

**TERMINAL OUTCOME EVALUATION OF THE
ENVIRONMENTAL SUSTAINABILITY WITHIN
THE UNDP ERITREA (2013-2016)
COUNTRY PROGRAM ACTION PLAN**

SUBMITTED TO
UNDP ERITREA

SUBMITTED BY
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This Terminal Evaluation report sets out findings, conclusions, lessons learnt and recommendations for the **Terminal Evaluation of the Environmental Sustainability with the UNDP Eritrea (2013-2016) Country Program Action Plan**. The report is developed in compliance with the terms of reference for the assignment. The conclusions and recommendations set out in the following pages are solely those of the evaluator and are not binding on the project management and sponsors.

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ABBREVIATION & ACRONYMS

ADR	Annual Delivery Rate
AF	Adaptation Fund
AfDB	African Development Bank
AWP	Annual Work Plan
BCPR	Bureau of Crises Prevention and Recovery
CBOs	Community Based Organizations
CCA	Common Country Assessment
CDP	Country Program Document
CPAP	Country Program Action Plan
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECC	Eritrea Electricity Corporation
EDF	European Development Fund
EPHS	Eritrean Population and Health Survey
EU	European Union
EWS	Early Warning Systems
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FWA	Forestry and Wildlife Authority
GCF	Green Climate Fund
GDP	Gross Domestic Products
GEF	Global Environment Facility
GoSE	Government of the State of Eritrea
HAC	Hamelmallo Agricultural College
IFAD	International Fund for Agricultural Development
IPs	Implementing Partners
ISDU	Inclusive and Sustainable Development Unit
JICA	Japan International Cooperation Agency
KII	Key Informant Interview
MDGs	Millennium Development Goals
MLHW	Ministry of Labour and Human Welfare
MND	Ministry of National Development
MoA	Ministry of Agriculture
M&E	Monitoring and Evaluation
MIHP	Minimum Integrated Household Package
MoE	Ministry of Education
MoLWE	Ministry of Land, Water and Environment
MoME	The Ministry of Mines and Energy
MoMR	Ministry of Marine Resources
NAP	National Action Plan
NAPA	National Action Plan for Action

NBSAP	National Biodiversity Strategy and Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NEMP-E	National Environmental Action Plan for Eritrea
NGO	Non Governmental Organization
NIM	National Implementation Modality
O&M	Operation and Maintenance
PCU	Project Coordination Unit
PPR	Project Progress Report
SGP	Small Grant Program
SLM	Sustainable Land Management
SMART	Specific Measurable Attainable Realistic and Timely
SPCF	Strategic Partnership Cooperation Framework
SWC	Soil and Water Conservation
TA	Technical Assistance
TOC	Theory of Change
TOE	Terminal Outcome Evaluation
UNDP	United Nations Development Program
UN	United Nations
UNICEF	United Nations International Children Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USD	United States Dollar
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Program

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EXECUTIVE SUMMARY

In line with its Program Evaluation Plan, the UNDP Country Office in Eritrea commissioned a Terminal Outcome Evaluation (TOE) to assess the impact of UNDP's development assistance during the 2013-2016 Country Program Action Plan (CPAP) with regard to the practice area of *Environmental Sustainability—Outcome 7: “Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG 7)”*. The evaluation focused on outcome relevance, efficiency, effectiveness, sustainability, lessons learnt and recommendations. The data was collected through a review of the relevant documents, and interviews and discussions with UNDP staff; government partners both at the central and regional/sub-regional levels; beneficiary groups; UN agencies working to contribute to the same outcome; and donors.

MAIN FINDINGS OF THE OUTCOME EVALUATION

Implementation Arrangements: The portfolio is being nationally executed (NIM) under the overall coordination of the MND. Projects are implemented by various relevant ministries and departments of the GoSE. These in turn engage zoba and sub-zoba line departments for project execution.

Relevance: The UNDP's portfolio under Outcome 7 has been highly relevant to the strategic priorities of all stakeholders, including the Government of the State of Eritrea (GoSE), UN System, Donors, and the participating communities. Outcome 7 and associated activities are in line with key priorities and policies of the GoSE. Moreover, the portfolio of projects under Outcome 7 is in line with the international and national priorities of the United Nations, including the Millennium Development Goals (MDG 7), UN's Strategic Partnership Cooperation Framework (SPCF 2013-2016), the United Nations' Country Program Action Plan (CPAP 2013-2016) in Eritrea, and the UNDP's Country Program Document (CPD 2013-2016). Additionally, the GEF Country Program Strategy for the Small Grant Programs (SGPs) was formulated with linkages to Outcome 7 of CPAP (2013-2016). Similarly, the portfolio is in line with relevant GEF Focal Areas, including Biodiversity, Climate Change, Land Degradation, and Sustainable Forest Management.

The Evaluation Consultant found the program for Environmental Sustainability **Highly Relevant** to the policy and environmental context in Eritrea and well aligned with the programming strategies of the UN as well as the priorities of the major contributing donors.

Efficiency: The portfolio's Efficiency was assessed in relation to the extent that resources¹ have been economically translated into results. Consequently, various design and implementation aspects were reviewed, including program planning and design, partnership arrangements between the various program implementation entities, program implementation capacity, targeting, timeliness, M&E, and the utilization of available financial resources.

The evaluation consultant determined that the efficiency of the Environmental Sustainability portfolio (Outcome 7) has been **Moderately Satisfactory**. Major factors contributing to this include the delays in decision making, lengthy fund disbursement procedures, slow procurement, lack of robust inter-

¹ Human, financial, time, etc.

ministerial coordination, and delays on seeking expert advice in cases where available local expertise cannot respond to problems necessary to achieve quality outcomes.

Effectiveness: The portfolio's effectiveness has been measured in terms of achievement of planned targets in the CPAP Results Framework and other contributions of the UNDP. Most of the targets under Outcome 7 for Outputs 1.1, 1.3, and 1.5 have been overachieved. On the other hand, activities under Output 1.2 have not been achieved as progress has been severely hampered due to the lack of a nominated IP and there has been no policy development under Output 1.4.

Further, it is to be noted that as the CPAP results framework was not optimally designed, a large number of significant activities and achievements undertaken under Outcome 7 were not a part of the framework. Some key achievements in this regard include UNDP's assistance to GoSE in piloting of the land distribution process under the 58/1994 Land Proclamation; soil and water conservation (SWC) activities; piloting of Minimum Integrated Household Package (MIHP) in complementarity with improved water availability under the CCA project; installation of meteorological stations to enhance the GoSE's current weather forecasting and EWS capacity; and provision of Energy Efficient cooking stoves; etc.

Overall, the Effectiveness of the Outcome 7 has been ***Satisfactory***. Major reasons for this include the planning and implementation of activities well beyond the CPAP Results Framework, piloting of a number of innovative or groundbreaking concepts, e.g. land redistribution, MIHP, etc., and support to Gender under various projects.

Sustainability: The CPAP or individual project documents do not spell out a detailed exit strategy. Instead, the implicit assumption across the portfolio seems to be that upon the exit of UNDP and donor(s), the GoSE, its implementing agencies, and the participating communities will take ownership of the project's outcomes. However, a number of opportunities and threats need to be considered for the sustainability of outcomes within this context.

Key opportunities for sustainability include the ownership demonstrated by GoSE and participating communities and projects with high potential for replication and up-scaling. On the other hand, major threats to sustainability include limited absorption capacity, lack of access to inputs and services, documentation of results from pilots, and exogenous risks such as lack of finance, climate change, and lack of alternative energy options.

Lessons Learned: This section provides a summary of the lessons learned based on the implementation of the CPAP (2013-2016):

- The GoSE is committed to Environmental Sustainability and has demonstrated this commitment through co-financing and programming with UNDP and other key international development agencies.
- Local-level technical capacity of community organizations and zoba and sub-zoba administration has been enhanced during the course of implementation of Outcome 7. However, the cooperation between the GoSE and UNDP for the enhancement of technical capacity at the national level has not been robust enough.

- Sub-optimal inter-ministerial coordination and stakeholder coordination is counterproductive to the efficiency and effectiveness of development projects.
- Slow approval processes and late fund transfers leads to partial delivery of projects and Annual Work Plans.
- A large number of activities in the Environmental Sustainability portfolio are season-specific. Therefore, effective implementation requires advanced planning and timely provision of resources, including finance, materials, and personnel, etc.
- Local IPs and the Central Govt. must enhance and harmonize their decision making process to implement national-level activities.
- Gender has been mainstreamed in some projects to a large extent. However, to ensure women's empowerment, it is necessary to design all projects and activities in a way that women are more direct rather than indirect beneficiaries.

