5 years in the field of agriculture and rural development for the Agriculture Specialist;
  - 1.c. 5 years in the field of livestock and rural development for the livestock specialist;
  - 1.d. 5 years in the environment and sustainable development field for the environment and sustainable development specialist;
  - 1.e. 5 years in the field of fisheries and aquaculture for the specialist in fisheries and aquaculture;
16. Demonstrated understanding of gender and climate change issues, experience in gender assessment and analysis;
17. Excellent communication skills;
18. Proven analytical skills;
19. Experience in project evaluation/review in the UN system will be an asset;

#### - **EVALUATOR'S CODE OF ETHICS**

Evaluation consultants are held to the highest ethical standards and must sign a code of conduct (Appendix E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles set out in the UNEG "Ethical Guidelines for Evaluation".

