

Management Response from WFP Senegal Country Office to the recommendations of the decentralized evaluation of final evaluation of the Green Climate Fund (GCF) project in Senegal (DE/SENCO/2023/022) from January 2020 to October 2024



1. This document, finalized in June 2025, presents the management response to the recommendations of the evaluation of the Green Climate Fund (GCF) project in Senegal from January 2020 to October 2024.
2. The evaluation, which was commissioned by Senegal Country Office, covers WFP's Green Climate Fund (GCF) project in Senegal titled "Building the climate resilience of food insecure smallholder farmers through integrated management of climate risks (the R4 Rural Resilience Initiative)", which was deployed in five regions of Senegal (Kolda, Tambacounda, Kaffrine, Fatick and Kaolack) between the 14th of January 2020 and the 14th of October 2024. The evaluation serves the dual purpose of accountability and learning and informed on the factors contributing to the achievement or non-achievement of specific outcomes. The findings and insights will be widely disseminated and applied to customize forthcoming initiatives conducted under the ongoing Mastercard Foundation Project, which seeks to facilitate access to market opportunities for youth and women.
3. This evaluation is a final evaluation explicitly requested by the donor (GCF).
4. The evaluation made **7 key recommendations** (4 strategic and 3 operational recommendations) with **48 actions**. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

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Priority: High/Medium Recommendation 1: Improve knowledge management by better capitalising on the experience and evidence generated by the project and sharing the WFP's expertise in CC adaptation and, more specifically, integrated risk management (R4s) via a communication and advocacy strategy aimed at stakeholders involved in these issues. (Second semester of 2025)	Country Office (CO) + Western and Central Africa Regional Office (WACARO)	Agreed	Not applicable (<i>Actions detailed in the sub-recommendations below</i>)	Not applicable	Not applicable
Sub-recommendation 1.1 Capitalise on the project, its approach, results, good	WACARO + CO	Agreed	1.1.1 Organize quarterly and annual meetings with local authorities (municipalities and departmental councils) to discuss the	Programme (Resilience)	December 2025

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practices, favourable and limiting factors and evidence generated. For each category of target stakeholder (WFP, national authorities, local authorities, civil society organisations) identify the most appropriate formats (e.g. propose to take part in the formalisation of a national technical manual for soil management; develop operational technical sheets; explain good practice promoting synergy between interventions; etc.). <i>(December 2025)</i>			continuation of site management based on good practices identified during the project, ensuring that recommendations from these meetings are followed up.		
			1.1.2 Develop a monitoring plan with the communities for the sites and maintain collaboration with cooperating partners to ensure that lessons learned continue to be capitalized on.	Programme (Resilience)	December 2025
			1.1.3: Develop and distribute illustrated FFA manuals on risk and soil management to partners and communities.	Programme (Resilience) + Communications (CAM)	December 2025
			1.1.4 Ensure the dissemination of existing manuals on climate services to relevant stakeholders and communities.	Programme (Resilience) + Communications (CAM)	September 2025

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<u>Sub-recommendation 1.2</u> Design and develop a communication strategy targeting a wide range of stakeholders such as the general public (e.g. TV programmes, videos),	CO	Agreed	1.2.1 Develop communication brief to highlight the project's achievements and strategic relevance.	CAM	December 2026

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<p>national authorities (e.g. analysis of evidence of changes produced) and civil society stakeholders (e.g. practical information sheets, case studies). Develop social communication on the project and on the evidence of change generated. Communication with national authorities and donors could be coupled with advocacy work to support the multiplication of interventions in the relevant frameworks.</p> <p><i>(1st half 2027)</i></p>			<p>1.2.2 Circulate the advocacy brief among key stakeholders and decision-makers.</p>	CAM	December 2026

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<u>Sub-recommendation 1.3</u> Share knowledge and experience feedback relating to the R4s with key players (donors, government, UNS, civil society), based on capitalisation documents, in order to help strengthen the quality of interventions deployed in the field of climate resilience across the country. <i>(1st semester of 2026)</i>		Agreed	1.3.1: Convene a roundtable with donors, government representatives, UN agencies, and civil society to discuss lessons learned from the R4 approach adopted by the project and identify opportunities for replication in other localities.	Partnerships	June 2026
			1.3.2: Share the manuals and guides developed in the context of the project with the government, donors, civil society, other UN agencies, and relevant stakeholders.	Partnerships +CAM	June 2026
<u>Sub-recommendation 1.4</u> Support national consultation frameworks linked to ACC in order to contribute to the strategic orientations, strengthen the	CO + WACARO	Agreed	1.4.1: Organize a webinar to share knowledge on standard norms for asset creation, quality control, and infrastructure monitoring, involving platforms such as the PMT and the climate change working group.	CO Programme (Resilience) team	June 2026