Recommendations: Based on an analysis of the portfolio's design and implementation, the outcome evaluation consultant presents the following recommendations for improved design and implementation and enhanced sustainability of future programming, including the CPD 2017-2021:

- As UNDP and donor strategy documents tend to provide guidance on planning and M&E, it is important that these documents (i) are comprehensively developed to include the broad range of activities undertaken within the portfolio; (ii) draw active linkages between inter-related program areas; and (iii) include gender-disaggregated indicators to ensure gender-targeted programming that can result in women's empowerment.
- To ensure steady stream of funding, it is recommended that the UNDP in collaboration with the GoSE starts to engage other key potential funding organizations, e.g. the Green Climate Fund (GCF) and partner governments that place emphasis on supporting Environmental sustainability e.g. Governments of China and Japan, etc.
- A number of strategic activities have been piloted under the UNDP's Environmental Sustainability portfolio that can have significant contribution towards the achievement of Outcome 7. Going forward, it is important that the GoSE and its partners focus on the replication and up-scaling of these activities based on the lessons learned during implementation of the pilots.
- Considering the complex and time-bound nature of donor funded projects, it is highly recommended that dedicated project management and coordination units (PMUs/PCUs) are established for effective project implementation.
- To ensure speedy and effective achievement of outcomes it is necessary that donors and international development partners collaborate on activity implementation. Coordination among stakeholders will not only ensure the leverage of funds but is also likely to guarantee a more comprehensive coverage as well as effective up-scaling of pilot activities.
- Since the UNDP specializes in the provision of Technical Assistance (TA) to partner country governments around the world, it is strongly recommended that the GoSE relies on this strength of the agency when such technical assistance is required. The UNDP can in turn assist the GoSE

through the provision of international consultants, peer reviews of policies, and exchange of experiences in other countries and regions, etc.

- The capacity of GoSE ministries and IPs needs continual advancement so that the knowledge and skills of Government departments and staff at all levels can stay responsive to the ever-changing donor processes and requirements in the areas of project planning and project cycle management.
- The Inclusive and Sustainable Development Unit(ISDU) is implementing highly inter-related projects in the areas of Environment, Resilience, and Food Security and Sustainable Livelihoods. To avoid a silo approach and benefit from inter-project synergies, it is important that a unit-level program strategy is devised.
- The Project on Protected Areas has a substantial value for sustainable protection of valuable ecosystems in Eritrea. However, as the project has been suffering substantial implementation delays, it is recommended that the IP addresses the implementation challenges facing the project and design strategies to fast-track implementation of project activities.
- With improved productivity and sustainable land management, the farmers are willing to invest in their land. Therefore, it is critical that this need is satisfied through establishment of linkages with improved inputs and services, e.g. microfinance, seeds, and fertilizers, etc.
- In the context of exogenous threats, e.g. droughts, financial capacity, etc. there is a need for follow up on community-based initiatives through ongoing GoSE and development partner programs.
- To strengthen women's participation and enhance their role in environmental protection, it is imperative to develop comprehensive gender-specific programming enabling women's ownership of or access to productive resources. Moreover, to ensure a synergized response, it will be essential to make active linkages between the Sustainable Governance Unit (SGU) and ISDU activities in the area of Gender during the 2013-2017 programming cycle. In addition, in the interest of gender balance in staffing, the inclusion of more women as senior team members needs to be seriously considered, as currently only one out of seven ISDU team members is a woman.

1. INTRODUCTION

1.1. BRIEF NATIONAL CONTEXT

Immediately after independence in 1991, Eritrea formulated and implemented socio-economic development policies and strategies, attaining an average annual growth in GDP of 7%. Moreover, marked improvements were also made in other key sectors. However, a border war with neighbouring Ethiopia (1998-2000), and the unresolved no—peace-no-war border stalemate compounded by recurrent drought have reversed the gains and GDP dropped sharply to an estimated 1-2% for the period 2007/2008. However, more recently, there have been signs of good economic prospects as investments in the mining sector continue to grow, with GDP growth projections of 6% in 2012 and 7% in 2013.

Eritrea is situated in an arid and semi-arid region of the Sahel in Africa, making it vulnerable to adverse effects of climate variability, reduced precipitation, recurring droughts and desertification and land degradation, hampering development efforts. The economy is largely based on subsistence agriculture, with 80% of the population depending on farming and herding yet arable land accounts for only 12% of land use. Persistent drought has had adverse effects particularly on the vulnerable communities, groups and households (especially the female-headed). The country's socio-economic conditions (livelihoods, food security, and national budget), environment (land degradation, desertification) also suffer drought effects.

As part of Government's efforts in addressing these challenges and meeting its obligations under the Conventions on Biological Diversity, the Convention to Combat Desertification, and the UN Convention on Climate Change, the Montreal Protocol, different policies, strategies and legal instruments regarding the protection, conservation and proper management of biodiversity have been put in place. However; despite all these developments, Eritrea still faces challenges and capacity gaps in implementing its national strategies and global commitments and as a result it continues to experience widespread problems in the field of environmental protection and rational natural resources use. Land degradation and desertification, losses in biodiversity, and climate change context put barriers to sustainable development of the country.

DEVELOPMENT PRIORITIES OF ERITREA*

- Food Security
- Education
- Health
- Access to Potable Water
- Roads and Infrastructure
- Environment and NRM
- Human and Institutional Capacity
- Information & Communication Technology

**According to national sector strategies and policies*

1.2. BACKGROUND

In line with national development priorities articulated in sector plans, strategies, policies, and guided by various international goals and commitments particularly the Millennium Development Goals (MDGs), the United Nations developed the Strategic Partnership Cooperation Framework (SPCF) for 2013-2016 for Eritrea. The SPCF 2013-2016 defines five strategic areas of cooperation, further elaborated into eight SPCF Outcomes in line with the eight MDGs which form the basis for specific program interventions.

SPCF STRATEGIC AREAS OF COOPERATION

1. Basic Social Services
2. National Capacity Development
3. Food Security & Sustainable Livelihoods
4. Environmental Sustainability
5. Gender Equity and Advancement of Women

Deriving from SPCF, UNDP, in close partnership with the government, and other UN agencies, developed its Country Program Document and Country Program Action Plan (CPAP) for 2013-2016. The program is being implemented under NIM arrangements and the Ministry of National Development (MND) is the overall coordinating body on behalf of the Government of State of Eritrea. Under CPD/CPAP 2013-2016, UNDP Eritrea works towards the achievements of three SPCF strategic areas and 4 outcomes as illustrated in Table 1 below:

Table 1: Focus of UNDP Eritrea towards Achievement of SPCF Strategic Areas and Outcomes

SPCF Strategic Areas	Outcome
National Capacity Development	OUTCOME 4 Selected government institutions have the capacity to effectively and efficiently deliver services to all
	OUTCOME 5 Strengthened national and sectoral disaster risk management
Food Security and Sustainable Livelihoods	OUTCOME 6 Poor and vulnerable households have improved access to and utilization of quality food and enhanced livelihood opportunities
Environmental Sustainability	OUTCOME 7 Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG 7)

The UNDP CPD 2013-2016 focuses on providing support to the Government to accelerate progress in achieving MDGs by building capacity in targeted public sector institutions for effective and efficient service delivery, promoting gender equality and empowerment of women and youth, ensuring conservation and sustainable use of natural resources, and building resilience at household levels. The program foresees cross-thematic integration where impact can be achieved by developing linkages among the various interventions.

1.3. PURPOSE OF THE EVALUATION

The purpose of the Terminal Outcome Evaluation (TOE) is to capture and demonstrate evaluative evidence of UNDP contributions towards environmental sustainability in Eritrea as articulated under the **Outcome 7** in the CPD and CPAP (2013-2016). The evaluation exercise is also forward-looking aiming at informing and improving the next Country Program Document for UNDP Eritrea which will cover the period of 2017-2021.

1.4. SCOPE OF THE EVALUATION

This terminal evaluation focuses on UNDP Outcome 7 under current CPAP and SPCF period 2013-2016. The evaluation assesses the achievements made to deliver the outcome, the factors affecting the outcome, key UNDP contributions to outcomes, and assesses the partnership strategy. It evaluates processes, approaches and strategies of UNDP development interventions in the area of environmental sustainability. It also takes into consideration the impact of the program on gender equality.

The following parameters further define the scope of the evaluation:

1.4.1. PROGRAMMATIC SCOPE

The evaluation assesses the following Outputs falling under Outcome 7, as stated in UNDP CPD 2013 – 2016.

OUTCOME 7: ERITREA IS ON TRACK TOWARDS THE ACHIEVEMENT OF MDG TARGETS FOR ENVIRONMENTAL SUSTAINABILITY (MDG7)

- Output 1: Access to safe water sources increased.
- Output 2: Integrated land management plans enacted for protected area systems and SLM mainstreamed, piloted and linked to adaptation and mitigation measures.
- Output 3: Community resilience to climate change increased.
- Output 4: Capacity of national institutions to undertake adaptive and mitigation assessments enhanced.
- Output 5: Renewable energy technologies piloted, promoted and replicated.

