



ADAPTATION FUND



REPUBLIC OF DJIBOUTI
Ministry of Habitat, Urbanism and Environment

Direction of Environment and Sustainable Development

MID-TERM EVALUATION

PROJECT:

“Developing agropastoral shade gardens as an adaptation strategy for poor rural communities”

FINAL REPORT

Consultants:

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January 2017

I. Project Summary Note (Summary Table)

Project title: Developing agropastoral shade gardens as an adaptation strategy for poor rural communities '

Identification Number: Atlas Award ID: 00066414 -----

Project ID: 00082602 ---- PIMS ID: 4683

Evaluation schedule and evaluation report date: from 02 January to 28 February 2017

Region and country concerned by the project: Republic of Djibouti; RBAS

Operational / Strategic Program: Energy and Environment for Development Strategy and Disaster Risk Reduction

Implementing partner: DEDD (Directorate for Environment and Sustainable Development) and the United Nations Development Program (UNDP)

Members of the evaluation team: Gondo GBANYANGBE, International Consultant, Head of Mission with technical support from DATE (Government) and UNDP

Thanks to:

This mid-term evaluation report was requested by the United Nations Development Program (UNDP), in Djibouti for the project funded by the Adaptation Fund (AF) for Climate Change. This solicitation meets one of the procedural requirements for all projects that are supported and funded by UNDP.

To that end, we convey our sincere appreciation to UNDP, particularly the United Nations System Coordinator and his successful team for all the technical, material and financial support without which this mission could not be successfully accomplished.

We also extend our sincere thanks to the Government of Djibouti through the Ministry in charge of the Environment for their support during this mid-term evaluation mission.

We at the Environment Direction, the various members of the Steering Committee and all the staff of the Project Management Unit (PMU) will remain very grateful and thank them for their availability and assistance during all Stages of this mission to give it a solemn character.

During on-site visits, we were warmly welcomed by the local communities of Petit Bara and Grand Bara, who agreed to share with us, key information at their disposal, and we thank them for that.

To all the local and regional authorities of these localities, we thank you for their support to the mission and support for the realization of the objectives of the project.

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I. Acronyms and Abbreviations

AAP	African Adaptation Program
AF	Adaptation Funds (Fonds d'Adaptation)
AGR	Income Generating Activities
CCD	Convention to Combat Desertification
CCNUCC	UN Framework Convention on Climate Change
CDB	Convention on Biological Diversity
CES/DRS	Conservation of Soil Waters, Soil Defense and Restoration
EIES	Environmental and Social Impact Studies
EMP	Mid-term evaluation
ERC	UNDP Evaluation Resource Center
FEM	Global Environment Facility
FIP	Project Identity
GEF	Global Environmental Facilities
GEF IEO	GEF Independent Evaluation Office
GRN	Natural Resource Management
HS	Highly Satisfactory
MHUE	Ministry of Habitat, Urban Planning and Environment
ONP	Operational Focal Point
ONG	Non-governmental organization
OSC	Organization of civil society
PA	Associate Programs
PIMS	UNDP-GEF Project Information Management System
PIR	Project Implementation Report

UNDP	United Nations Development Program
UNDP IEO	UNDP Independent Evaluation Office
POPP	Policies and Procedures for UNDP Programs and Operations
PPTE	Highly Indebted Poor Countries
Produc	UNDP Project Document
RTA	UNDP Regional Technical Advisor
S	Satisfactory
SDR	Rural Development Strategy
SRP	Poverty Reduction Strategy
TE	Final evaluation
ToR	Mandate (Terms of Reference)
U	Not Satisfactory
UGP	Project Management Unit
VNU	United Nations Volunteer

1. Executive Summary

Table 1: Project Information Table

Project title	Developing agropastoral shade gardens as an adaptation strategy for poor rural communities		
Atlas Award ID:	00066414		Amount (in USD millions)
Project ID:	00082602	Financing Adaptation Fund	4 658 556
PIMS ID:	4683	Other funding	-
Schedule of the mid-term evaluation	02 January to 28 February 2017	Total Project Cost	4 658 556
Date of Report	25 January 2017		
Country:	Djibouti	Region:	RBAS
Focal Field	Energy and Environment for Strategic Development and Disaster Risk Reduction		
Executing agency	Ministry of Habitat, Urbanism and Environment (MHUE)		
Achievement agency:	United Nations Development Program (UNDP)		

Other Partners:	MAEPH, CERD, SEAS, ADDS	Date of signing of the PRODOC	13 August 2012
		Expected closing date	13 August 2017

Brief Description of the Project

The project " **Developing agropastoral shade gardens as an adaptation strategy for poor rural communities** " aims at improving the resilience of rural communities in Djibouti regions to repetitive droughts caused by climate change. Its main objective is to help rural communities living in Petit Bara and Grand Bara regions to develop adaptive capacities and take the path to resilient development to cope with climate shocks.

The project has three interrelated components, such as:

Component 1: Sustainable access to secured water resources in the face of climate change

This component tackles directly the main factor limiting agricultural productivity in Djibouti, which is water, whose access will have to be improved and secured.

To this end, this component mainly concerns the mobilization and sustainable management of water resources (surface and underground water). This concerns support for the provision of drinking water as well as water for agricultural activities in rural communities. Specifically, studies will be undertaken to identify water resource sites, establish the infrastructure needed to extract water, manage sustainably and implement guidelines (guides) based on the sharing of good practices.

Component 2: Shade gardens to support diversified and climate-resilient agropastoral production system

This component begins with the preparation of the agro-pastoral gardens and the development of the existing water irrigation network in favor of the establishment of agro-pastoral areas. This work is carried out with the support of the technicians of the Ministry in charge of agriculture and hydraulics who develop criteria for site selection considering the quality of the soil, the possibility of access to water, Flood protection in case of flooding, existing agricultural sites, experiences of local populations in agriculture, distance from the village and interaction with traditional livestock.

Component 3: Access to secured finance for climate resilient agro-pastoral enterprise development

The latter component mainly concerns the facilitation of access to micro-credit for rural communities for the establishment of agricultural areas that facilitate resilience to climate change. This component is carried out in collaboration with the State Secretariat for Social Affairs (SEAS), formerly known as the State Secretariat for National Solidarity (SESN), as well as ADDS and CPEC to support the establishment and The development of agricultural cooperatives.

Funding source:

It is important to note here that this project is fully financed by the Adaptation Fund for a total amount of 4,658,556 USD over a period of 5 years.

Progress realized by the project

The project is aiming to reduce the vulnerability to climate change of rural communities through the achievement of three results

For Result 1, the construction of the following infrastructure was planned:

- Build and equip 06 drilling operations;
- Rehabilitate 01 injection drilling;
- Build 06 dams for retaining surface water with ponds;
- Build 08 infiltration dams

For the second result, provision was made for:

- The establishment of 228 ha of agricultural areas to benefit 228 poor families at the rate of 01ha per family and 30,000 indirect beneficiaries.

The third result envisages the setting up of microcredits for the beneficiaries of the project.

In the context of this mid-term evaluation and at the end of the work it emerges that:

- The design of the document was very relevant to the needs of the target communities and the selected sites. It should also be noted that the project is in line with national priorities and in line with the UNDP country program.
- The project approach is crucial to achieving the expected results with the identification of needs and upstream studies.

In terms of overall results, it should be noted that much progress has been made towards the establishment of infrastructures allowing sustainable access to water and the development of agro-pastoral perimeters, apart from Result 3, which is meeting some challenges in its achievement. We can summarize them as follows:

For the result - 1: Most of the drilling were completed and the drilling will soon be operational for the water supply in the various project sites. About the dam works, it should be noted that the number of infrastructures to be set up, as originally foreseen, has been revised downwards not only in view of the very high cost of the works but also of the large volume of water that has already been mobilized the dam of Kourtimalei.

For Result - 2: Two important factors are the availability of water and labor power per family. However, families can not develop the planned area. Therefore, this area has been revised down to 0.25 ha. This leads to a decrease in the total from 228 ha to 57 ha (0.25 ha X 228 families = 57

ha). For the beneficiaries, 61 families have already benefited from 22 ha of agricultural perimeters.

For Result - 3: All the studies have already been carried out with some training for the establishment of the cooperatives and only the development of the activities remains. Despite the delay, planned activities are already planned and expected to fully be implemented.

On the financial side, it should be noted that the budget is executed at 70% and that there are still resources for the finalization of the remaining works.

The mid-term evaluation ratings and the summary of achievements table

Table 2: Overall rating of the mid-term evaluation

Measure	Rating	Achievements description
Project strategy		
Progress towards outcomes	Objective: To improve the resilience of rural communities Note: MS (Moderately Satisfactory)	
	R1: Sustainable access to safe water resources Note: MS (Moderately Satisfactory)	Construction of: - 05 drilling in the process of finalization and equipment - 01 retention dam for the infiltration of water on 06 - 01 dam to capture surface water on 08
	R2: Agro-pastoral perimeters of developed oasis types Note: MS (Moderately Satisfactory)	- 21 hectares of agricultural land in favor of 61 families out of a total of 228 planned. - Construction of 02 Stores and 01 mini dairy
	R3: Micro financing available Note: MU (Moderately Unsatisfactory)	- Microfinance Studies - Training of beneficiaries of kourtimalei perimeters on cooperatives
Implementation and Adaptive	Note: MS (Moderately Satisfactory)	Implementation of some components allows effective and

Management		efficient project implementation and reactive management, but others require corrective action
Sustainability	Note: ML (Moderately Likely)	The PMU and the MHUE are working on an exit and sustainability strategy. So, the risk of the project to not being sustainable is moderately low.

Summary Conclusion

The project “Developing agropastoral shade gardens as an adaptation strategy for poor rural communities” is a response to the problem of repeated drought which has led to water scarcity and dependence of populations on food distribution. Improving the capacity to mobilize and manage underground and surface run-off water has therefore become critical for the resilience of local communities through the development of an agro-pastoral systems.