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sharing of experience between players involved in the subject as well as the complementarity between projects at national level.					
Priority: High/Medium Recommendation 2: Scale up the project in new areas of Senegal, to support the deployment of measures to promote integrated climate risk management. (During 2025)	CO+WACARO	Partially Agreed (The CO no longer has a donor supporting a full project based on the R4 approach, and scale up will depend on fundraising's success; however, some donors, including the	Not applicable	Not applicable	Not applicable

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		GCF through the AICRM project, continue to fund specific sub-components, such as microinsurance and risk reduction)			
<u>Sub-recommendation 2.1</u> Support the government, via the Ministry of Agriculture, in replicating the project in new regions/departments of the country, with the government and key aid players involved in strengthening climate resilience. Support the	CO + Donors	Agreed	2.1.1 Develop, in collaboration with the Ministries of Environment and Agriculture, a proposal to replicate the project in new regions, incorporating elements related to implementation, monitoring, coordination, and the participation of technical and financial partners.	Programme (Resilience) + Ministry of Environment	December 2025

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design, implementation, monitoring and coordination of the replicated project.					
Sub-recommendation 2.2: Lobby donors in Senegal to support the replication of project R4, carried out by the government together with the WFP, in new areas of the country.	CO	Agreed	2.2.1 Engage and solicit donors, strategically leveraging donor funding windows to secure resources for the replication of the R4 model, ensuring joint implementation by the WFP and government authorities.	Programme (Resilience)	June 2026
Sub-recommendation 2.3 Strengthen the Government's operational deployment tools, particularly the Ministry of Agriculture , in the field of climate resilience, by sharing	CO	Agreed	2.3.1 Share and disseminate manuals and guidelines developed in the context of the project in collaboration with the government, donors, civil society, other UN agencies, and relevant stakeholders.	Programme (Resilience)	December 2026

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WFP's expertise and facilitating the development/formalisation of associated tools (e.g. technical manual for CES/DRS facilities).					
Sub-recommendation 2.4 After analysing programmatic and operational complementarities and holding consultations with stakeholders, anchor the R4 project within a Ministry that can guarantee its full operationalisation.	CO + Government of Senegal	Partially agreed (WFP can advocate but the decision to anchor the R4 model within a Ministry lies with the Government; moreover, the Government should ensure that the R4 model is	2.4.1 Facilitate stakeholder engagement (communities, civil society, etc.) in advocating to integrate the R4 model into a relevant sectoral policy.	Partnerships / Programme (Resilience) / Government of Senegal	June 2027

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		complementary to other approaches (such as CACs and solidarity cooperatives)			
Recommendation 3 - Refine the model/structure of the R4 project so that, while retaining its fundamentals, it responds better to the ambitions for long-term change (1st quarter 2025)	CO + WACARO + WFP Headquarters	Partially agreed	Not applicable	Not applicable	Not applicable

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Sub-recommendation 3.1 Deepen the overall change-oriented approach for the project as a whole, by systematically integrating it into the planning and management tools. This approach will make it possible to clarify the long-term objectives and establish a logical framework for achieving them. Monitoring and evaluation should focus on change-oriented indicators, in order to measure not only immediate results, but also sustainable social, economic and environmental impacts.	CO	Partially agreed. This recommendation cannot be applied to the project in question since it has ended. However, the R4 model has already evolved since this project was developed, and these adjustments will be taken into account in our future project. For instance, the	3.1.1 Systematically integrate a theory of change and a clear logical framework into all new project proposals around the enhanced R4 model, to guide interventions toward long-term objectives	Research, Analysis and Monitoring team (RAM), Programme (Resilience) team	June 2026
			3.1.2 Develop and disseminate change-oriented planning and management tools, accompanied by training sessions for internal teams and partners, incorporating Environmental and Social Sustainability (ESS) principles	Programme (Resilience) team, ESS experts, RAM team	June 2026
			3.1.3 Integrate SMART indicators into upcoming interventions to measure both short-term visible outcomes and long-term sustainable economic, social, and environmental impacts.	Programme (Resilience) team, RAM team	June 2026