1.4.2. PROJECTS

Consequently, the outcome evaluation reviews projects fully or partially contributing to Outcome 7. A list of the five key projects fully contributing to Outcome 7 is as follows:

1. Sustainable Land Management (SLM) Pilot Project in Eritrea (SIP) (2013-2015)
2. Climate Change Adaptation Program in water and agriculture in Anseba Region, Eritrea (2011-2017)
3. Integrated Semenawi and Debubawi Bahri-Buri-Irrori- Hawakil Protected Area System for Conservation of Biodiversity and Mitigation of Land Degradation (2014-2020)

4. Solar PV Mini Grids for the Rural Towns of Areza and Maidma and Surrounding Villages in Eritrea (2015-2017)
5. UNDP/Small Grants Program (SGP) (2013-2016)

Moreover, the following two projects contributing partially to the outcome 7- Environmental Sustainability were also assessed:

1. Food Security and sustainable livelihood (2013-2016)
2. Eritrea-Support to national and local resilience building initiatives (2014-2015)

1.4.3. GEOGRAPHICAL SCOPE

The evaluation covers the entire geographical reach where the projects are operating i.e. project sites in all six regions (Gash Barka, Debub, Northern and Southern Red Sea Regions, Central, and Anseba).

1.5. TERMINAL OUTCOME EVALUATION METHODOLOGY

This Outcome Evaluation was undertaken according to the UNDP's guidelines for outcome evaluations². The evaluation takes a "theory of change" (TOC) approach to determining causal links between the interventions that UNDP Eritrea has supported for this initiative, and observed progress in Environment Sustainability. The evaluator developed, in consultation with the program team, a logic model of how UNDP Eritrea Environment and Sustainable Development initiatives are expected to lead to improved national and local service delivery. The resultant Theory of Change / causal linkage diagram is provided in Annex 1.

The evidence gathering closely tracks the Results and Resources Framework (RRF) for this outcome. Evidence obtained and used to assess the results of UNDP support are triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits. Details of these are provided below:

I. Desk Review

A detailed review of the related documents by the consultant facilitated the understanding of the multiple dynamics of projects under this outcome. A complete list of documents reviewed during the course of the evaluation is provided in Annex 2.

II. Interview and Focus Group Discussions

² Outcome Level Evaluation – A Companion Guide to the Handbook on Planning, Monitoring, and Evaluation for Development Results for Program Units and Evaluators, UNDP - December 2011

Based on this review of the documents, the evaluation activities as well as samples for interviews and visits were determined.

Key Informant Interview (KII) and Focus Group Discussion (FGD) sheets developed by the consultant were utilized during the course of interviews with the various stakeholders including UNDP staff (Country Office's senior management, managers and program/project officers); government partners both at the central and regional/sub-regional levels; beneficiary groups; UN agencies working to contribute to the same outcome; and donors. List of stakeholders interviewed during the course of evaluation is provided in Annex 3 while draft KII and FGD guide sheets pertaining to the various project participants are attached in Annex 4.

III. Field Visits

The evaluator visited selected program sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. A case study approach was used to identify and highlight issues that were further investigated across the program.

IV. Debriefing Presentation

At the end of the mission in Eritrea, a de-briefing presentation was conducted by the evaluator. To wrap up the in-country mission, key outcome evaluation findings were presented to the ISDU staff of the UNDP Eritrea CO. The de-briefing was held on 09 February, 2017.

The Outcome 7 evaluation mission schedule is provided in Annex 5.

1.6. CHALLENGES

The consultant found the UNDP Eritrea CO highly responsive and forthcoming in providing support to this evaluation. Similarly, the GoSE and its participating ministries were welcoming and facilitated the mission, including providing permission to travel to the entire planned field visit sites.

The key procedural challenges faced while undertaking the evaluation included:

1. Only one consultant, an international evaluation expert, was assigned to the evaluation. However, a team of one international and one national consultant was likely to be more effective in bringing together both local and international experiences. This problem was mitigated by the international consultant investing additional time into undertaking extensive interviews, field visits, document reviews, and analysis.
2. The GEF SGP covers a broad geographic and thematic area. Therefore, an in-depth review of the program was not possible during the limited time frame allowed for the evaluation. However, the consultant reviewed all available key documentation on SGPs and held meetings with the SGP team to get a better understanding of the program.
3. Due to scheduling conflicts, the consultant was not able to meet with a representative of the MND.

2. UNDP ASSISTANCE (OUTCOME 7)

Under Outcome 7, UNDP implements five key projects linked directly with this outcome as well as two other initiatives involved in food security and livelihood and resilience building that partly contribute towards outcome 7. Brief assessment undertaken for the five projects that are linked directly with this outcome is provided below, while highlights of these projects can be found in Annex 6.

2.1. PROJECTS DIRECTLY CONTRIBUTING TO OUTCOME 7

The five key projects that directly contribute towards outcome 7 are briefly described and evaluated as follows:

A. Sustainable Land Management (SLM) Project in Eritrea³

The five-year project addresses the main causes of land degradation in the Central Highland zone of Eritrea, including deforestation, inadequate agricultural practices, overgrazing, and insecure land tenure. The purpose of the project is to build a new Sustainable Land Management model that addresses these causes through a combination of soil and water conservation activities with a new land tenure system that offers life-long usufruct of land to farmers as stipulated in the 58/1994 Land Proclamation.

The project was implemented in all 28 villages of the Serejeka sub-zone and had four key intended outcomes related to i) development of replicable SLM models, ii) establishing a knowledge management system for SLM in order to mainstream its principles at all relevant levels, iii) designing capacity building programs for SLM, and iv) enhancing learning, evaluation, and adaptive management of the GoSE through the project.

The original project implementation timeframe was August 2009 to June 2014. However, due to the donor cooperation shutdown in 2011/12 (18 months) and a subsequent Implementing Partner (IP) change from Ministry of Agriculture (MoA) Zoba Maekel to the Ministry of Land, Water, and Environment (6 to 9 months), the project implementation was effectively reduced from 5 years to 2.5 years. Eventually, the project was granted an extension of one year, with a revised closure date of 31 December 2015, thereby bringing the total implementation time to 3.5 years. This limited and interrupted implementation timeframe limited the project's activities to some extent.

As shown in Annex 6 (Table 5), the project's overall planned budget was USD 4.1 million, including co-financing. However, the extensive involvement and co-financing from GoSE and participating communities brought the total final budget to USD 10.4 million. The additional budget was the GoSE and community contributions in the areas of soil and water conservation (SWC) and reforestation activities.

Piloting of the land distribution process under the 58/1994 Land Proclamation is a major achievement of the project. By project end, the distribution process was completed in five out of 28 villages as a first

³ From here onwards, the project will be referred to as 'the SLM project'

step, while the remaining villages are scheduled to be completed by June 2017. This activity will benefit a total of 7,800 households; including 35% women headed households. Moreover, the project implemented some beneficial IGA activities, particularly woodlots, and carried out extensive capacity building activities of farmers at zoba, sub-zoba, and kebab levels, including awareness and knowledge about implementation of the new land tenure system and SWC methods. In addition, 25 sub-zoba extension staff (100%) were trained on the technical issues of land use plans, classification, mapping, the application of proclamation 58/94, legal notice 31/97, etc. and knowledge transfer to farmers related to the introduction of the new tenure system and related activities. In addition, SLM activities undertaken under the project include i) building two dams, ii) construction of 1,280 energy efficient cooking stoves (92% coverage), iii) 950 hectares of reforestation, and iv) SWC activities over 35% of the sub-zoba area.

Moreover, the Terminal Evaluation team of the SLM project concluded that the project has had significant impact on gender, with more equity in land access (35% of the households involved in long term usufruct rights were women headed⁴), better home environmental conditions⁵ and reduced fuel wood collection, and increased productivity because of reduced agricultural fragmentation.

Since the new SLM model was a pilot, the GoSE wants to wait and see the impact of this initiative on SLM before replicating or up scaling this activity. Hence there have been no activities to mainstream the initiative into national strategies or policies. Having said that, the initial response from participating farmers has been encouraging, with many of them investing resources in their plots towards SLM activities.

In addition to the interruptions and delays in project implementation, the lack of human resources fully dedicated to the project or an actual Project Coordination Unit (PCU) as was stipulated in the project document, also adversely affected the project's implementation. Resultantly, the project had to abandon a number of activities requiring support from external stakeholders, e.g. agriculture research, education, justice, input service providers, and national level activities. Nevertheless, the project was successfully able to pilot the implementation of 58/1994 Land Proclamation in complementarity with SLM activities. Moreover, some IGA activities such as orchards and beekeeping will need more analysis for effective farmer adoption.

B. Integrated Semenawi and Debubawi Bahri-Buri-Irrori- Hawakil Protected Area System for Conservation of Biodiversity and Mitigation of Land Degradation (2014-2020)

⁴ Per the new land tenure, women are co-owners of land for the household, so it is not only about women headed households. Here though, for the purpose of highlighting contribution to women's empowerment, the proportion of women headed households benefitting from the activity has been highlighted

⁵ Through the provision of efficient stoves

This seven-year project is to be implemented between October 2013 – October 2020 with a total donor funding of USD 8.878 million⁶ and GoSE committed co-financing of USD 7.45 million. The project started in July 2014 and is designed to be implemented in the Semenawi and Debubawi Bahri Green Belts (located in Central Highlands), Buri Peninsula (located along the central coast), and the Bera' sole Bay (located along the Southern Red Sea Coast).

The project goal is to ensure the integrity of Eritrea's diverse ecosystems in order to secure the viability of the nation's globally significant biodiversity. The project objective is to create policy and institutional conditions to operationalize the national protected area system.