The project is of a critical importance considering the impacts of the repeated droughts on rural communities these last years. All necessary steps must be taken for this project to success despite the difficulties on the ground.

The activities already carried out have enabled the mobilization of large volume of water at certain sites such as Kourtimalei and the work is ongoing for some others sites like Omar Jagac. Meanwhile, water management committees have not yet been established and this should be done to facilitate the sustainability of the results and avoid any intra-communities conflict related to water management. Because of limited availability of man power in the targeted households and because of limited amount of agricultural water, the project management unit and the government have decided to decrease the surface of agricultural plot per household initially planned from 1 hectare to 0.25 hectare.

It should also be noted that the low physical capacity of populations of nomadic origin " breeders " associated with the problem of water availability to take the PMU to review the area of each farm perimeter provided for in Decrease from 1ha to 0.25ha per beneficiary family.

Important efforts have been provided by the project, but given the limited time available to finalize the remaining activities, it would be important to build the capacity of the PMU in monitoring and participative planning. That will help in the design of operational work plan for the entire remaining project period and ensure rigorous follow-up.

It is of the utmost importance to get the full engagement of all stakeholders for the remaining period of the project so that the expected results are achieved.

Table 3: Summary of recommendations

N°	Recommendations	Responsible entity
A	Outcome 1: Sustainable access to secured water resources in the face of climate change	
A1	➤Rapid completion of drilling, installation of solar equipment and construction of other infrastructure	PMU, UNDP, DEDD (ex-DATE)
A2	➤Set up water infrastructure management committees and manuals	PMU, Préfet and Regional councils (local authorities)
A3	➤Provide all necessary training	PMU
B		
B1	➤ Outcome 2: Shade gardens to support diversified and climate-resilient agro-pastoral production system	PMU
B2	➤ Draw lessons from the past, identify and train beneficiaries of the remaining shade gardens	PMU
B3	➤ Develop and establish the remaining shade gardens	UNDP, DEDD, PMU
C	➤Ensure a close follow-up and install the team on the project site	
C1		UGP, DEDD, UNDP
C2	➤ Outcome 3: Access to local finance for climate resilient agro-pastoral enterprise development	PMU, DEDD
C3	➤Engage all partnerships and plan all remaining activities as soon as possible	PMU
D		
D1	➤Establish all planned cooperatives	UNDP, PMU, DEDD
D2	➤Provide training for agro-pastoralists, especially in the management of an agricultural operation.	UNDP, DEDD
D3		PMU, UNDP
E	Implementation and adaptive management of the	

	project:	
E1		DEDD
E2	➤Improve project monitoring	UNDP, PMU
E3	➤Strengthen the project team's capacities in participatory planning and monitoring	DEDD

2. Introduction

This mid-term evaluation was carried out in accordance with the UNDP guidelines, rules and procedures contained in the evaluation guidelines for all UNDP-supported projects funded by the Adaptation Fund. It is focused on all project activities starting from the start date until 31 December 2016.

1. Purpose and Objective of the Evaluation

The main purpose of this mission was to evaluate **the progress made** by the project in achieving its objectives and achieving results as specified in the project document. It was also a question of evaluating the warning signs of a possible success or failure with the aim of following **the implementation and the reactive management** in order to improve the achievements of the project. To this end, the evaluation consisted of **collecting and analyzing in a systematic way all informations** needed to assess not only the overall strategy described in the project document but also the approach used to implement the activities in order to measure the Real progress in achieving the assigned objectives and achieving results to date.

This mid - term evaluation enabled us to **identify at an early stage the risks linked to the sustainability of the project's actions** and to make **recommendations** and thus to undertake the necessary changes. This will ensure that the project is focused on the achievement of the results.

2. Scope and Methodology of the Mission

a. Scope of the Mission

This mid - term evaluation covered the entire period of implementation of the project from the real take-off in January 2013 to 31 December 2016 for all the components as well as all the activities carried out with the project support.

b. Methodology: Approach and methods of data collection

As part of this mid-term evaluation, we used a methodology that considered policies, practices and standards applied to UNDP, in accordance with the evaluation procedures for projects funded by the Adaptation Fund. It is a participatory approach that includes all the stakeholders involved in the implementation of this project. We have worked not only with UNDP but also with the government side as well as the beneficiaries and other parties involved in the implementation of this project. This work was carried out through a collection of secondary data (documentary review), collection of primary data following direct observations, individual and group interviews using the questionnaire, with all partners and field visits to verify achievements of the project to date.

Finally, a restitution mini-workshop was organized in the Direction for Environment and Sustainable Development (DEDD), the former DATE, to present the first conclusions of this mid-term evaluation to the various stakeholders in the presence of the UNDP, which is the sponsor of this mission. Thus, this methodology is summarized as follows:

1. Documentary review:

The evaluation team requested and obtained from the project management unit (PMU) all the necessary documentation, including: the project document, the Plan UNDP, UNDP Environmental and Social Policy, Work Plans, Steering Committee Reports, Technical Committees reports, Project Activity Reports including Project Performance Reports (PPRs), The combined financial reports of UNDP (CDR), Lessons Learned Reports, Country Vision: Vision Djibouti 2015, the Country Strategy Paper on Adaptation to Climate Change, and others. This enabled us to gather sufficient information as part of this mid-term evaluation mission. The information received based on these documents was supplemented during the series of interviews we organized with the various stakeholders.

2. Interviews with Stakeholders

After the review of the existing documents, we organized the interviews with the various actors involved in the implementation of the project. These interviews allowed us to gather additional information leading to a better appreciation of the strategy, the approach used for the implementation, the progress made and the perception of each actor on the implementation of the project. These interviews took place both in the capital city of Djibouti and in the Prefectures of Arta and Ali -Sabieh as well as in the project sites in Grand Bara and Petit Bara with the beneficiary communities.

3. The Survey

Considering the objectives to be achieved in this mid-term evaluation and the information to be collected, we have developed a survey for the different interviews, including both open and closed questions. The information collected was also verified using cross-checks with those received from the various other project stakeholders. In this evaluation, we also used the active participatory research method (APRM), which is a fast and interactive approach with the beneficiary populations allowing us to highlight the participation and the involvement of the beneficiaries at local and national level from the design to the implementation of the project.

4. Focus Group and Sampling

The data collection was done at this level through group discussions to qualitatively collect certain information by involving people with the same expectations in regards to this project. This also takes account of the specific aspects of different groups linked by culture, social organization or standard of living, in order to determine the attitude which it adopts with regard to this program.

In addition, based on the information gathered during the briefing meetings and the document review, we sampled the meetings and sites to be visited. So for people, we had made choices both at the level of the beneficiaries and at the level of all the stakeholders involved in the implementation of this project. To this end, we could meet with representatives from organizations and individuals, including: UNDP, the Direction of Environment and Sustainable Development (DESD), the Project Management Unit, the Ministry of Agriculture, The Secretariat of State for Social Affairs, the CERD, the Project Steering Committee, etc.

5. On-site mission:

The on-site mission was organized to check closely the project achievements in each of the project sites and allowed us to gather the views of the beneficiaries and their expectations. This visit allowed us to appreciate the achievements and the overall implementation of the project to date. This visit was made with the project team on all project sites.

6. Triangulation:

This method was used to allow the verification in several forms of different information, sometimes using similar questions to examine the same aspects. This is useful in eliminating any bias in the collected information and increase the reliability.

B. Limitations of the mid-term evaluation

Knowing that no human work is perfect, this work can not be an exception, but it will not affect the validity of the results and conclusions we have reached. In addition, it should be remembered that the survey could not be tested in advance and the work of this mission (review, interviews, observations, etc.) is limited in space and time and, to the extent where they allow a synthesis of data and information available concerning a specific geographical space.

C. Structure of the mid-term evaluation report

This mid-term evaluation report of the Climate Change Adaptation Project consists of five main parts. The first part gives an overview of the evaluation through an executive summary with a brief description of the project, progress made, overall rating given by the mid-term evaluation team, conclusion and table of the summary of recommendations.

The second part, which is the introduction, gives us a reminder of the terms of reference, the methodology and the approach used for this mid-term evaluation. The third part of this report deals with a detailed description of the project, its context, the problems that the project tends to resolve, the strategy adopted, the objectives and expected results, and the institutional arrangements for implementing the project Stakeholders.

The fourth section gives the detailed results of this evaluation, based on the following four criteria: strategy, progress, implementation and adaptive management as well as sustainability.

Finally, the fifth and final part of this report presents the conclusion of the evaluation mission and the recommendations. This will allow to take all the corrective measures necessary to achieve the objectives of the project.

3. Description and context of the project

As mentioned earlier, this project aims to support the country's efforts to strengthen the resilience of populations in the Petit Bara and Grand Bara regions to cope with climate change shocks caused by repeated drought in these recent years. With the technical support of UNDP, the project is fully funded by the Adaptation Fund and implemented by the Ministry of Habitat,

Urbanism and Environment through a Project Management Unit (PMU) hosted by the Direction of Environment and Sustainable Development.

Several other technical institutions are involved in the implementation of this project's sectorial activities, particularly, the Ministry of Agriculture whose responsibilities include the management of agriculture, water resources and related infrastructure through the Directions of Agriculture, Rural Hydraulics, Agriculture and Heavy Works as well as other public services. The Centre for Studies and Research of Djibouti was involved in the development of studies aiming to identify water sources and agricultural soil.

Context of Project Development:

The Republic of Djibouti is a country located in the Horn of Africa at the crossroad of the three continents including Asia, Europe and Africa with a very young population of which 35% are under 15 years (Djibouti, Vision 2035). It is one of the least developed countries with an economic activity strongly dominated by the tertiary sector. Its territory presents a contrasted relief with an arid desert climate, low rainfall of around 150 to 300 mm of rain on average per year and prolonged droughts having an impact on the populations.