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		R4 model is being adjusted in the context of the Salouma project, which focuses on market access and entrepreneurship. This project is being implemented in the same areas as the R4 initiative			

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<u>Sub-recommendation 3.2</u> Consider component 4 in greater depth , either strengthening it as a pillar in its own right with dedicated resources or integrating it across the board as a means of supporting all the operational community support components.	CO	Agreed	3.2.1 Strengthen governance and institutional capacities by mainstreaming them across all future project proposals and climate change adaptation interventions, notably through strategic partnerships with the government to promote joint resource mobilization	Programme (Resilience) team, Partnerships team	December 2027
<u>Sub-recommendation 3.3</u> Integrate a "market" orientation into the project's components in order to strengthen the empowerment of beneficiaries and sustain the	CO + WACARO	Agreed	3.3.1 Integrate a market-oriented approach into the various components of future projects, directing cash transfers, savings, and credit toward the creation and development of income-generating activities (IGAs) in upcoming projects and initiatives.	Programme (Resilience) team, Partnerships team	December 2027

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gains made. This includes directing more of the amounts transferred, amounts saved and credits towards the creation or development of income-generating activities (IGAs), developing the skills of market garden management committees to generate and			3.3.2 Support the economic empowerment of beneficiaries by professionalizing members of Savings for Change (SfC) groups and Economic Interest Groups (EIGs) through the establishment of viable and structured income-generating activities (IGAs) in future projects and initiatives.	Programme (Resilience) team, Partnerships team	December 2027

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manage income, promoting contracts between local producers and school canteens, and setting up IGAs for members of SfCs and EIGs.			3.3.3 Strengthen the capacities of production site management committees and promote contractual agreements among local value chain actors (farmers, processors, buyers) to enhance their integration into commercial markets in future projects and initiatives.	Programme (Resilience) team, Partnerships team	December 2027
			3.3.4 Promote sustainable partnerships, particularly between local producers and school canteens, to create stable market outlets for local production and enhance the economic sustainability of community-based initiatives in future projects and initiatives.	Programme (Resilience) team, Partnerships team	December 2027

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Recommendation 4: Duplicate the R4 project in new countries, to support the deployment of interventions in favour of integrated climate risk management throughout the world. (During 2025)	HQ + GCF	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 4.1: Lobby donors on the basis of formalised capitalisation documents (e.g. those presenting the approach and highlighting the results of the project).	CO + WACARO + HQ	Agreed	4.1.1 Share capitalization documents with other COs, with the support of WACARO and HQ	Programme (RAM/CAM)	December 2025

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			4.1.2 Support advocacy campaigns targeting specific donors.	Partnerships in WACARO and HQ and (Programme, RAM/CAM)	December 2025
Sub-recommendation 4.2 Strengthen the skills of the members of the COs and ROs concerned, based on formalised capitalisation documents (e.g. technical documents), organise direct experience sharing with experts from the COs who have already deployed the project.	CO + WACARO + HQ	Agreed	4.2.1 Strengthen the capacities of the relevant Country Office (CO) and Regional Office (RO) members, based on formalized capitalization documents.	Programme (Resilience) team, RAM, CAM	December 2025
			4.2.2 Organize direct experience-sharing sessions among experts from the Country Offices involved in the R4 project	Programme (Resilience) team, RAM, CAM	December 2025
Recommendation 5: Strengthen the quality of partnerships, to reinforce their strategic and	CO + Sub-Office (SO)	Agreed	Not applicable	Not applicable	Not applicable

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operational capacities and anticipate the sustainability of initiatives. (Next R4 roll-out)					
Sub-recommendation 5.1 Ensure that existing state institutional dynamics are enhanced. Greater efforts to ensure complementarity with existing initiatives (e.g. consider signing a memorandum of understanding with the PNDL at national level to make better use of PCPs in CDPs) and programmes, and the inclusion of the project at local level in the monitoring committee led by the sub-prefect would increase the	CO+SO	Agreed	5.1.1 In future projects, establish an institutional monitoring strategy to ensure complementarity with existing national initiatives and to formalize strategic partnerships, notably through the signing of a memorandum of understanding with the PNDL to better integrate participatory approaches (PCP) into communal development plans (CDPs)	Programme (RAM/CAM/Cooperation Partner Management unit - CPM)	December 2026
			5.1.2 Strengthen the local anchoring of future projects by facilitating their inclusion in local development committees or monitoring committees led by sub-prefects, and by supporting the systematic use of participatory planning and budgeting (PCP) as a tool for planning and sustaining interventions.	Programme (RAM/CAM/CPM)	December 2026