The project objective will be achieved through three outcomes: (i) establishment of necessary protected area policy and institutional frameworks; (ii) emplacement of required protected area management capacity and experience; and, (iii) generation of SLM/SFM capacity required to restore/maintain ecosystem services required to support achievement of protected area conservation objectives. The immediate result will be an effective regime of national conservation areas covering nearly one million hectares of currently un-protected terrestrial and marine ecosystems.

The Department of Environment, MoLWE is the Executing Partner of the project. The project's formulation was guided by a biophysical assessment for the proposed protected areas conducted in 2013 by an independent consultant and approved by UNDP and the GoSE.

The project has been facing significant implementation delays since its onset. As stipulated in the project design, the Forestry and Wildlife Authority (FWA) was the designated Implementing Agency. The FWA remained the implementing agency from the project's inception in July 2014 until September 2015. However, citing the slow project progress due to the limited implementation capacity of the newly formed FWA, the MoLWE decided to take over the project on a provisional basis with the aim of transferring it to the relevant regional administrations. However, the project remains to be handed over to the local administration. Resultantly, a significant number of important activities have not been implemented according to plan.

To somewhat bridge the gap in implementation, it has been decided to modify the schedule of project activities from the one provided in the PRODOC. The project was designed such that only activities under outcome one (establishment of necessary policy and institutional frameworks) would be implemented in the initial two years. However, this sequencing has now been revised to allow simultaneous implementation of project activities across all the three outcomes in order to address the lag brought about by delays occasioned by institutional arrangement challenges that faced the project in the first two years of implementation.

Under outcome one⁷, the key activity of developing a regulatory framework that was to be fully operational by 2017 has been delayed. In fact, a local consulting firm was hired only in late 2016 to

⁶ GEF = USD 5.878 million; UNDP = USD 3 million

⁷ Outcome 1: Establishment of PA policy and institutional frameworks to operationalize national PA system

develop a draft framework. The firm is developing a draft policy framework. Similarly, the national consultants is developing the national strategy for protected area conservation and financing, and the national biodiversity conservation monitoring and training programs. According to the project document, these activities should have been completed in 2015 and 2016.

Under outcome 2⁸, the three new PAs would be officially gazetted in 2016/2017. However, this activity will not be possible until the completion and operationalization of a regulatory framework under Outcome 1. Similarly, a model training program for the PA staff should have been implemented in 2016. But, this activity cannot be implemented until the biodiversity training program under Outcome 1 is developed. To somewhat compensate for the delay in activity 1, the mapping and boundary delineation of human settlement and degraded natural habitats and native forest degradation hotspots covering 107,586.25 hectares in 11 areas within Semenawi and Debubawi Bahri Green Belts protected area has been completed as part of the National Enclosure Assessment.

Under outcome 3⁹, activities related to the Implementation of model ecosystem service conservation measures are on track. These include selection of priority sites for implementation of biophysical conservation measures within Semenawi and Debubawi Bahri Green Belts protected areas, designing of SLM activities to rehabilitate degraded natural habitats including soil and water conservation in order to restore natural ecosystem functions, and procurement of necessary tools for 'tools for work'. The implementation of community based wildlife habitat rehabilitation is expected to start in 2017. However, other planned activities, including the establishment of farm/fishing field schools and development of community ecosystem services conservation strategies have been rescheduled to be undertaken in 2017/2018.

Finally, under outcome 4¹⁰, a Mid-Term Review of the project was scheduled for the last quarter of 2016. However, this activity has been postponed to mid-2017 in the anticipation of finalization of the project's institutional arrangements.

Moreover, there has been no PMU established as stipulated in the project document. Similarly, the PRODOC outlines the roles and budgets for a large number of national and international experts to be hired to accomplish the various activities under this highly technical project. However, most of these positions have yet to be filled and in some cases, existing staff of the GoSE has been assigned to carry out some of the project functions.

C. Solar PV Mini Grids for the Rural Towns of Areza and Maidma and Surrounding Villages in Eritrea (2015-2017)

⁸ Outcome 2: Emplacement of management capacity & experience required to operationalize national PA system

⁹ Outcome 3: Generation of SLM/SFM capacity required to support national system of PA

¹⁰ Outcome 4: Project Management

This is a 48-month project to be implemented between 2014 and 2017. This € 11,762,588 project has been jointly funded by the European Union (€ 8; 68% contribution), UNDP (€ ¹¹; 16% contribution), and GoSE (€ 2162 million, 18% contribution). The Ministry of Mines and Energy (MoME) is the executing agency of the project while other partners include the MND, MoLG, MoLWE, MoA, National Union of Eritrean Women (NUEW), and NUEYS.

The overall project objective is to improve the livelihoods (increase income and access to social services) of rural towns and villages while informing the decision making for replication within the National Energy Policy Reform in view of mitigation of the adverse effects of climate changes in Eritrea. This objective is to be achieved through a) the provision of modern, affordable and sustainable energy to previously deprived and scattered rural villages; b) creation a favorable condition for the development of home based income generating activities and small & medium enterprises; c) enhancing the delivery of social services like education, health, clean water supply , etc.; d) establishing a replicable model for rural development through electrification as part of the implementation of the National Energy Policy Reform; and e) contribution to the mitigation of the adverse effects of climate changes in Eritrea.

The project is being implemented in the rural towns of Areza and Maidma and 28 villages nearby, located in Zoba Debub to benefit 40,000 people. This includes domestic energy and clean water pumping for 40,000 people, 513 small and medium enterprises, 80 community services, e.g. CBOs and administration offices; social services (15 schools (serving about 12,000 school age children) and 2 kindergartens (500 kids), 2 community hospitals (40,000 people), and 5 health stations (25,000 people).

Although a number of GoSE and donor-funded projects, including UNDP, have been involved in provision of scattered or small solar systems, this is the first ever mini solar grid in the country. The rationale for targeting Areza and Maidma is that these are the most populated rural towns in the country without formal electricity supply. As the towns are located far from the grid, their chance for connection to the main grid in the near future is remote. Considering the very high potential utility of the expected project results, the community has not only contributed labor¹² but also donated land for the establishment of the solar stations.

The project is linked to the National Energy Development Framework (2009), NAPA, NAP, and NBSAP. Key contributions of the UNDP to this project include providing assistance to the GoSE in development of the project design through UNDP resources and provision of 2 million USD co-financing (16% of the project budget). As the GoSE implements the project, the UNDP along with the EU has also been contributing to the Project Steering Committee (PSC) meetings.

Thus far, main activities have focused on undertaking assessments, selection of sites, and procurement of equipment, etc. Resultantly, the designs for both Sites, including all civil and electrical detail drawings required for building a PV Solar have been completed and a firm has been selected for engineering, supply and installation of the system. It is planned that in 2017, the final year of the project, the Solar

¹¹ USD 2.00 million

¹² For power distribution related infrastructure development

PV Generation System with a capacity of 1.25 MWp for Areza and 1.05 MWp for Maidma, respectively, will be installed. Moreover, the electricity distribution system is expected to be constructed by the Eritrea Electricity Corporation (EEC) by October 2017. After the completion of the project, the EEC will be responsible for the operation and maintenance of the mini grid, including power generation, distribution, and bill collection, etc.

D. Climate Change Adaptation Program in Water and Agriculture in Anseba Region, Eritrea (2011-2016)

This is a five-year climate adaptation programme that integrates water and agriculture activities implemented in the two sub-zobas, Hamelmalo and Habero, of Anseba. The project is organized across four outcomes and has a total budget of USD 6.52 million contributed by the Adaptation Fund.

The 2008-2012 Anseba Regional Development Plan ranked Habero and Hamelmalo as in the top five (out of 11) sub-zobas most affected by food insecurity, due largely to drought. Moreover, the two sub-zobas are bisected by the Anseba, a major seasonal river with base flows that can be strategically harnessed to enhance the availability of water for increased productivity and thus adaptive capacity for vulnerable communities, by expanding small-scale irrigation for vegetable production and rangeland development.

The main objective of the project is to increase community resilience and adaptive capacity to climate change through an integrated water management and agricultural development approach in the two selected sub-zobas. The four project outcomes focus on flood water harvesting and irrigation technologies, enhancement of climate-resilient agriculture and livestock production, improved climate risk monitoring and information, and sharing of the lessons learned from the project. The project has been working with vulnerable groups including small-scale farmers, agro-pastoralists, pastoralists and rural women in relation to climate change induced problems.

Thus far, the project has directly benefitted 6,141 households (including 22% women headed households) and indirectly benefitted 75,400 inhabitants of the two sub-zobas.

The project has made significant achievements in the areas of water harvesting and improved agriculture and livestock production. This includes setting up irrigation systems for 170 ha of farm land through the construction of two micro dams (supplying 50 hectares), construction of two river diversions (supplying 120 hectares), installation of 185 Watt capacity solar irrigation system installed to make functional two existing wells constructed under a previous GoSE project, and building a reservoir of 314 M. The improved availability of water has been complimented with provision of a Minimum Household Integrated Package (MIHP). The MIHP consists of distribution of improved dairy cows, forage seed, poultry, fruit and fodder trees, climate resistant crop seeds, vegetable seeds, and beehives. The distribution of agricultural inputs was accompanied by trainings for farmers. Moreover, 400 energy efficient stoves have been constructed, with 40% women-headed households as beneficiaries, and SWC activities such as hillside terracing, check dam construction, and replantation have been undertaken to benefit 850 households; and farmland terracing benefitting 2,370 households in both sub-zobas.