The variability and climate change that cause these repeated droughts seriously affect the Horn of Africa. This situation has greatly increased food insecurity and weakened the resilience of rural populations in Djibouti. That is why the project is in line with the National Social Development Initiative (INSD), which was set up by the Djiboutian government in 2007 and updated in 2011 to cover the period 2011-2015. This project will make it possible to sustainably improve the living conditions of the populations of these different rural areas, thanks to improved access to water resources. This project is also consistent with the objectives of the Water Initiative, which aims to improve rural populations' access to safe drinking water and is in line with interventions under the Drought Resilience and Sustainable Development Program (PRSD), being implemented by the Ministry of Agriculture in collaboration with IGAD.

The project is in line with Goal 1 of the Adaptation Fund portfolio, which is about to "**reduce the vulnerability from the negative impacts of climate change at local and national levels**". By enabling access and better management of water resources, the project will directly reduce the impact of climate variability. By increasing fodder production and encouraging the development of diversified solutions for agropastoral communities through access to micro-finance products, the project will contribute to the Adaptation Fund's result "*national exposure to hazards and climate-related hazards are reduced*".

On the other hand, the project is fully in line with the National Adaptation Plan of Action (NAPA), which formally recommends capacity-building activities for agro-pastoralists, the dissemination of successful forage species, Cooperative organizations, and the introduction of drinking water pumping technologies and the protection of agricultural areas from erosion and flooding.

The project is also fully compatible with CAADP (the Comprehensive Agriculture Development Program in Africa), to which Djibouti is committed, calling for urgent action in areas related to investment in water and land management, Investment in rural infrastructure, including roads and

food storage facilities, direct incentives for agricultural production and productivity, and the implementation of safety nets for the most vulnerable, to science and technological development.

The percentage of the population living in extreme poverty rose from 43% to 51% at the end of 2008. Poverty affects all geographical areas and has led to a massive rural exodus to Djibouti-ville. Relative poverty in rural areas has become disastrous with a rate close to 95% (more than 3 out of 4 rural people live in extreme poverty according to the DISED survey in 2010).

Persistent food insecurity is aggravated by inflation in food prices (1.7% in 2009, and 4% in 2010). Therefore, the project is in line with the National Food Security Program and the National Microfinance Policy (2012-2016). In terms of public policy, the fight against desertification and agricultural development are the key elements of the Government's strategy and the framework law on the environment that is in line with this project.

Problems that the project aims to solve:

As noted earlier, the Republic of Djibouti with its status as a least developed country located in the arid Sahelo-Sudanese strip where desertification is very high with such a fragile ecosystem, populations are often exposed to high vulnerability linked to climate. The repeated droughts over several years worsened this situation by the scarcity of water resources.

Therefore, the main problem to be solved is the water scarcity that appears to be of extreme urgency for the nomadic population living in rural areas and climate adapted solutions need to be found. Therefore, the project aims to:

- Find a new robust solution to the water collection and storage mechanism;
- Diversify the agro-pastoral lifestyle through agricultural activities;
- Facilitate the development of micro-finance products to build resilience for these populations in rural areas.

Description of the project and strategy

The project aims to improve the resilience of poor rural communities in the Djibouti regions to the recurrent droughts caused by climate change. That is why the project aims to help these rural communities that live in the regions of Petit Bara and Grand Bara to develop their adaptive capacities and take the path of resilient development with climate shocks.

Thus, the project also aims to implement rational management actions to better manage water resources, increase fodder production for livestock and finally develop diversified solutions through the establishment of a microfinance local and accessible to all. It is for this reason that the project targets the development of agropastoral shade gardens as an adaptation strategy for these vulnerable populations. This will help reduce the harmful effects of climate change on them. The project has three interrelated components, such as:

- **Component 1:** Shade gardens to support diversified and climate-resilient agropastoral production system;
- **Component 2:** Shade gardens to support diversified and climate-resilient agropastoral production system;

- **Component 3:** Access to secured finance for climate resilient agro-pastoral enterprise development

The expected results of this project will enhance the access to water resources for the targeted populations of the project, improve resilience to climate change to effectively combat the negative effects of climate variability. The project will also promote and develop new micro-credit products for rural communities and women in rural areas. To this end and in accordance with the various components, the expected outcomes of the project are as follows:

- **Outcome 1:** Capacities to mobilise and secure sustainable water resources in the face of climate change to agro-pastoral communities developed
- **Outcome 2:** Climate resilient agro-pastoral systems developed, providing greater forage production capacities, diversifying agricultural productions and creating capacities for replication
- **Outcome 3:** Micro-credit products developed to facilitate and promote diversified and climate resilient agro-pastoral production systems

To achieve these outcomes, number of activities were planned in the project document. These include the following:

- Mobilization and management of surface and underground water to ensure better water supply for the different agricultural areas, local populations and their livestock;
- Construction and rehabilitation of retention infrastructures and hydraulic works (earth dams, underground dams, boreholes);
- Development of agricultural shade gardens to improve agricultural production and livestock production in rural communities around the project areas depending on the availability of water, soil quality and the engagement of the beneficiary population;
- Development of income-generating activities through the availability of different microfinance products, job creation;
- Strengthening the capacities of these beneficiary populations through the setting up of the organizational structures for the management and monitoring of these hydraulic infrastructures (Steering Committee, Management Committee for Water Points and Agricultural Perimeters).

The project is based on a participatory approach that will allow to beneficiary communities to organize, to consult with project partners, local institutional actors to better undertake the work of setting up these hydraulic infrastructures and ensure in the best conditions the best implementation of the project adaptation activities.

A total of 35 activities are planned and distributed as follows by Outcome:

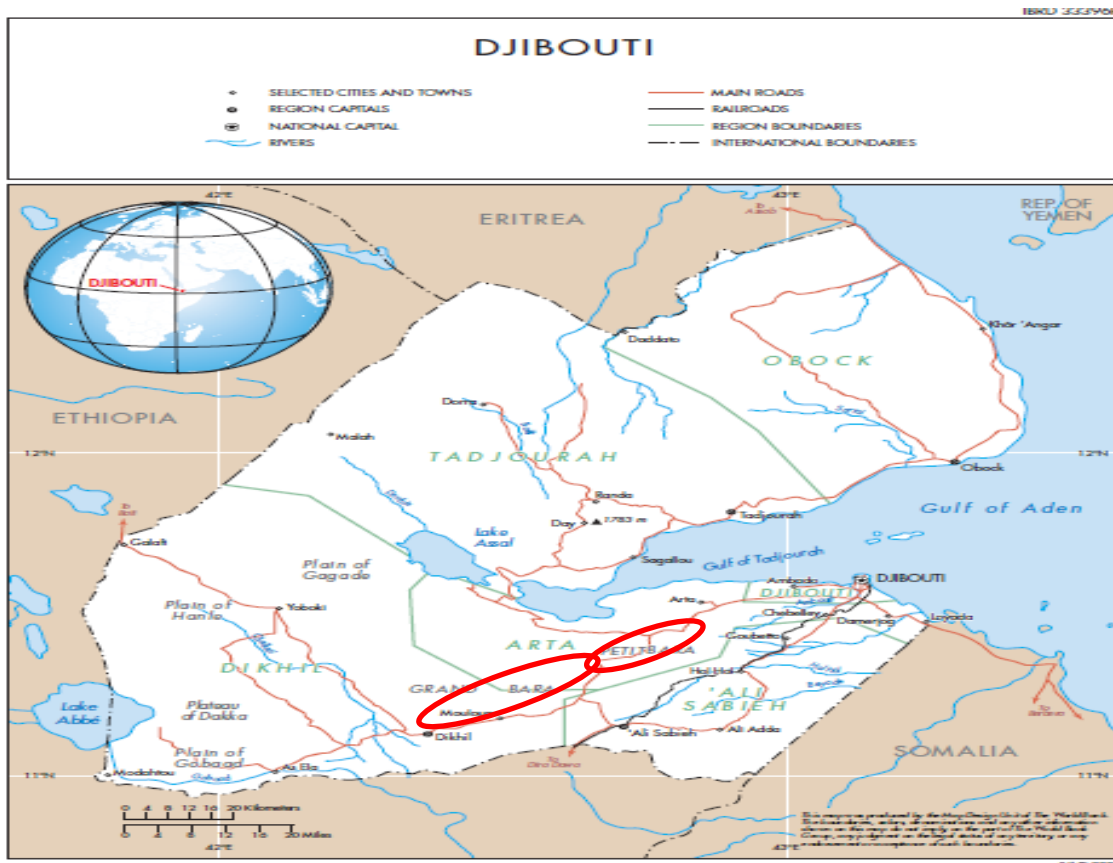
Outcome	Number of outputs	Number of activities
Outcome 1: Capacities to mobilise and secure sustainable water resources in the face of climate change to agro-pastoral communities developed	4	13

Outcome 2: Shade gardens to support diversified and climate-resilient agro-pastoral production system	3	11
Outcome 3: Micro-credit products developed to facilitate and promote diversified and climate resilient agro-pastoral production systems	3	11

Project intervention area

The project area is in Arta and Ali-Sabieh regions (at the south of the country) and is about 30 km long and 12 km wide (Figure). Precipitation occurs mainly during the Karma (July-August) season, which gives an annual average of 150 mm of rain.

The temperature generally remains high throughout the year, combined with heavy wind regimes, results in a potential evapotranspiration rate of about 2000 mm / year.



Map 1: Delimitation of the project area (Source: Project document AF/undp/MHUE)

Project Management Arrangement

The Ministry of Habitat, Urbanism and Environment (MHUE) is the key institution on issues related to the environment and climate change in Djibouti. To this end, it coordinates all actions related to climate issues and works in collaboration with several government institutions and civil society organizations.

As part of this project, the Government of Djibouti through his competent Ministry has requested that the implementation of this project be carried out by the UNDP as an implementing agency accredited by the Adaptation Fund.

In addition to UNDP and the Ministry, the project includes a Steering Committee chaired by the MHUE, which is responsible for monitoring activities, a Technical Committee and a Project Management Unit (PMU).