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
chances of making use of and sustaining interventions.					
Sub-recommendation 5.2 Ensure that the memoranda of understanding (duration, funding arrangements, programme content) with the cooperating partners (CPs) do not hinder the progress of operations, taking into account the constraints linked to the agricultural calendar (e.g. sign framework agreements with the CPs covering the entire duration of the project or, if the memoranda of understanding are maintained for a shorter duration than the project,	CO+SO	Agreed	5.2.1 For future projects, establish a rigorous monitoring mechanism for memoranda of understanding with cooperating partners, ensuring consistency in their duration, financing arrangements, and program content with the agricultural calendar and operational requirements.	CPM (Programme/RAM)	December 2025
			5.2.2 For future projects, strengthen technical and financial monitoring tools to anticipate the renewal of agreements, regularly track contractual commitments, and, if necessary, plan budget advances to prevent interruptions due to disbursement delays.	Finance (Programme/RAM/CPM)	December 2025

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anticipate the renewal of the memoranda; if necessary, provide for a budget advance to avoid cash flow shortfalls if the financial procedures cannot guarantee payment on time).					
Sub-recommendation 5.3 : Strengthen the training of partners (CPs, national and devolved authorities) together with the WFP team, at the very start of the project, to harmonise understanding of the issues and encourage dynamic multi-stakeholder conditions.	CO+SO	Agreed	5.3.1 For future projects, ensure that capacity strengthening activities are organized jointly with the Country Office, cooperating partners and national and decentralized authorities, in order to facilitate a collaborative and synergistic approach throughout project implementation	Programme (RAM/CPM)	December 2025
Sub-recommendation 5.4 Strengthen preliminary	CO+SO	Agreed	5.4.1 Enhance diagnostic assessments to comprehensively verify the feasibility and	Programme (RAM/CPM)	December 2026

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diagnostics to ensure the feasibility of planned activities. For example, a diagnosis of the existing MFIs in the intervention areas and the interest rates applied, or a diagnosis of the strengths and weaknesses of the telephone operators present (in terms of coverage, risk of confusion in messages received, responsiveness) in order to support the choice of partner.			appropriateness of planned activities for future projects		
			5.4.2 Strengthen capacity assessments of project partners during due diligence checks	CPM, (Programme (RAM/ finances)	December 2026
Recommendation 6: Improve the quality of the M&E system by integrating tools that facilitate project management and are linked to national systems.	CO + WACARO	Agreed	Not applicable	Not applicable	Not applicable

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
(Next R4 roll-out)					
Sub-recommendation 6.1: Ensure that the results frameworks are consistent overall , particularly between the project's logical framework and the various WFP results frameworks, mainly those relating to the CSP (e.g. ACR) and those specific to the project (e.g. APR).	CO	Agreed	6.1.1 Strengthen monitoring systems to ensure alignment between the project logical framework and the WFP's Corporate Result Framework, which underscores the Country Strategic Plan (CSP) and the Annual Country Report (ACR).	RAM (Programme Resilience/ CPM)	December 2026
			6.1.2 Strengthen staff capacities in reporting through targeted training sessions and support in data collection and consolidation required for ACR and project reporting.	Programme Resilience (RAM/ CPM)	December 2026
Sub-recommendation 6.2 Ensure the relevance of output indicators as data to support management (e.g. prefer to monitor the survival rate of trees planted after 1 or 2 years of the project	CO+ HQ + WACARO	Agreed	6.2.1 Enhance the relevance of results indicators by prioritizing more meaningful management data, such as protected area instead of linear meters of dikes, survival rate of planted seedlings, reforested area, tonnes of CO2 captured, and assessment of compensation by affected individuals.	RAM, Programme Resilience.	End of 2027