The combination of improved water availability combined with the MIHP seems to have brought

significant change in household production, food security, and incomes. Based on these positive results, after being piloted under this UNDP project, the GoSE is considering to incorporate this strategy in other donor-funded projects implementing projects .

The project has also installed six meteorological stations with the help of Met experts from the Eritrean Civil Aviation and WRD. These include two manual and four automatic stations. The installation of two manual stations at the Hamelmalo Agricultural College (HAC) and the Agro-Technical School have provided the students and faculty with a modern station to conduct training and research. Moreover, the data gathered from the manual stations is presented to the MOA. Also, the data generated from the automatic stations is being shared with the MoLWE and the Department of Water. However, in order to enhance the data collection and analysis, a joint working agreement between the MoA, MoLWE, Department of Environment, and the CAA needs to be established.

It is to be noted that despite being in its final year of implementation, some key project activities that are essential for ensuring sustainable impact are outstanding. For instance, the project has not been able to recruit a qualified expert(s) to provide training on data collection and processing from the automatic stations. Without such a training, the value of these sophisticated Met stations that are critical not only to this project but also other critical activities in the country, such as Early Warning Systems (EWS) for drought or assessment of wind and solar potential for energy generation, will be marginal. Other incomplete activities include the development of a community-based EWS, a knowledge management system, policy advocacy activities, media coverage, and a study tour in the region to a country with similar climate risks and environmental constraints. Moreover, at the grassroots level, the project has yet to train communities in the operation and maintenance (O&M) of the irrigation infrastructure, establish a fruit tree nursery, complete the construction of a mini-dam, and distribute beehives.

E. Small Grants Program (2013-2016)

The GEF SGP OP 5 was implemented in Eritrea from 2014 to 2016. The total GEF-SGP budget was USD1.2 million (2013-2017). In addition, co-financing from the GoSE and participating communities amounted to USD 2,292,662. This co-financing is twice the GEF co-financing requirement of 1:1.

Although the program was scheduled to start in 2011, implementation was delayed due to the suspension of the UNDAF in 2011-2012. Initially, the program has supported 23 multifocal projects in the areas of land degradation, climate change, and biodiversity conservation. At the time of the outcome evaluation, of the 23 funded projects, three have been completed and the majority are in advanced or final phases of completion.

A National Steering Committee (NSC) monitors and guides the program at the country level. Key program partners include the MoLWE, MoA, MoE, and MoMR, Local Government and the colleges of agriculture and marine sciences, and NUEW. Project grantees are NGOs/CBOs comprising of national unions and Kebeles administrations. The grantees are selected by the NSC through a competitive call for proposals process and awarded grants of maximum USD 50,000 per project. The projects are implemented by communities while being supported by line ministries in technical issues such as provision of extension services.

The program is set to achieve or over-achieve its targets. These include access to appropriate energy sources (solar energy and energy efficient stoves) by 6 service giving centres vs. a target of 5 centres and 352 households vs. 450 households¹³. Similarly, the program has reduced environmental degradation through establishment of 20 locally managed rangeland enclosures (vs. a target of 20) and demonstrating SWC practices. One area where the project has not been able to meet its target is the plantation of 300,000 trees compared to a goal of 866,280 trees. A major reason for this has been an unusually dry rainy season in 2015¹⁴.

The SGPs have a special focus on women, with five out of the 23 projects having been implemented by women groups as grantees. The participation of women in the remaining 18 projects is also high both in planning and implementation phases. Moreover, as the SGP projects are designed through a bottom-up process and implemented by the grassroots communities themselves, the communities feel a sense of responsibility and ownership. Moreover, the majority of SGPs being labour intensive, communities and beneficiaries also benefit from short-term employment to implement project activities.

Some of the key problems faced with implementation include delay in fund transfers¹⁵, delay in progress reporting by the IPs, and lack of qualified personnel at the implementing CBOs to develop proposals and progress reports.

The SGP projects under OP5 were thinly spread across the various zobas. However, starting phase 6, the SGP CPS will focus on a landscape approach as compared to an administrative unit as project site approach, with all of its thematic interventions planned in a selected landscape (Anker-Balwa) and a selected seascape (Gelalo-Arata (Bahri)). This is likely to provide opportunities for collaboration with medium and large scale projects working in the designated area, e.g. the UNDP's PAs project that is being implemented in Bahri, etc.

¹³ The anticipated number of HHs to get access to appropriate energy sources is 450 by June 2017

¹⁴ The number of trees planted is likely to be higher by June 2017 as the country had a conducive season in 2016 for tree plantation

¹⁵ For further details on some of this issues, please refer to the section on Efficiency

3. FINDINGS

This section provides an assessment of the relevance, effectiveness efficiency and sustainability of the project.

3.1. RELEVANCE

The portfolio has been highly relevant to the strategic priorities of all stakeholders, including GoSE, UN System, Donors, and the participating communities. Outcome 7 and associated activities are in line with key priorities and policies of the GoSE. Some of these include:

- National Environmental Action Plan for Eritrea (NEMP-E) - 1995
- National Energy Development Framework (2009)
- National Adaptation Program of Action (NAPA/UNFCCC), 2007
- National Action Program (NAP/UNCCD), 2002
- National Biodiversity Strategy and Action Plan (NBSAP), 1996
- National Agricultural Development Strategy and Policy Document, 2005
- The Land Reform Proclamation No. 58/1994

Moreover, the portfolio of projects under Outcome 7 is in line with the international and national priorities of the United Nations, including the Millennium Development Goals (**MDG 7**), UN's Strategic Cooperation Framework (**SPCF 2013-2016**), UNDP's Country Program Action Plan (**CPAP 2013-2016**), and the UNDP's Country Program Document (**CPD 2013-2016**). Additionally, the GEF Country Program Strategy for the SGPs was formulated with linkages to Outcome 7 of CPAP (2013-2016).

Similarly, the portfolio is in line with relevant GEF Focal Areas¹⁶, including Biodiversity, Climate Change, Land Degradation, and Sustainable Forest Management. Most importantly, the evaluation consultant observed that the projects within the portfolio are relevant to the situation context as a response to important environmental issues while also benefitting urgent human needs.

In conclusion, the program for Environmental Sustainability is **Highly Relevant** to the policy and environmental context in Eritrea and is also well aligned with the programming strategies of the UN as well as the priorities of the major contributing donors.

3.2. EFFICIENCY

The portfolio's Efficiency was assessed in relation to the extent that resources¹⁷ have been economically translated into results. Consequently, various design and implementation aspects were reviewed, including program planning and design, partnership arrangements between the various program

¹⁶ GEF is the key donor for the Environmental Sustainability portfolio, with four out of five directly related projects financed by GEF. Other donor is the Adaptation Fund

¹⁷ Human, financial, time, etc.

implementation entities, program implementation capacity, targeting, timeliness, M&E, and the utilization of available financial resources.

3.2.1. PROGRAM PLANNING AND DESIGN

Key factors assessed in planning and design include targeting, policy and data availability, and CPAP and project design.

A. Targeting

Guided by the CPAP (2013-2016) implementation arrangements, the MND has the sole responsibility for defining development priorities and coordinating all development interventions in the country. A review of the projects under the Environmental Sustainability portfolio revealed that all the projects have been designed with the guidance of the MND and targeted according to the needs of the imposing environmental issues while also considering immediate human needs. For instance, the Solar project was implemented in large rural towns without access to the main grid, the CCA project was implemented in areas highly prone to drought, and the PAs project is being implemented in areas identified for protection under earlier GEF projects.

The outcome evaluation consultant concluded that this efficient targeting has led to high uptake by the community/beneficiaries and has also improved the chances of effective impact on environmental sustainability in the country.

B. Policy and Data Availability

Since program planning and project design is based on GoSE policies and data sources, it is important for these documents to be up to date and reliable. However, it was observed that while the policies, strategies, and data sources of the GoSE related to Environmental Sustainability guide the UNDP's program strategy, a number of such key documents are outdated, undeveloped, or underdeveloped. For instance, the National Environmental Action Plan for Eritrea (NEMP-E) was developed in 1995 and has not been revised or modified. Similarly, the latest Eritrean Population and Health Survey (EPHS) was undertaken in 2010, thereby limiting the availability of reliable latest information for program planning. There have also been some observations regarding the accuracy of available data. For instance, the MDG Reporting mission in 2015 pointed out that many of the EPHS data for 2010 was not comparable with the EDHS data of 1995 and 2002 due to differences in reference populations and changes in definitions.

To ensure the development of effective programs in the future, it is critical that the GoSE updates outdated policies and develops new policies and strategies that are key to Environmental Sustainability in the country. Similarly, there is a need to collect and provide updated and reliable data sources.