Members of the Steering Committee are from the Secretariat of State for Social Affairs (SEAS), the CERD, the Ministry of Agriculture, the Prefects and Regional Councils of the project areas and the representatives of the beneficiaries.

The roles and responsibilities of each of its bodies are defined as follows:

The Implementing Agency: United Nations Development Program (UNDP)

Executing Entity: Ministry of the Habitat; Urbanism and Environment through the Direction of Environment and Sustainable Development (DEDD).

Project Steering Committee: The project steering committee provides guidance for the implementation of the project. It includes the UNDP, the Secretariat of the State for Social Affairs (SEAS), the Ministry of Higher Education and Research (via CERD), the Ministry of Agriculture, Livestock and Fisheries (Focal Point Department of Heavy Works), Prefecture of Arta and Ali Sabieh, Arta and Ali Sabieh Regional Councils.

Technical Committee: The technical committee gives technical guidelines for the definition of field actions. It consists of the focal points (Direction of Major Works, Direction of Rural Hydraulics, Direction of Agriculture and Forestry, Department of Livestock, CERD, SEAS, UNDP) and the Project Management Unit.

The Project Management Unit: Ensures the implementation of the operational and functional activities of the project. The project management unit consists of a National Project Manager responsible for the proper execution of the project. The day-to-day activities are carried out by: a project manager assisted by an agricultural officer, an administrative and financial assistant, a community mobilization officer and a driver

Project duration

The project is scheduled for a total initial duration of five (05) years from 13 August 2012 until 13 August 2017.

List of key stakeholders

The main stakeholders of the project are:

- Ministry of Habitat, Urbanism and Environment (MHUE)
- Ministry of Agriculture, Water, Fisheries, Livestock and Fisheries Resources (MAEPERH)
- Secretariat of State for Social Affairs (SEAS)
- The Centre for Studies and Research of Djibouti (CERD)
- Local authorities including Regional Prefects and Councils
- Beneficiary communities

3. Outcomes of the mid-term evaluation

In accordance with the terms of reference for this mission and UNDP procedures for mid-term evaluation of projects funded by the Adaptation Fund (AF), as well as the standard template for the mid-term evaluation, results of this evaluation mainly consists of four parts, such as:

4.1. Project Strategy

This part mainly concerns the evaluation results related to the project design and results framework.

After thorough evaluation based on data gathered from the project document, work plan, monitoring and evaluation plan, project performance report (PPR), and observations during the on-site visit, we came to the following conclusions:

- Project design:

The project is well designed and has considered in the design phase specificities of local conditions and realities. Lessons learned from other similar projects were used for the design, which is in line with national priorities. An important aspect of project design is the participatory approach that takes into consideration the involvement of beneficiaries in the decision-making process that affects them. The second satisfactory aspect is the consideration of gender (participation of women) in project activities. Women, despite not being able to do a certain number of works reserved for men and a certain limitation based on the cultural and religious aspects, occupy a prominent place throughout the process which can contribute to their development and facilitate their empowerment if the project succeeds in putting all the infrastructures in place and achieving the results. The various preparatory studies during the project design (identification of the needs of the populations of the most vulnerable sites) were of significant contribution during the design of the project.

- Results Framework:

The project under mid-term evaluation aims, as indicated above, to help poor rural communities to find solutions to climate change related to the recurrent droughts that the country has been experiencing for several years.

To achieve this, three (03) main results are expected at the end of this project. The achievements of these results on 10 expected outputs through the implementation of 35 activities to ensure that populations have access to water, agricultural shade gardens and micro-finance for the sustainability of their adaptation activities to climate change.

However, it should be noted here that although the project strategy focuses on the effectiveness of population adaptation problems, there are some shortcomings in the development of the results framework. This results framework, although it provides indicators for the 03 global results and associated outputs, does not specify an indicator for 17 of the 35 planned activities in total. This may not make it easier to understand at some level the provision of indicators for certain activities and not elsewhere.

The other weak point of the result framework is the intervention logic. The understanding would be easier if the presentation of the outcome framework followed the following logic: Overall Objective - Specific Objectives - Expected Results (for each specific objective) - activities to be carried out linked to each expected result and indicators for achieving Each activity. This would facilitate the work of the monitoring and evaluation unit.

Nevertheless, the project document presents a Gant diagram, however a detailed timetable could have been presented and this would facilitate the planning of activities annually and quarterly at the level of the PMU.

4.2. Progress towards results achievement

This section will address the rating of the progress of the project with regards to planned results. A brief explanation allows to giving a "justification" or the reasons for the attribution of the rating. As indicated above, a total of 35 activities are planned and distributed as follows: 13 activities for the Result 1, 11 activities for the Result 2 and 11 activities for the result Result 3.

Table 4: Matrix of Progress Towards Results

Project Strategy	Indicator	Standard level	PPR level	Mid-term Target	End-of-Project Target	Mid-term Evaluation	Achievement rating	Rating rationale
Outcome 1 Capacities to	1.1: Number of Approved Study Reports	0	04	04	04		MS	Completion of all planned activities is possible by the end. Need to note that the
	1.2: Number of hectares irrigated by drilling		-	12	228 ha			
	1.3: Number of hectares							

mobilise and secure sustainable water resources in the face of climate change to agro-pastoral communities developed	irrigated by dams constructed		07	09	228 ha		(Moderately satisfactory)	project management unit and the government decided to reduce the area to be planned for cultivation because of the limit of water.
	1.4: Number of plans and guides to good shared practices		-	21 ha	228 ha			
Outcome 2 Climate resilient agro-pastoral systems developed, providing greater forage production capacities, diversifying agricultural productions and creating capacities for replication	2.1: Number of shade gardens developed agricultu	0	60	61	228		MS (Moderately satisfactory)	Completion of all planned activities is possible by the end of the project. But considering some modifications related to the starting targets.
	2.2: Number of beneficiaries of insured training		60	61	228			
	2.3: Number of storage warehouses constructed		03	03	06			
Outcome 3 Micro-credit products developed to facilitate and promote diversified and climate resilient agro-pastoral production systems	3.1: Number of microfinance products available	0	0	0	07		MU (Moderately unsatisfactory)	Work on this component is behind schedule.
	3.2: Number of trained agro-pastoralists		0	0	300			
	3.3: Number of Established Co-operatives	0	0	1	04			

Detail for each outcome are summarized below.

Outcome 1: Capacities to mobilise and secure sustainable water resources in the face of climate change to agro-pastoral communities developed

Table 5: Details of the activities carried out in view of the result R1

Activity N°	Planned activities	Achievements
	Outcome 1: Capacities to mobilise and secure	

1	sustainable water resources in the face of climate change to agro-pastoral communities developed	
1.1.1	Initial pedological, hydrological and hydrogeological modeling study including an analysis of current water resource availability and demand and projections of climate change scenarios for water availability in Petit Bara and Grand Bara watersheds	<p>All planned studies have been completed.</p> <p>This enabled to determine the most suitable areas for drilling of the water boreholes.</p> <p>Soil quality was assessed after pedological studies that have also enabled to determine the type of crop adapted to each site for the establishment of agricultural perimeters.</p>
1.1.2	Detailed Environmental Impact Assessment on the design of dams and the irrigation networks including water quality analyses in accordance with Djiboutian regulations	This study was carried out in Dec. 2014 and proposed recommendations for the operational phase of the project.
1.1.3	Identification of suitable sites for retention basins, subsurface dams and boreholes based on group consensus amongst beneficiaries and Ministries	This activity was carried out in a participatory manner with beneficiaries and local authorities.
1.2.1	Training of Ministry of Water technical staff on surface water exploitation, artificial recharge and sustainable management of water resources	Staffs of the Ministry have participated to on-site training but there has been no theoretical training on the topics
1.2.2	Design of artificial recharge and generation of O&M manuals for solar-powered boreholes pumping systems	The design of the recharge drilling plans has been completed. Meanwhile operational manuals not yet developed.
1.2.3	Construction of 6 extraction boreholes (4 Grand Bara, 2 Petit Bara) and rehabilitation of 1 borehole for injection	<ul style="list-style-type: none"> - 03 drilling performed and waiting for pumping equipment - - 02 Drilling under process - 01 drilling scheduled for 2017 (GB1, Gablalou) - 01 test drilling planned in 2017
1.3.1	Design of earth dams, percolation and retention basins and subsurface dams with O&M manuals	The design of the dams was made and the technical files were prepared. However, the user manual is still missing and should be done in 2017.
1.3.2	Construction of 6 earth dams with either retention or percolation basins	<p>Realization of 01 dam in land (dike). The project achieved a large reservoir capacity of 600 thousand cubic meters. However, the number of deductions planned initially is not reached.</p> <p>08 Water tanks</p>
1.3.3	Construction of 8 subsurface dams	01 Dam was built out of a total of 08 planned in the project.

		The rest of the works are planned for 2017.
1.3.4	Monitoring of dam infrastructure works to ensure robust construction and mitigation of any potential adverse social or environmental impacts	Activity carried out for 04 sites out of the 06 planned and work continues until full completion of works for all infrastructures.
1.4.1	Creation and training of community-based water infrastructure management committees to development local cost-recovery mechanisms, management plans and good practice guidelines	Activity to be carried out and planned for 2017
1.4.2	Design of a water permit and tariff structure to be implemented into a national legal framework for water resource management to raise awareness of water efficiency and free resources for water infrastructure maintenance	Activity to be carried out and planned for 2017
1.4.3	Development of a standardized system for capturing lessons learned on community mobilization tactics, water management strategies and cost recovery mechanisms to be continually incorporated into good water practice guidelines	Activity to be carried out and planned for 2017

The table shows that of the 13 activities planned for the achievement of the Outcome1, three activities are fully completed in relation to the studies part, 07 activities are currently ongoing and the 03 activities related to infrastructure management are planned for the current year 2017.

About the construction of infrastructures for the collection and storage of water, considerable efforts have been made, but some work has yet to be finalized in accordance with the project document.

To this end, rigorous planning and regular monitoring are necessary to facilitate the rapid completion of all work before the end of the project.