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rather than the number of trees distributed).					
Sub-recommendation 6.3 Define change-oriented outcome indicators (e.g. include monitoring of the use and usefulness of the funds granted).	CO	Agreed	6.3.1 Define change-oriented results indicators and include them in future projects, specifically integrating the monitoring of the effective use of allocated funds and their perceived usefulness by beneficiaries, to better assess the actual contribution of interventions to the expected transformations	Finance	December 2025
Sub-recommendation 6.4 Ensure proper integration with the national M&E system. Define the project's M&E system (including indicators, data collection and sharing methods, etc.) together with the government partners from the sectoral ministries	CO	Agreed	6.4.1 Align the monitoring and evaluation system of upcoming projects with national frameworks to the extent of possible, notably the 'Sénégal 2050' vision, to strengthen the project's contribution to the operationalization of national policies and strategies	RAM (Programme Resilience / Finance)	March 2026
			6.4.2 Actively participate in the United Nations Sustainable Development Cooperation Framework (UNSDCF), ensuring enhanced visibility of climate change adaptation projects	Programme Resilience (RAM/Finance)	March 2026

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involved, upstream of the project, to ensure that the project's M&E system is fully integrated into the national M&E system and thus serves to inform the level of operationalisation of the national policies and strategies concerned.			through the joint work plan and inter-agency coordination platforms such as the Programme Management Team (PMT)		
Recommendation 7 - Strengthen the integration of gender and inclusion issues to maximise the project's impact. (Next R4 roll-out)	CO	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 7.1 : As early as the planning phase, carry out specific	CO	Agreed	7.1.1 Apply WFP's people-centred programming approach to conduct specific and participatory assessments from the planning phase to identify the differentiated needs of youth,	Programme (RAM/Resilience/ Finance)	March 2026

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diagnoses to identify the needs of young people, women (beneficiaries and heads of household) and people living with disabilities. These assessments should guide the development of activities and indicators.			women (particularly female household heads), and persons living with disabilities, taking into account their socio-economic contexts.		
			7.1.2 In future projects, design targeted activities and establish specific indicators to measure inclusion, participation, and the actual impact of interventions on these priority groups	Programme Resilience (RAM/Finance)	March 2026
<u>Sub-recommendation 7.2</u> Require from cooperating partners a minimum of 50% women in community leadership positions and at least 30% in positions of responsibility to promote parity. Adapt recruitment procedures to support applications from people	CO	Agreed	7.2.1 Advocate with cooperating partners to ensure a minimum of 50% women in community leadership positions and at least 30% in decision-making positions, in order to promote gender equality in local governance	Programme Resilience (RAM /Finance / HR)	March 2027
			7.2.2 Strengthen existing inclusive recruitment procedures to further encourage applications from persons living with disabilities, ensuring that processes remain inclusive and non-discriminatory	HR (Programme Resilience /RAM/Finance / CPM)	March 2027

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living with disabilities and ensure that the infrastructure of new offices is accessible.			7.2.3 Ensure that the infrastructure of new offices and workspaces is accessible to persons with reduced mobility, in accordance with universal accessibility standards	HR (Programme Resilience /RAM/Finance /CPM)	March 2027
Sub-recommendation 7.3 Make men more aware of gender issues in all the components of the R4 model, in order to involve them actively in promoting gender equality.	CO	Agreed	7.3.1 In future projects, raise awareness among men and key stakeholders on gender issues and equality between women and men.	Gender and Inclusion Focal Point (Programme/RAM/ Finance/HR)	March 2027
Sub-recommendation 7.4 Include people living with a disability in certain activities , such as SfCs, and encourage their participation through specific adapted measures.	CO	Agreed	7.4.1 Conduct a WFP Protection Analysis to better integrate persons living with disabilities into community activities, particularly within savings groups (SfC) and other inclusive initiatives.	Gender and Inclusion Focal Point (Programme/RAM)	March 2027
			7.4.2 Implement specific support measures (awareness-raising, accommodations, targeted assistance) to facilitate the effective and	Gender and Inclusion Focal Point (Programme/RAM)	March 2027

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			sustainable participation of persons living with disabilities in project activities		
Sub-recommendation 7.5 : Define clear objectives and precise indicators to evaluate changes linked to gender and inclusion. These indicators should make it possible to measure the impact on social roles, the empowerment of women and the improvement of living conditions	CO	Agreed	7.5.1 In future projects, define clear objectives and SMART indicators to monitor progress on gender and inclusion from the project planning phase.	Gender and Inclusion Focal Point (Programme/RAM)	June 2026
			7.5.2 Develop appropriate measurement tools to assess the impact of interventions on the evolution of social roles, women’s empowerment, and the tangible improvement of living conditions for targeted groups.	Programme (RAM)	June 2026