C. CPAP Design

From the design perspective, the consultant noted that indicators in the CPAP Results and Resources Framework are overall SMART and the established targets are achievable. However, the indicators and targets have limited scope as they do not cover the wide range of activities undertaken through various projects, e.g. the numerous SWC activities carried out under various projects, the groundbreaking initiative on long term usufruct, piloting of the transforming MHIP for food security, EWS through establishment of MET stations, and introduction of EE stoves as an Energy Efficient technology¹⁸. Moreover, the target for Output 1.1 incorrectly reflects UNICEF's targets as the planned area of work for the UNDP¹⁹. Similarly, the target and indicator related to human and institutional capacity strengthening under Output 1.4²⁰ are vague. In addition, the reference to Protected Areas in the statement for Output 1.5 is misleading as this output should be focused instead only on community-based enclosures.

Further, CPAP (2013-2016) proposes for Gender Equity and DRM to be implemented through 'coordinated, multi-sectoral' approaches. However, despite the linkages between FS&SL, Gender, and Environment, the Results Framework for CPAP has not established any clear linkages between these themes. Similarly, there are no linkages between the ISDU and SGU programming, resulting in both units operating as silos. Another major fallacy in the CPAP design is the absolute absence of gender-disaggregated indicators.

Moreover, 'Support to National and Local Resilience Building Initiatives' is a part of the CPAP (2013-2016), reflected as Output 1.6 'National DRR coordination management mechanism established'. However, the UNDP committed only USD 150,000 for this output at the time of the CPAP design and eventually developed a joint project with GoSE, titled 'Eritrea – Support to National and Local Resilience Building Initiatives' with total anticipated funding of USD 4.58 million²¹, of which USD 3.08 million to be raised from donors has remained unfunded. Although, the UNDP eventually provided USD 841,256²² from the core funds for the initiative, this amount has not been enough to make substantial contribution towards the outcome. This significant gap in funding has limited the UNDP's ability to make substantial contribution in the area of DRM and has also failed to draw on the complementarities between Environmental Sustainability and Resilience.

¹⁸ The indicators for 'appropriate energy' only providing indicators for renewable energy technologies (RET)

¹⁹ Additional 26 villages will have access to improved water supply

²⁰ Output 1.4 – Capacity of national institutions to proclaim laws, undertake adaptive and mitigation assessments and integrated water resources enhanced; Indicator: National environmental and water policy in place. Human and institutional capacity strengthened

²¹ This includes USD 0.5 million from the UNDP core source and USD 1 million from the Bureau of Crisis Prevention and Recovery (BCPR)

²² Of this, **USD\$499.156.5** was from BCPR TTF and **US\$342,099.5** was from UNDP Core Resources.

D. Project Design

At the project level, in some project logframes, the indicators are SMART but impact oriented. Therefore, the accomplishment of such indicators can be determined only after the passage of some time, e.g. increase in income. Moreover, in the case of some projects, the design calls for activities to be implemented at both national and zoba/sub-zoba levels, while the project is actually implemented by a zoba or sub-zoba level agency. Considering the decentralized implementation approach and the limited jurisdiction of the IPs, it becomes impossible for a local-level agency to implement national level initiatives.

For instance, under the SLM project, while the project was being implemented by sub-zoba Serejeka, Outcome 2 called for the development of a KM system for SLM to mainstream SLM principles into regional and national development programs, strategies, policies, and legislation; and Outcome 3 was focused on capacity development for up-scaling to all levels. Similarly, the CCA project calls for the establishment of policy advocacy and media coverage. Moreover, if and when handed over to the local administration for implementation, the PA project is anticipated to run into the same problems.

In conclusion, overall the portfolio has been targeted to address genuine issues and human development. However, revision and improvement of GoSE policy and data can contribute to more efficient and effective programming. Moreover, the indicators included in the CPAP Results and Resources Framework are SMART. However, the range of indicators is not reflective of the wide array of beneficial activities undertaken under Outcome 7. Similarly, some activities may not be aligned with the agreed implementation arrangements at the project level thereby having adverse implications for implementation.

3.2.2. PARTNERSHIP ARRANGEMENTS

UNDP's key partners for implementation of Outcome 7 include the GoSE, including MND and its designated Executing Ministries, the Implementing Partners at the zoba and sub-zoba levels, local organizations such as the NUEW, and the participating communities. Other important partners include donors and UN agencies contributing to Outcome 7 and key research and academic institutes in the country.

According to the partnership strategy outlined in the CPAP, UNDP works with the GoSE through the MND. Under this modality, GoSE through MND coordinates and facilitates a tri-partite arrangement between MND, UNDP, and relevant sector ministries and national institutions. Consequently, the portfolio is being nationally executed (NIM) under the overall coordination of the MND. The MND, as coordinating authority and UNDP counterpart in Eritrea, approves all projects and facilitates and coordinates the preparation of AWP by Implementing Partners (IPs) in consultation with UNDP and other partners. IPs are responsible for submitting monitoring reports, financial reports, and other

relevant information through the MND. In the process of implementation, the IPs further engage relevant line departments and community²³ members in the targeted areas.

The following paragraphs provide an assessment of the efficiency of partnership arrangements between these entities.

A. GoSE and UNDP

UNDP CO supports the GoSE in procuring donor funds, project development, donor communication, advisory support on project implementation, and monitoring, reporting, and evaluation. Similarly, the UNDP CO enjoys a strong working relationship with the Regional Office of the UNDP which provides backstopping support to the UNDP CO in these areas from a strategic viewpoint.

In addition to the above, the key contribution of a UNDP CO is expected to be in the area of Technical Assistance (TA) provision for projects implemented under NIM. However, in the case of Eritrea, a review of the implementation experience revealed that the GoSE has taken little advantage of this UNDP competency. For instance, a number of laws such as the Framework for Protected Areas are being developed without seeking international technical expertise.

On its end, the GoSE is committed to the goal of Environmental Sustainability and has proved this commitment from time to time through provision of support beyond the commitment at the time of project design. For instance, to cover the implementation gap in the SLM project during the suspension of the UNDAF in 2011-2012, the GoSE provided additional resources for project activities.

To implement the projects under Outcome 7, various GoSE entities including line departments, research institutes, and academia, etc. collaborate with the IP. For instance, while the MoLWE has been the IP for the SLM project, the Departments of Water, Land, Energy, Agriculture Extension, etc. as well as the NUEW have been collaborating in implementation of the project. Communities also play a crucial catalytic role as partners as the existing communal structures and traditions provide a steady platform for the implementation of activities. These partners work together to resolve issues when faced with procedural challenges. For instance, when faced with delay in fund releases under the CCA project, the local administration made temporary funds available, the zoba Governor secured the purchase of cement, and the community showed their willingness to work for delayed wages under CFW schemes. This led to the timely completion of water harvesting and SWC activities in many areas.

However, centralized decision making poses a major challenge for the current program implementation arrangements. As the UNDP has to rely on MND for approval of plans and budgets, financial disbursements, and coordination of IPs, it is critical for the MND to improve inter-ministerial coordination for timely decision making. However, based on a review of the implementation experience, the outcome evaluation consultant concluded that decisions undertaken by the MND are delayed and

²³ At village level the project is implemented by Kebabi Administration, Village Development Committee and farmers.

can be subject to lengthy bureaucratic processes²⁴. Moreover, communication to partners regarding key decisions is unclear. For example, the decision regarding the assignment of an IP for the PAs project has been pending since September 2015 without any clear communication on the subject. Similarly, the status of decision for the requests made by projects for additional technical expertise, e.g. MET modeling has not been communicated to the IPs, etc.

B. Collaboration with Other International Development Agencies

As Environmental Sustainability is a high priority of the GoSE, in addition to the UNDP, other UN agencies and donors such as IFAD, UNEP, FAO, JICA, and AfDB have been contributing to this program area. For instance, the Ministry of Agriculture has had a longstanding collaboration with IFAD on activities related to soil and water conservation and land degradation initiatives under and the 'Minimum Integrated Household Package' (MIHP) through projects such as the GEF-IFAD funded 'Catchment and Landscape Management (2010-2016)' project and more currently, as the IFAD-funded 'National Agriculture Project (2013-2018)'. Additionally, under different projects, the Ministry has been collaborating with JICA, AfDB, and EC, etc.

These development partners often consult each other when fielding project scoping missions. Moreover, MND being the focal point for international development agencies coordinates the work of these international organizations. However, there has been no active program implementation coordination among these international agencies. For instance, the UNDP has been consulted by IFAD at the time of project formulation and vice versa. But the two agencies are implementing projects in isolation from each other. Resultantly, the opportunity for joint programming in order to increase value for money has been lost.

Overall, the evaluation consultant has concluded that UNDP and GoSE enjoy a cordial working relationship and there is active collaboration regarding program planning. Similarly, agencies and communities at the regional level are also committed to delivering the program in close association. However, the centralized decision making and limited communication have adverse effects on implementation. Moreover, the lack of active collaboration between UNDP and other UN agencies working in the same program area has resulted in a lost opportunity for leveraging of resources.