Thus, the assessment of progress towards achieving this result can be summarized as follows:

Table 6: Progress Rating toward Outcome R1

Assessment of progress towards the achievement of the Outcome 1		
		Explanation
Outcome 1: Capacities to mobilise and secure sustainable water resources in the face of climate change to agro-	Moderately Satisfactory (MS)	Completion of all planned activities is possible by the end of the project. But only after some modifications related to the starting targets.

pastoral communities developed		
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Outcome 2: Climate resilient agro-pastoral systems developed, providing greater forage production capacities, diversifying agricultural productions and creating capacities for replication

Under the outcome 2, there were 11 activities planned in the project document. It should be noted that the implementation of this activity is interlinked to the availability of enough water for agriculture. Since the activities planned under outcome 1 were meeting some delays, there is also some backs in the achievement of the results under outcome 2. This is the reason why that most of the activities under the outcome 2 are still ongoing. However tremendous efforts were deployed for sites like Kourtimalei for which water has been secured.

The overall situation of the achievements under the Outcome 2 are as follows:

Table 7: Details of the activities carried out in view of the result R2

2	Outcome 2: Climate resilient agro-pastoral systems developed, providing greater forage production capacities, diversifying agricultural productions and creating capacities for replication	Achievements
2.1.1	Selection of agro-pastoral beneficiaries based on criteria through community meetings with project representatives	Kourtimalei 21 Qor Qaloc 24 Hamboucto 12 Omar Jagac 04 ----- Total 61 families (identified and provided with shade gardens)
2.1.2	Construction of planned enclosure with robust fencing materials in addition to natural trees	Fences built for sites with natural wind breaks such as leuceana
2.1.3	Construction of concrete water reservoirs (cisterns) and irrigation networks for six 38 ha plots	The tanks are installed on the 4 sites where the beneficiaries are already identified and installed.
2.1.4	Preparation of 6 sites (38 ha each) Note: this has been reduced.	06 ha Kourtimalei 12 ha Qor Qaloc 01 ha Omar jaqac

	Initial plan was to give 1 hectare to each family but this has been reduced to quarter of hectare per family because of lack of enough water. The total area has been therefore reduced to 57 hectares but the number of targeted families is still 228. (0.25 ha per family X 228 = 57 ha)	03 ha Hamboucto ----- 22 ha Implementation rate = 38% of the 57 hectares (new target)
2.1.5	Seeding of plots for grass cultivation	Activity carried out on the 4 sites already developed The remaining is in progress
2.1.6	Purchase of fruit and vegetable plants/trees including date trees	Activity carried out on the 4 sites already developed The remaining is in progress
2.1.7	Establishment of new tree seedling nurseries for women's organizations	Small nurseries specific to each household were developed. Nurseries are managed by the farmers including number of women. However, group nursery managed by women were not established.
2.1.8	Supplementary reforestation of climate resilient species to reduce evapotranspiration, stabilize soil, and mitigate the loss of vegetation by grazing	Ongoing activity in 4 sites. Species like leuceana and moringa, and vetiver nigritana were planted.
2.2.1	Training for the technical staff of the Ministry of Agriculture in drought tolerant agricultural practices	Activity planned for 2017.
2.2.2	Training of all agro-pastoralist households by specialists in extension services to help them develop sustainable farming production methods, farming techniques and hygiene	Several in situ training courses have been carried out for the benefit of beneficiaries by specialists in agriculture in the fields of forage crops, technical roads for vegetable and forage crops. Ongoing.
2.3.1	Sizing and construction of fodder, crop and milk storage facilities (21 m x 9 m) with scale weighing equipment	Two storage workshops were built as well as a mini-dairy. Ongoing

Table 8: Rating of Progress to the R2 outcome

Assessing progress towards achievement of results R2		
		Explanation

<p>Outcome 2: Climate resilient agro-pastoral systems developed, providing greater forage production capacities, diversifying agricultural productions and creating capacities for replication</p>	<p>Moderately satisfactory (MS)</p>	<p>The completion of all planned activities is possible by the end of the project to achieve the result considering specially the reduction of the total targeted agricultural surface to be developed from 228 hectares to 57 hectares.</p>
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Outcome 3: Access to secured finance for climate resilient agro-pastoral enterprise development

The outcome 3 is very important to help sustaining the achievements of the project. Because of its dependence on the first two components, the activities of Result 3 have started with a certain delay, which is being filled by the positive results generated by the other components. Already, training for cooperatives has been initiated as well as some successful partnerships being put in place and discussions with the CPEC and SEAS.

The details of the activities carried out are presented as follows in accordance with the project document:

Table 9: Details of the activities carried out in view of the outcome R3

3	<p>Outcome 3: Access to secured finance for climate resilient agro-pastoral enterprise development</p>	
3.1.1	<p>Development of three-stage MF product including a safety net program for cooperatives, nanofinance for small, flexible loans and microfinance loans for diversified, revenue-generating activities with the assistance of an international and national experts</p>	<ul style="list-style-type: none"> - Studies on Micro Finance's product development strategy - A study on the fiscality of the microfinance sector developed. - knowledge management document developed to gather the experience on the sustainability of existing shade gardens in the country
3.1.2	<p>Capacity building for ADDS and CPEC to give them expertise in teaching MF principals for adaptation-oriented products to project beneficiaries</p>	<p>Activity planned for 2017</p>
3.1.3	<p>Preparation of technical guides detailing microfinance principles and sustainable agricultural activities</p>	<p>Activity planned for 2017</p>
3.1.4	<p>Mobile banking development to provide microfinance services to beneficiaries with no means of travel</p>	<p>Activity planned for 2017</p>
3.1.5	<p>Long-term and periodic monitoring and evaluation of adaptation-oriented microfinance</p>	<p>Activity planned for 2017</p>
3.2.1	<p>Organization of agro-pastoralists and pastoralists in cooperatives</p>	

	and training for cooperatives in terms of loan repayment programs, savings accounts, sustainable farming practices and the diversification of agricultural products	Activity ongoing
3.2.2	Development of diversified women's microfinance groups with emphasis on women empowerment	Activity planned for 2017
3.3.1	Organization of agro-pastoralists into cooperatives which will provide recommendations on measures to improve the adaptation-oriented MF products	Training for 35 beneficiaries. Further training is planned for 2017.
3.3.2	Bi-annual workshops organized by ADDS to facilitate the collection and documentation of ideas to promote sustainable MF products for each stage of shade garden development	Activity planned for 2017
3.3.3	Formalization of the community-driven adaptation plans so that they can be integrated into the National Programme for Food Security and the National Microfinance Policy	Activity planned for 2017
3.3.4	Organization, centralization and promotion of lessons learned on good practices of agropastoral perimeters through the written channel, video reports, workshops and study trips	Several knowledge products developed including video reports, television and other written press activities have been carried out and will continue in 2017.

In view of the above, the evaluation team assigned the following rating:

Table 10: Rating of progress toward Outcome R3

Assessing progress toward results R3		
		Explanation
<u>Outcome 3: Access to secured finance for climate resilient agro-pastoral enterprise development</u>	Moderately unsatisfactory (MU)	- Achievements related to this result were delayed by the achievement of results in the other components. PMU and UNDP willing to deploy efforts in the achievement of the results under this outcome in 2017

Remaining barriers for the achievement of the results:

It is very essential to recall the vital aspect of this project for the targeted communities. Because of recurrent droughts, these communities have lost their livestock, the backbone of their livelihoods and there are very vulnerable to any climate shocks now. Some of them can be considered as climate refugees in their own country and they are facing a survival crisis and need assistance.

To achieve the project planned results, there are several issues to be solved very quickly including the following:

- Increase the collaboration between institutions with the Ministry of Agriculture.
- Reduce the delays and fast-track the execution of the component three, finalize the partnerships between institutions

It is of the utmost importance to take steps and accelerate the execution of the project.

4.3. Project Implementation and Adaptive Management

This section focuses on the management mechanism, business planning, funding, the M & E system, stakeholder participation, internal and external project communication. This is about the overall implementation of the project. This is to propose solutions to the problems identified and increase the efficiency and effectiveness of the implementation of the project.

a. Management Arrangement

As mentioned in the previous sections, the Ministry of Habitat, Urbanism and Environment is the institution responsible for all environmental and climate change issues in the country and is responsible for ensuring coordination of all actions related to climate problems. This Ministry who is the main executing partner of the project should work closely with other governmental agencies.

A technical committee was established in the first years of the project and helped to facilitate the coordination between institutions.

In terms of effectiveness, although the implementation arrangements have been effective to date, it is still important to stress that *UNDP should further strengthen its monitoring missions in the field to support the PMU in monitoring and evaluation towards the achievement of results within the remaining time limits.*

b. Work Plan

The project has experienced a significant delay in its effective start not only to make the institutional arrangements, to put in place all the necessary elements such as the Steering Committee, the Technical Committee but especially in terms of on-site activities.

The planned starting date was only effective at the administrative level in September 2012, but the technical studies (hydrological, soil, geophysical, etc.) that marked the beginning of field activities only took place in September 2013 therefore with 12 months of delays (Ref 2013 Annual Report).

In addition, the *absence of a timetable of activities and a quarterly and semi-annual work plan in the project document with specific responsibilities* that could facilitate the work of the PMU was difficult during the planning process of the PMU because the Gant diagram provided by the project document does not provide enough detail for task definition.

c. Financing and financial management of the project

As mentioned above, the financing of the project is fully covered by the Adaptation Fund without any co-financing request. In terms of financial management, it should first be noted that the project is on average 70% in terms of budget implementation (Table ... below)

Table 11: Budget Implementation Rate by Component and Year

Designation	Budget in USD (a)	(*) Total Expenses USD (b)	Balance (a) - (b)	Budget Implementation Rate	% of available balance
Component 1	1 910 000	1 376 222	533 778	72%	28%
Component 2	1 498 000	1 018 249	479 751	68%	32%
Component 3	477 800	133 415	344 385	28%	72%
Project Management	407 800	386 639	21 161	95%	5%
MIE Fees (UNDP)	364 956	345 808	19 148	95%	5%
TOTAL	4 658 556	3 260 333	1 398 223		30%

Source: Combined Financial Report (CDR) of the UNDP

(*) Details of the total expenditure are given in another table in the Annex.

The financial control system is well established and operational in view of the audit missions organized each year and the preparation of plans for implementing the recommendations of the audit.

One difficulty encountered by the PMU is the underestimation of the construction cost of infrastructures during the formulation of the project document. The construction cost of water dams was clearly underestimated. This may lead to some difficulties in the achievement of the construction of all planned infrastructures. Meanwhile the project management unit is working on alternative technologies to be used for the construction of the wadi dams like using gabions instead of concrete. This could help in achieving the planned results with adjusted costs.

d. Level of monitoring and evaluation system

The monitoring of the activities on the ground need to be strengthened at the project management unit level. During the early stage of project implementation, a monitoring consultant was recruited to assume this role. We have noted during this mid-term evaluation, that there is not a dedicated person specifically in charge of the monitoring. It is important to proceed to a *reorganization of the project monitoring and evaluation unit and the revision of the monitoring-*

evaluation plan is crucial in regards to the large number of work to be carried out over the short period remaining over the duration of the project. Finally, *adequate provisions should be made for the implementation of the recommendations of the UNDP follow-up missions.*

e. Stakeholders engagement

The stakeholders identified in the project document are: Ministry of Habitat, Urbanism and Environment, Ministry of Agriculture, Livestock, Fisheries, Water and Fisheries Resources, Secretariat of the State for Social Affairs, CERD, CPEC, ADDS, local authorities and beneficiaries.

MOUs were signed between the Direction of Environment and Sustainable Development which hosts the project and the lines technical agencies of the above-mentioned institutions for the implementation of specific technical works. MOUs regarding the microfinance should also be concluded as soon as possible. The PMU assured that the 2017 AWP fully considers this.

f. Reporting

As noted earlier, the reporting capacity needs to be strengthened in terms of the volume of work and the number of persons in charge in the PMU. It is important to pay special attention to how to report on adaptive management. Sharing and communication of information to the steering committee remains important.

g. Communications

Communication with stakeholders is one of the critical factors for success. There is a need to strengthen the communication capacity of the PMU and communication between institutions.

The project communication to the public needs to be improved for better visibility and for project ownership actions by all. A communication plan should be developed and applied.

Considering all the above, we can conclude that significant efforts have been made to achieve results. But this progress has yet to be strengthened with more implications and commitments from other stakeholders not yet effective to improve the expected benefits of this project for rural communities.

To this end, the evaluation team, considering all aspects indicated above, assigned the following note to this section:

Table 12: Implementation Assessment and Adaptive Management

Implementation Assessment and Adaptive Management		Explanation
	Moderately Satisfactory	The implementation of the various components requires corrective action for effective and efficient project implementation and adaptive management

4.4.Sustainability

Discussions with the PMU and UNDP have shown that there is not a plan to mobilize additional funding for this project. In the project document, the access of rural farmers to microfinance was identified as a sustainability factor and that is why the PMU is planning to invest important efforts into that aspect in 2017. The PMU and the Ministry of Habitat, Urbanism and Environment are also working on an exit and sustainability strategy.

The second aspect of sustainability is linked to the capacity of integrating project results into the national policy and development plans and the national food security plan. The environmental impact assessment conducted did not show any potential harm that this project may cause while it has highlighted the positive impact from this project.

To this end, the evaluation team attributed the following rate to the sustainability:

Table 13: Sustainability Assessment Rating

Sustainability Assessment		
Sustainability		Explanation
	ML (Moderately Likely)	The PMU and the MHUE are working on an exit and sustainability strategy. So, the risk of the project to not being sustainable is moderately low.

5. Conclusions and Recommendations

5.1. Conclusion

The project “Developing agropastoral shade gardens as an adaptation strategy for poor rural communities” is a response to the problem of repeated drought which has led to water scarcity and dependence of populations on food distribution. Improving the capacity to mobilize and manage underground and surface run-off water has therefore become critical for the resilience of local communities through the development of an agro-pastoral systems.

The project is of a critical importance considering the impacts of the repeated droughts on rural communities these last years. All efforts must be taken for this project to success despite the difficulties on the ground.

The activities already carried out have enabled the mobilization of large volume of water at certain sites such as Kourtimalei and the work is ongoing for some others sites like Omar Jagac. Meanwhile, water management committees have not yet been established and this should be done to facilitate the sustainability of the results and avoid any intra-communities conflict related to water management. Because of limited availability of man power in the targeted households and because of limited amount of agricultural water, the project management unit and the government have decided to decrease the surface of agricultural plot per household initially planned from 1 hectare to 0.25 hectare.

It should also be noted that the low physical capacity of populations of nomadic origin " breeders " associated with the problem of water availability to take the PMU to review the area of each farm perimeter provided for in Decrease from 1ha to 0.25ha per beneficiary family.

Important efforts have been provided by the project, but given the limited time available to finalize the remaining activities, it would be important to build the capacity of the PMU in monitoring and participative planning. That will help in the design of operational work plan for the entire remaining project period and ensure rigorous follow-up.

It is of the utmost importance to get the full engagement of all stakeholders for the remaining period of the project so that the expected results are achieved.

Finally, at the end of this mid-term evaluation mission, we made the following recommendations.

5.2. Recommendations

At the end of this mid-term evaluation mission, we have made the following recommendations:

a. Corrective measures for the design, implementation, monitoring and assessment of the project:

Outcome 1: Capacities to mobilise and secure sustainable water resources in the face of climate change to agro-pastoral communities developed

1. Rapid completion of drilling, installation of solar equipment and construction of other infrastructure
2. Set up the necessary water infrastructure management committees and operation manuals
3. Provide all planned trainings under component 1 of the project

Outcome 2: Climate resilient agro-pastoral systems developed, providing greater forage production capacities, diversifying agricultural productions and creating capacities for replication

1. Learn from the past experiences of the project and other projects in the identification and training of the beneficiaries
2. Set up the remaining perimeters
4. Ensure close monitoring and focus the team on the project site

Outcome 3: Access to secured finance for climate resilient agro-pastoral enterprise development

1. Conclude remaining planned MOUs and accelerate the implementation of activities under Outcome 3
2. Establish all planned cooperatives
3. Provide training for agro-pastoralists

Implementation and Adaptive Project Management

1. Revitalize project monitoring and evaluation
2. Strengthen the project team's capacities in monitoring and evaluation
3. Develop an operational work plan for all remaining activities

Sustainability

1. Explore other sources of funding (public and private)
2. Implement the recommendations of the Environmental Impact Assessment to the extent possible
3. Plan the NAP in the country's overall policy

B. Proposals for actions to strengthen the initial benefits of the project

- Ensure a strong commitment from all parties;
- Strongly involve the Steering Committee;
- identify all beneficiaries and involve them throughout the process;
- set up cooperatives and Micro Finance products ;
- establish all partnerships and provide the necessary training.

B. Proposals for future direction considering the main objectives

- Develop a new planification and get the approval of the steering committee
- Review the work approach

6. ANNEXES

- I. Evaluation Matrix
- II. Evaluation questionnaire
- III. Rating Scales
- IV. Mission agenda
- V. List of interviewees
- VI. List of beneficiaries of the project
- VII. List of reviewed documents
- VIII. Project financing table
- IX. Code of conduct for evaluating consultant

APPENDIX I: Evaluation matrix

Assessment questions	Indicators	Sources	Methodology
<u>Project strategy</u> : To what extent is the project strategy tailored to the country's priorities, national ownership and the best way to achieve the expected results?			
Are the objectives and elements of the project clear, feasible and achievable within the allotted timeframe and in line with the country program's action plan?	<ul style="list-style-type: none"> • Consistency between the design and implementation approach 	<ul style="list-style-type: none"> • Project Document 	<ul style="list-style-type: none"> • Review of project document
Was the project concept in line with the country's development priorities and plans?	<ul style="list-style-type: none"> • Ownership by the government • Government-UNDP Collaboration 	<ul style="list-style-type: none"> • UNDP country action plan • Djibouti Vision 2035 	<ul style="list-style-type: none"> • Review of project document
Has the gender perspective been considered in the project document?	<ul style="list-style-type: none"> • Involvement rate 	<ul style="list-style-type: none"> • Project Reports 	<ul style="list-style-type: none"> • Review of project document and minutes of meetings
Have beneficiaries and other stakeholders been considered in the decision-making process?	<ul style="list-style-type: none"> • Involvement rate 	<ul style="list-style-type: none"> • Project Reports 	<ul style="list-style-type: none"> • Review of project document and minutes of meetings
Is a monitoring-evaluation plan included in the Prodoc and carried out annually in a correct way?	<ul style="list-style-type: none"> • M & E Report 	<ul style="list-style-type: none"> • Project Document • M & E Plan 	<ul style="list-style-type: none"> • Review of the M & E plan
<u>Progress on results</u>: To what extent have the achievements and expected objectives of the project been achieved so far?			
Are the achievements in line with expectations?	<ul style="list-style-type: none"> • Achievement rate 	<ul style="list-style-type: none"> • Activities report • On-site-visit 	<ul style="list-style-type: none"> • Review of activity reports and meetings minutes
What are the difficulties hampering the attainment of certain objectives	<ul style="list-style-type: none"> • Achievement rate 	<ul style="list-style-type: none"> • Activities report • On-site-visit 	<ul style="list-style-type: none"> • Review of activity reports and minutes of meetings
Is there a plan for capitalizing and reproducing the results of the project?	<ul style="list-style-type: none"> • Achievement rate 	<ul style="list-style-type: none"> • Activities report • On-site-visit 	<ul style="list-style-type: none"> • Review of activity reports and minutes of meetings
<u>Project Implementation and Reactive Management</u>: Has the project been implemented efficiently and cost-effectively?			