3.2.3. PROGRAM IMPLEMENTATION CAPACITY

The UNDP's ISDU responsible for the management of the Environmental Sustainability portfolio under Outcome 7 is well staffed. In addition to the Unit Head, a project manager is assigned to each project in the environment portfolio. Moreover, a Technical Advisor provides advice in the area of DRM and Resilience. The outcome evaluation consultant noted that the unit staff is well experienced, with most of the staff having longstanding tenure within the UN system and are therefore well versed with the UN and donor policies and practices. Moreover, the majority of staff members are nationals of Eritrea and has a good understanding of the country's environmental and socioeconomic and political contexts.

²⁴ For further details on this, please refer to the sub-section on Timeliness

Additionally, the Unit also retains two internationals to support the Protected Areas project and the DRM / Resilience portfolio.

As all the projects are implemented under the NIM modality, the project management and implementation capacity of the GoSE also plays a critical role in the effective achievement of outcomes. At the start of each program cycle (i.e. each SPCF), the UN undertakes a capacity assessment of the designated IP agencies and provides trainings in project management aspects such as procurement, finance, reporting, and implementation, etc. However, a high turnover in the ministry and IP staff as well as an ever evolving implementation context e.g. change in IPs, modifications in donor reporting formats, etc. result in erosion of some of the built capacity. This in turn can lead to limited capability to resolve project-related problems or unsatisfactory/late reporting, etc. Similarly, under the SGP, the lack of qualified personnel at the implementing CBOs to develop proposals and progress reports result in sub-standard proposals and reporting.

Moreover, PMUs related to the Environment Sustainability portfolio are severely understaffed and lack technical experts. For instance, despite being in its third year of operation and in spite of GEF funding allocations made in the approved project document, the Protected Area project PMU has not recruited local and international professionals as stipulated in the project document. The remaining projects, e.g. SLM and CCA face similar staffing constraints. Considering the highly technical nature of Environment projects, it is critical that these positions are staffed with required technical experts in order to make significant progress towards achievements of outcomes. Moreover, in some cases, instead of assigning position-specific staff as outlined in the project document, the GoSE assigns multiple projects responsibilities to individual staff members. Hence, the Project Managers at the PMU are responsible for managing UNDP projects as one of the many other duties they have to perform. However, despite the highly engaged and taxing nature of project management, these project managers are not provided any additional incentives.

Overall, the UNDP's ISDU is capable of providing sound management and technical support to Outcome 7. However, factors at GoSE such as high turnover, non-assignment of project-specific personnel, and lack of technical knowhow lead to limited effectiveness in the area of project management.

3.2.4. TIMELINESS

The projects in the portfolio have faced implementation delays due to numerous reasons, of which key factors include delay in the transfer of projects between IPs, late signing of Annual Work Plans (AWPs), delays in release of project funds, and procurement delays. Moreover, in the case of projects operational in 2011-2012, implementation was also delayed due to the suspension of the UNDAF at the time. These include the SLM project and the GEF SGP CPS for OP 5.

The project AWPs are prepared by the UNDP CO at the start of each year and submitted to the GOSE in January/February through the MND. However, due to long administrative delays, the GOSE does not approve the AWPs until April – May. This results in a four to five month delay in implementation of the AWPs.

Furthermore, Funds request by IPs are submitted to UNDP through MND (2 to 3 days)²⁵. However, UNDP first transfers the funds to the respective /IP/Ministry which subsequently transfer the funds to the implementing entities i.e. Zobas (4 to 6 weeks). In addition, lengthy procedures required for financial transfers causes a further delay of at least 8 to 13 weeks in the implementation of project activities. In other words, the implementation of AWP designed in January/February is delayed until July or August, thereby affording the projects an average implementation window of only five to six months in a given year.

Moreover, all GoSE procurement for goods and services is carried out by the Red Sea Corporation, a parastatal national organization. However, this channel of procurement results in extensive delays due to lengthy processes. Resultantly, as the projects are being implemented under NIM and procurement has to be made by GoSE agencies, procurement of project-related goods and services is often delayed. For instance, a number of activities related to civil works such as dams and diversion paths have to be deferred due to late delivery of cement, etc.

As most activities within the Environmental Sustainability portfolio are season-specific, a number of planned activities, e.g. replantation schemes and water management activities remain unimplemented in a given year. Perpetual delays have also caused a number of activities to be back loaded to the later years of the respective projects, thereby limiting the opportunity for effective planning. For instance, despite being in its final year, activities related to beekeeping, fruit tree nursery establishment, and finalization of the construction of a second mini dam remain to be undertaken under the CCA project. Moreover, the extensive delays in implementation have resulted in the non-implementation of activities during the project lifetime.

In addition, some projects have faced changes in IP during the implementation period, e.g. SLM and PAs projects. It was observed that the process of project hand over from one IP to another has faced extensive delays. E.g. 6 to 9 months in the case of transferring SLM from MoA (Zoba Maekel) to MoLWE and the anticipated transfer of the PA project from the Forest and Wildlife Authority to a new entity, pending since September 2015 (15 plus months).

In short, delayed approvals, lengthy fund transfer processes, late delivery of procured goods, and change in IPs, have led to substantial delays in project implementation. These delays are further exacerbated for season-dependent activities and have an overall adverse impact on efficiency.

3.2.5. MONITORING AND EVALUATION (M&E)

The evaluator observed that macro-level M&E is robust, and includes activities like the SPCF 2013-2016 Annual Reviews and Mid-Term Evaluation, Country Reporting for MDGs, and GEF Country Portfolio Evaluation (1992-2012), etc. At the same time, as dictated by the GEF-UNDP M&E frameworks, all the

²⁵ This used to take 2 to 3 weeks due to UNDP and MND having separate banks, but now takes 2 to 3 days as UNDP has switched to the same bank as the MND

GEF-funded projects have been undergoing a Mid-Term Review and a Terminal Evaluation. Moreover, periodic meetings of various Technical Committees are held with attendance from the UNDP and GoSE.

However, it was noted that M&E is mostly project-focused as most M&E activities track project-level activities. Having said that, in the program context this approach may have been more beneficial as the CPAP (2013-2016) Results Framework does not provide optimal indicators covering the wide range of activities undertaken through Outcome 7. The only outcome level reporting at this time is in the form of annual ROAR reporting. But, the focus on outcome-level progress needs to improve in subsequent years, facilitated by improved program planning and monitoring.

The project-level M&E is carried out at three levels. The day to day responsibility for monitoring lies with the designated IP, whereas the UNDP undertakes quarterly monitoring jointly with the IP. Similarly, the GoSE agency assigned as the Executing Agency, e.g. MoLWE or MoA, undertake independent quarterly monitoring field visits. Moreover, periodic spot checks may also be conducted by the UNDP and assigned Ministry staff, and also by senior GoSE officials at the Ministerial or D.G levels.

To satisfy donor and UNDP reporting requirements, the IP shares quarterly reports with the UNDP. These reports are in the form of narrative observations and are substantiated through financial reports. The UNDP staff is responsible for reviewing the reports and modifying them according to specific UNDP/Donor reporting formats. Moreover, the IP staff also gets advise from the UNDP on the development of PPRs. It is to be noted that while the quarterly financial reporting is according to a pre-determined format (FACE forms), the progress report is only in the form of a narrative. Hence, the UNDP staff has to review these reports and fill out donor/UNDP specific forms based on the information provided in these.

In the case of SGPs, M&E is jointly conducted by NUEW as an intermediary NGO, SGP, and members of NSC. Grantees are required to submit three M&E reports during the life of a grant, in the form of project and financial progress. These reports are submitted to the UNDP through the NUEW.

3.2.6. FINANCE

During the CPAP (2013-2016) period, the total financial outlay for the project has been USD 17,392,680²⁶ and total project expenditure has been USD 13,262,856, resulting in a Delivery Rate of 80%. Table 2 below provides an overview of the Annual Delivery Rate (ADR) for the portfolio during the period under review.

Table 2: Outcome 7: Annual Delivery Rate (2013-2016)

Year	Budget/AWP	Expenditure (CDR)	Annual Delivery Rate
2013	3,154,883	2,922,221	93%

²⁶ Based on Annual Work Plans

2014	4,280,323	3,473,305	81%
2015	6,460,716	4,487,577	69%
2016	3,496,758	2,379,753	68%
Average ADR	17,392,680	13,262,856	80%

A closer look at the portfolio as presented in Table 3 below revealed that the PA project has been major reason for the low portfolio delivery between 2014 and 2016. The project's delivery during 2014 and 2015 was 12% and 5%, respectively. This issue is directly linked to the institutional arrangement of the project which has not been functioning properly thereby undermining coordination among key project implementing partners. This has adversely hampered implementation of project activities. The project AWP for 2016 was set high in anticipation that the project institutional arrangement including the transfer of the project to a new IP (Northern Red Sea Administration) would be completed. However, the transfer of the project to Northern Red Sea Administration did not materialize and therefore the MoLWE decided to provisionally directly manage the project. This has therefore led to implementation of selected project activities by the MoLWE and FWA Agency, thereby leading to a low delivery rate of 52% in 2016. The modality of engaging key strategic partners (NRS, SRS, MoMR, MoA, F&WA) in the implementation of project activities was still not clear by the time of preparing this report.

Moreover, the high delivery rate of 99% for the CCA project is due to a realistic revision of the AWP in 2015 and 2016. For each year, an initial AWP of USD 2million was submitted. However, due to the late signing of AWP²⁷, the UNDP in association with the IP made a downward revision to the plan, thereby slashing the budget by 44% and 56%, respectively.