Has the project been able to adapt to new circumstances, if any? To what extent are project monitoring and evaluation systems, data communication and project communication conducive to the implementation of the project?			
Efficiency			
<ul style="list-style-type: none"> Has the capacity of the executing agencies and their counterparts been properly taken into account in the design of the project? 	<ul style="list-style-type: none"> Enhanced capacity of national structures 	<ul style="list-style-type: none"> Reports 	<ul style="list-style-type: none"> Review of project document Meetings
<ul style="list-style-type: none"> Were partnership agreements properly identified and roles and responsibilities negotiated prior to project approval? 	<ul style="list-style-type: none"> Efficient management of water points 	<ul style="list-style-type: none"> Signed agreement document 	<ul style="list-style-type: none"> Review of project document and meetings
<ul style="list-style-type: none"> Have the lessons learned from other relevant projects been properly incorporated into the project design? 	<ul style="list-style-type: none"> Efficient Infrastructure Management 	<ul style="list-style-type: none"> Reports 	<ul style="list-style-type: none"> Review of project documents and meetings
Effectiveness			
<ul style="list-style-type: none"> Has the project not exceeded the projected cost levels? 	<ul style="list-style-type: none"> Budget execution rate 	<ul style="list-style-type: none"> Final Financial Reports and Planned Budget 	<ul style="list-style-type: none"> Review of the estimated and final cost
<ul style="list-style-type: none"> Do the expected results of the project meet the SMART (Specific-Measurable-Achievable-Relevant-Time) model? 	<ul style="list-style-type: none"> Quality of results achieved 	<ul style="list-style-type: none"> Final technical report 	<ul style="list-style-type: none"> Report and on-site visit
<ul style="list-style-type: none"> Have the project outcomes (or potential outcomes) been incorporated into national, sectorial and development plans? 	<ul style="list-style-type: none"> Approval by the Government 	<ul style="list-style-type: none"> Government Action Plan and Policy 	<ul style="list-style-type: none"> Review of Reports, Meetings and National Action Plan
<ul style="list-style-type: none"> Is there a system in place with a properly implemented M & E plan for the implementation of the project? 	<ul style="list-style-type: none"> Effective monitoring of activities 	<ul style="list-style-type: none"> Work plan and Monitoring and Evaluation Report 	<ul style="list-style-type: none"> Review of Monitoring and Evaluation Reports
Communication			
<ul style="list-style-type: none"> Is there a data communication system and internal and external communication to support the implementation of the project? 	<ul style="list-style-type: none"> Effective monitoring of activities 	<ul style="list-style-type: none"> Work plan and Communications Report 	<ul style="list-style-type: none"> Reports Assessment
Sustainability: To what extent are there financial, institutional, socio-economic and / or environmental risks to the sustainability of the project's long-term outcomes?			
<ul style="list-style-type: none"> Was the concept of the project in line with the country's development priorities and plans, and did the beneficiaries take ownership of the project? 	<ul style="list-style-type: none"> Government Approval 	<ul style="list-style-type: none"> Government Policy, Action Plan and Project Document 	<ul style="list-style-type: none"> Review of project document and reports

Have the assumptions and risks related to the project been clearly identified in the project document?	Effective management of activities	<ul style="list-style-type: none"> • Project Document 	<ul style="list-style-type: none"> • Review of reports, meetings and field visits
Are there other sources of funding or SUSTAINABLE funding opportunities for the continuation of activities at the end of AF's financial support?	Resource Availability	<ul style="list-style-type: none"> • National budget • Other financing 	Reports and Decrees Funding Agreements
Are there financial or environmental risks that could jeopardize the sustainability of project results?	<ul style="list-style-type: none"> • Perception of beneficiaries 	<ul style="list-style-type: none"> • Government Action Plan and Policy 	<ul style="list-style-type: none"> • Review of reports, meetings and on-site visits
Are there any social, legislative or political risks that could threaten the sustainability of the project's achievements?	<ul style="list-style-type: none"> • Perception of beneficiaries 	<ul style="list-style-type: none"> • Government Action Plan and Policy 	<ul style="list-style-type: none"> • Review of reports, meetings and on-site visits
Does the project have verifiable improvements and a reduction in ecological (long-term) stress?	<ul style="list-style-type: none"> • Monitoring and evaluation system in place 	<ul style="list-style-type: none"> • On-site Report 	<ul style="list-style-type: none"> • Review of reports, meetings and on-site visits

Annex II: Evaluation questionnaire

➤ Questions about the project strategy

1. Were the objectives and elements of the project clear, feasible and achievable within the allotted timeframe and in line with the country program's action plan?
2. Was the concept of the project in line with the country's development priorities and plans?
3. Has the gender perspective been taken into account in the project document?
4. Have beneficiaries and other stakeholders been taken into account in the decision-making process?
5. Is a monitoring and evaluation plan included in the project document and carried out annually in a correct way?

✓ Questions related to gender mainstreaming in the project

All these issues may not be discussed during the field mission but may be taken into account in the analysis of gender mainstreaming in the report.

Project design and development

1. Have gender issues (women's participation in project activities) been raised in the Project Document?
2. Does the project budget include funding for gender related outputs, outputs and activities?
3. Have gender experts and women representatives at different levels been consulted during the design and development phase of the project?

Questions to be addressed during project follow-up:

1. Has there been discussion about the possible impact of the project on gender equality?
 2. Have gender specialists and women's representatives at all levels participated in the various meetings on the project? If so, how did they participate?
 3. How does the project report on gender outcomes and are these results incorporated into project monitoring?
 4. Are the indicators of the project results framework broken down by sex and, if possible, by age and socio-economic group (or other important social groups in society)?
 5. Have targets been set in the project results framework to ensure a sufficient gender balance in activities (eg, gender quotas)?
1. Have gender-sensitive indicators been integrated into the results framework?

Questions to be considered in the implementation of the project:

1. Do the Implementing Entity and other partners have the capacity to deliver results or involve women? If yes, in what way ?
2. What is the gender balance of the project staff? What measures have been taken to ensure parity among the project staff?
3. What is the gender balance in the Project Steering Committee? What measures have been taken to ensure parity within the Steering Committee?

Questions to consider during project impact:

1. Who are the targeted beneficiaries?
 - a. at. Break down the beneficiaries by sex.
 - b. B. Addressing both women and men during interviews and field visits.
2. How does the project affect gender equality in the local context?
 - A. How does the project involve women and girls?
 - B. Will the project likely have the same positive and / or negative effects on women and men, girls and boys?
 - C. Determine, if possible, legal, cultural or religious factors that prevent women from participating in the project.
 - D. What is the project doing to enhance its gender equality impact?
3. Why are the issues addressed by the project particularly important for women and girls?
4. How do women and girls benefit from project activities?
5. Is there a possible negative impact on gender equality and the empowerment of women? What can the project do to mitigate these effects ?

➤ Progress towards results achievement

1. Are the accomplishments in line with expectations?
2. What difficulties hinder the achievement of certain objectives?
3. Is there a plan for capitalizing and replicating the (acquired) results of the project?

➤ **Project Implementation**

In terms of Project Management Efficiency

1. Has the capacity of the executing agencies and their counterparts been properly taken into account in the design of the project?
2. Have the partnership agreements been properly identified and the roles and responsibilities negotiated prior to project approval?
3. Have the lessons learned from other relevant projects been properly incorporated into the project design?

In terms of Efficiency in project management

4. Has the project exceeded the projected cost levels?
5. Do the expected results of the project comply with the SMART (Specific-Measurable-Achievable-Relevant-Time) model?
6. Have the project outcomes (or potential outcomes) been incorporated into national, sectorial and development plans?
7. Is there a system in place with a properly implemented monitoring and evaluation plan for the implementation of the project?

In terms of Communication

4. Is there a system of data communication and internal and external communication facilitating the implementation of the project?

➤ **Sustainability**

1. Have project assumptions and risks been clearly identified in the project design?
2. Does the project have verifiable improvements and a reduction in ecological (long-term) stress?
3. Was the concept of the project in line with the country's development priorities and plans, and did the beneficiaries take ownership of the project?
4. Are there other sources of funding or SUSTAINABLE funding opportunities for the continuation of activities at the end of FY financial support?
5. Are there any financial or environmental risks that could jeopardize the sustainability of project results?
6. Are there any social, legislative or policy risks that could threaten the sustainability of the project's achievements?

Annex III: Evaluation Scales for the Mid-Term Evaluation

a. Scale of ratings by criterion (table A, B & C)

A. Assessment of progress towards achievement of results: (one evaluation for each achievement and for each objective)		
6	Highly satisfactory (HS)	The target / achievement should reach or exceed all end-of-project targets, without major deficiencies. Progress towards the goal / achievement can be an example of "good practice".
5	Satisfactory (S)	The target / achievement is expected to reach most of the end-of-project targets, and presents only minor deficiencies.
4	Moderately satisfactory (MS)	The target / achievement is expected to reach most of the end-of-project targets but has significant shortcomings.
3	Moderately unsatisfactory (MU)	The target / achievement is expected to reach most of the end-of-project targets, but has major shortcomings.
2		The goal / achievement should not reach most of the end-of-project targets.
1	Highly unsatisfactory (HU)	The target / achievement has not reached the mid-term targets, and will not reach any of the end-of-project targets.

B. Evaluation of project implementation and reactive management: (a single overall assessment)		
6	Highly satisfactory (HS)	Implementation of the seven components - management arrangements, business planning, financing and co-financing, project-level monitoring and evaluation systems, stakeholder participation, data communication and communication - enables implementation Effective and efficient project management and reactive management. The project can be an example of "good practice".
5	Satisfactory (S)	Implementation of most of the seven components allows for effective and efficient project implementation and reactive management, with the exception of a few components that are subject to corrective action.
4	Quite satisfactory (MS)	Implementation of some of the seven components allows effective and efficient project implementation and reactive management, but some components require corrective action.
3	Moderately satisfactory (MS)	Implementation of some of the seven components allows for effective and efficient project implementation and reactive management, but most components require corrective action.
2	Unsatisfactory (U)	Implementation of most of the seven components does not allow for effective and efficient project implementation and reactive management.
1	Highly unsatisfactory (HU)	Implementation of any of the seven components does not allow for effective and efficient project implementation and reactive management.

C. Sustainability Assessment: (one overall assessment)		
4	Likely (L)	Negligible risks to sustainability; The main achievements are about to be reached at the close of the project and should be maintained for the foreseeable future
3	Moderately likely (ML)	Moderate risk; At least some achievements should be maintained, given the progress towards the outcomes of the achievements of the mid-term review
2	Moderately unlikely (MU)	Significant risks that the main achievements are not maintained after the closing of the project, with the exception of certain products and activities
1	Unlikely (U)	Strong risks that project achievements and major products are not maintained

Annex IV: Mission agenda

In accordance with the program pre-established in the initial evaluation report, the mission's itinerary is as follows:

January 2nd, 2017:

- Start of the mid-term assessment mission

January 03- 04th 2017:

- Collection of secondary data
- Documentary review and preparation of the mission

January 05 -10th, 2017: Interviews, stakeholder interviews

- Thursday, January 05th, 2017 : Interview with the UNDP Programme Officer
- Sunday from January 08th to 10th, 2017: Visit to the Directorate of Environment “DATE” and interview with the DATE General Director, his Deputy and the Project Management Unit (PMU), respectively, after introducing the UNDP program specialist, other stakeholders.

January 11 – 12th 2017: On-site visit to the Petit Bara and Grand Bara regions to assess project achievements and other investments on site.

January 11th, 2017: Phase: Petit Bara (Djalelo, Didjander, Omar Jagac, Kourtimalei)

January 12th, 2017: Phase: Grand Bara (Hamboucto, Qor Qaloc, Yabhe)

January 13 – 19th 2017: Further interviews with stakeholders.

- Interview with the Directorate of the Center for Studies and Research of Djibouti (CERD)
- Interview with the Director of DATE
- Interview with the Focal Point and the Director of National Solidarity
- Interview with the Technical Adviser of the Minister of the Agriculture, Project Focal Point

January 22th, 2017: Mini-workshop to present the results and initial conclusions of the mid-term evaluation mission

January 23th, 2017: End of the on-site mission.

Annex V : List of interviewees

N°	Full names	Positions	Organisation	Contact
1.	Houssein Rirarche Robleh	National Project Director	DATE (currently DEDD)	housseinrirach@yahoo.fr Office: +253 35 48 37
2.	Idriss Ahmed Hared	Programme Officer	UNDP	Idriss.hared@undp.org Tel : +253 21 32 09 69
3.	Mahamoud Houssein Ali	National Project Coordinator	DATE	Mahamoud.houssein@live.fr Tel : +253 77 81 52 10
4.	Aden Atteyeh Sougal	project Agronomist Engineer	Consultant	Aden_atteyeh@hotmail.com Tel : +253 77 68 08 73
5.	Jean Gassani	Project Hydraulic Engineer	Consultant	gassani@hotmail.com
6.	Ali Garde	Agronomist	DATE	Adou_ali1@hotmail.com Tel : +253 77 09 82 13
7.	Linda Youssouf	Socioeconomist	Consultant	Linda.ykayad@gmail.com Tel : +253 77 20 34 51
8.	Idriss Ismael Nour	Deputy director	DATE	Tel : +253 77 84 95 04
9.	Ibrahim Elmi Mohamed	Technical Advisor / Project Focal Point	Ministry of Agriculture	ibrahimelmimed@gmail.com Tel : +253 77 81 28 75
10.	Amina Ahmed Warsama	Director of Solidarity	Secretary of State in charge of National Solidarity	Aminaliban8@gmail.com Tel : +253 77 82 27 04
11.	Abdillahi Darar Assoweh	Agro-Pastoralist	Kourtimalei	
12.	Abdi Gouled Dirir	Agro-Pastoralist	Kourtimalei	
13.	Dr Abdourahman Daher	Director	Institute of Life Sciences / CERD	(+253) 77 82 14 84 ; abd_daher@yahoo.fr
14.	Abdillahi Sougueh Assoweh	Agro-Pastoralist	Kourtimalei	
15.	Ali atteyeh	Agro-Pastoralist	Kourtimalei	
16.	Idriss Hassan Gouled	Agro-Pastoralist	Kourtimalei	
17.	Mahamoud Ismael	Agro-Pastoralist	Kourtimalei	
18.	Mahamoud Ahamad Okiyeh	Agro-Pastoralist	Kourtimalei	
19.	Omar Hassan Aouled	Agro-Pastoralist	Kourtimalei	
20.	Djama Darar	Agro-Pastoralist	Hamboucto	
21.	Said Maidel	Agro-Pastoralist	Qor Qaloc	
22.	Hassan Goubeh	Agro-Pastoralist	Qor Qaloc	

Annex VI: Lists of project beneficiaries by site

N°	Full Name	Community	Project Site
1	Abdillahi Said Yonis	Omar Jagac	Petit Bara
2	Aicha Dideh Robleh		
3	Mohamed Daoud Bogoreh		
4	Ibrahim Omar Egueh		
5	Abdourahman Hassan Gouled	Kourtimalei	
6	Farah Guedi Diraneh		
7	Abdallah Gouled		
8	Abdillahi Sougueh		
9	Daher Hared		
10	Djama Guedi		
11	Mohamed Ismael Farah		
12	Mohamed Omar Adaweh		
13	Ibrahim Darar Waberi		
14	Abdillahi Waberi Robleh		
15	Ali Atteyeh Dambil		
16	Farhan Ahmed Darar		
17	Abdillahi Dara Assoweh		
18	Abdo Elmi Obsieh		
19	Mohamed Said Wais		
20	Ali Gouled Dirir		
21	Said Farah Toukaleh		
22	Nima Fouad Ahmed		
23	Abdouraman Guelleh Mohamed		
24	Abdillahi Mohamed Abdillahi		
25	Amina Darar Assoweh		
26	Djama Dharar Hassan	Hamboucto	
27	Aicha Egueh Robleh		
28	Ainan Houssein		
29	Mahdi Abdillahi Harbo		
30	Abdillah Aouled		
31	Hassan Darar Dideh		
32	Maryam Ali Dabar		
33	Nima Ibrahim Dideh		
34	Ibrahim Dideh		
35	Mohamed Elmi		
36	Abdillahi Miguil Bouh		
37	Abdourahman Doualeh		
38	Moumina Ahmed	Qor Qaloc	
39	Moussa Ragueh		
40	Neima Abdillahi		
41	Fatouma Assoweh		
42	Neima Abdi		
43	Madina Guelleh		
44	Moumina Hassan		
45	Samatar Abdi		

46	Bouh Guelleh	Qor Qaloc	Grand Bara
47	Ahmed Yonis		
48	Said Medal		
49	Said Medal		
50	Mahdi Houssein		
51	Houssein Bouhaneh		
52	Souleiman Hersi		
53	Choukri Houssein		
54	Hassan Youssouf		
55	Hassan Ahmed		
56	Yonis Abdi		
57	Said Moussa		
58	Mahamoud Ragueh		
59	Aden Hassan		
60	Omar Said		
61	Ahmed Bouh Guelleh		

Annex VII: List of documents to review

As part of this mid-term evaluation, the following documents must imperatively be made available to the evaluation team, namely:

1. The UNDP / AF project document
2. The UNDP Environmental and Social Impact Assessment Report prior to the project
3. The Project Performance Reports (PPRs)
4. The annual work plan of the project between 2012 and 2016
5. The annual activity reports of the project from 2012 to 2016
6. Budget and budget revisions of the project
7. The country's national strategy paper
8. The document on the long-term vision of the country (Vision Djibouti 2035)
9. Lessons Learned Report
10. Project monitoring and evaluation reports
11. Project monitoring reports by UNDP
12. Reports of the Project Steering Committee
13. Reports of the training workshops in the framework of the project
14. Report of the Follow-up Plan for the Recommendations of the Audit between 2012-2015
15. Financial Reports 2012, 2013, 2014, 2015 and 2016 (UNDP CDR)

Annex VIII: Project finance table

a. Budget Implementation Rate by Component and Year

Designation	Budget in USD (a)	Total Expenditures in USD (b)	remainder (a) - (b)	Budget execution rate	% of available balance
Component 1	1 910 000	1 376 222	533 778	72%	28%
Component 2	1 498 000	1 018 249	479 751	68%	32%
Component 3	477 800	133 415	344 385	28%	72%
Project Managment	407 800	386 639	21 161	95%	5%
MIE Fees (UNDP)	364 956	345 808	19 148	95%	5%
TOTAL	4 658 556	3 260 333	1 398 223		30%

Source: Combined Financial Reports (CDR) of the UNDP

b. Summary of Project Expenses from 2012 to 31 December 2016

Designation	Annual expenditure by component in USD					
	2012	2013	2014	2015	2016	Total
Component 1	21 932,86	408 351,76	229 832,60	119 068,14	597 036,91	1 376 222,27
Component 2	-	196 730,99	326 373,06	70 115,80	425 028,82	1 018 248,67
Component 3	14 079,09	44 523,97	14 449,78	17 234,79	43 127,68	133 415,31
Project management	78 242,41	87 950,52	118 598,31	71 591,84	30 255,96	386 639,04
MIE Fees (UNDP)		189 662,00	66 808,00	51 906,00	37 432,00	345 808,00
TOTAL	114 254,36	927 219,24	756 061,75	329 916,57	1 132 881,37	3 260 333,29

Source: Combined Financial Reports (CDR) of the UNDP

Annex IX: Acceptance Form of the Evaluation Consultant's Code of Conduct

The evaluators:

1. Must present comprehensive and fair information in their strengths and weaknesses assessment so that decisions or actions taken are well founded;