Table 3: Project-wise Delivery Rate (2013-2016)

Project	Total Project AWP	Total Project Expenditure (CDR)	Project DR
CCA	4,676,784	4,634,400	99%
SLM	1,816,614	1,526,815	84%
PAAs	4,899,025	1,400,899	29%
FSL	8,903,041	8,718,643	98%
DRM	574,000	574,000	100%
Solar	-	-	0% ²⁸
SGP	1,200,000	1,042,499	87%

The evaluation consultant concluded that the overall low delivery of 80% for the portfolio is a direct indication of the delays related to project coordination, including delays in IP selection, late signing of AWP, and lengthy procedures for financial disbursements. It is to be noted that although unspent funds

²⁷ For details, please refer to the section on Timeliness

²⁸ Utilization of the UNDP fund allocated for the Solar project will start in 2017

from GEF and Adaptation Fund (AF) can be rolled over into the next year, projects are at a high risk of back loading..

UNDP has committed co-financing for all the ongoing projects under the Environmental Sustainability portfolio, with a total committed fund of USD 6,000,000. Table 4 provides a project-wise breakdown of the UNDP committed co-financing.

Table 4: Project-wise Breakdown of the UNDP Committed Co-Financing

Name of the Project	Committed Co-Financing by UNDP (USD)
SLM	1,000,000
CCA	0.00
Solar	2,000,000
PA	3,000,000
DRM	1,500000.00
SGP	1,000,000.00
Total	6,000,000.00

The evaluation consultant concluded that the efficiency of the Environmental Sustainability portfolio (Outcome 7) has been ***Marginally Satisfactory***. Major factors contributing to this include the delays in decision making, lengthy fund disbursement procedures, slow procurement, lack of inter-ministerial coordination, and delays on seeking expert advice in cases where available local expertise cannot respond to problems necessary to achieve quality outcomes.

3.3. EFFECTIVENESS

The portfolio's effectiveness has been measured in terms of achievement of planned targets in the CPAP Results Framework and other contributions of the UNDP.

Annex 7 presents the portfolio's achievements towards targets. As seen, most of the targets under Outcome 7 for Outputs 1.1, 1.3, and 1.5 have been overachieved. On the other hand, activities under Output 1.2 have not been achieved as progress has been severely hampered due to the lack of a nominated IP and there has been no policy development under Output 1.4.

Under output 1.1, 11 micro dams²⁹ have been built to supply irrigation water to more than 14 villages situated across various zobas. Moreover, under the CCA project, two diversion structures built on the local river(s) have been piloted to provide irrigation water. The improved water availability has resulted in increasing area under agriculture, diversification of agriculture through the production of new types of fruits, vegetables, and fodder, and enhancing accessibility of water for livestock and domestic use. Although, no systematic impact assessments have been conducted, field visits and community interviews confirmed that these efforts have led to improved household food security and also improved

²⁹ This includes mini dams built under CCA, SLM, and FSL projects.

incomes as a result of marketing surpluses. Moreover, in some areas the availability of improved water access has also contributed to diversifying livestock by keeping cattle, thereby resulting in improvement of family assets through ownership of larger animals. The micro-dams have also enriched the underground water table and the vegetation of the surrounding areas.

Although, the water-related initiatives are highly effective, the respective communities have not been trained on their ongoing Operation and Maintenance. This is a critical issue in the medium to long term, as in the case of an unexpected heavy rain a dam can be at the risk of spill over, etc.

Under output 1.2, activities related to the establishment of 4 PAs are awaiting the formulation of a legal framework for Protected Areas. The development of framework has been delayed due to the institutional arrangement issues including of IP appointment faced by the PAs project. However, some of the activities undertaken in regards to PAs include i) the mapping and boundary delineation of native forest covering 107,586.25 hectares within Semenawi and Debubawi Bahri Green Belt protected area, ii) recruitment of 40 guards to protect the native forest within Semenawi & Debubawi Bahri Green Belt from destruction by local communities, iii) selection of priority sites within the said protected areas, iv) some soil and water conservation activities for SLM, and v) the development of the National Enclosure Assessment Report 2016.

Under output 1.3, 1,002 households and 6 service centers, have been assisted with solar lighting³⁰. In addition, 8,000 households and 80 service centers are expected to benefit from solar power after the installation of the solar mini-grid in 2017. Solar lighting will improve the standard of living by enabling households to have access to electricity. Also, by connecting service centers to solar power, 1,500 elementary school students from seven villages will benefit from the installation of solar PV system in their school, and the health service delivery capacity of a health station serving 15 villages will be enhanced via better storage of medicine and vaccines and provision of night services (including assistance with child births).

Under output 1.4, the UNDP has not been able to make much contribution for reasons such as: a) projects including development of new legal frameworks (PAs) have been facing implementation delays b) institutional arrangements for projects do not match the level of activity (i.e. local administrations expected implement national level activities), and c) the GoSE has requested limited or no support in the area of policy development, etc. Having said that, through participation in project implementation, the capacity of local administrations has been improved in assessments and integrated water resource management to some extent.

Finally, under output 1.5, 20 PAs of 830 Ha have been enclosed and 1,458,116³¹ tree seedlings planted in the enclosed areas. Moreover, at least 13,500 plant seedlings (fruit trees, hop and coffee, etc.) of commercial importance have also been planted in compounds of female headed households. Project-level evaluations determined that the reforestation schemes have been successful to a great extent with

³⁰ Includes 8,000 HHs expected to be lighted in 2017 after the mini-solar grid becomes functional in Areza and Mai Dima

³¹ 611,150 planted under the SGP (2013-2016) and 846,966 under the SLM (2013-2015)

communities protecting reforested areas and also responding with new plantations in cases where the planted seedlings have died.

3.3.1. ACHIEVEMENTS OTHER THAN THE RESULTS FRAMEWORK

As the CPAP results framework was not optimally designed, a large number of significant activities undertaken under Outcome 7 have not been included in the framework. Some key achievements in this regard are provided below:

A. Land Distribution

Under the SLM project, the UNDP has assisted the GoSE in piloting of the land distribution process under the 58/1994 Land Proclamation that was passed in 1994. The process has been piloted in sub-zoba Sarajeka of Maekel region and encompasses all of the 28 villages in the sub-zoba. This activity is expected to benefit a total of 5,200 households; including 35% women headed households. In addition, village committees in all 28 villages and 25 sub-zoba extension staff (100%) were trained on the technical issues of land use plans, classification, mapping, the application of proclamation 58/94, legal notice 31/97, etc. and knowledge transfer to farmers related to the introduction of the new tenure system and related activities.

B. Soil and Water Conservation

As part of the sustainable land management activities, in addition to reforestation, a large number of soil and water conservation (SWC) activities have been undertaken under various projects in the portfolio. In this regard, under the CCA project, 175.02 km Terraces and 3,061.9m³ check dams have been constructed. Similarly, in addition to the land redistribution, activities like terracing and check dams³² were undertaken under the SLM project. The SWC activities help reduce water flows, enrich the ground water, and vegetation of the surrounding areas. Moreover, SWC activities were carried out by community men and women under Cash for Work (CFW) schemes, thereby generating short-term local employment. Project-level evaluation reports have ascertained that citing the usefulness of SWC, the GoSE has also replicated these activities in its other land management projects.

C. Minimum Integrated Household Package

The UNDP has piloted the Minimum Integrated Household Package (MIHP) in complementarity with improved water availability under the CCA project. The MIHP consists of distribution of improved dairy cows³³, forage seed, poultry, fruit and fodder trees, climate resistant crop seeds, vegetable seeds, and beehives. Although, systematic impact assessments have yet to be undertaken, this approach seems to

³² Quantitative information about the check dams and terraces under SLM not available, likely because this was not an indicator in the project's logical framework

³³ An additional aspect of the package is the Passing on of the Gift, where a recipient farmer is obliged to 'gift' a heifer of received cow to another needy farmer identified by the community-level committee

have brought significant change in household production, food security, and incomes. In fact, based on its success, the approach and package have been replicated in other development projects in the zoba.

D. Early Warning Systems

The UNDP has also installed six meteorological stations to enhance the GoSE's current weather forecasting and EWS capacity. The installation of the two manual stations at the Hamelmalo Agricultural College (HAC) and the Agro-Technical School have provided the students and faculty with a modern station to conduct training and research. Also, the data generated from the manual stations is being shared with the MoLWE and the Department of Water. If used properly, these stations can not only help with EWS but also assist in assessing the wind and solar potential of the country.

E. EE Stoves

In addition to linking households and communities with solar energy, the UNDP under various projects provided Energy Efficient cooking stoves. A total of 1,680 women headed households have benefited from the stoves, which not only reduce fuel utilization thereby helping in decreasing deforestation rates but also have had a positive impact on women's health and the efforts to gather tinder for basic household needs. Moreover, it is anticipated that subject to the availability of cement, another 200 households will be provided with EE stoves during 2017.

F. Gender

The evaluation consultant observed that the CPAP (2013-2016) recognizes the need for a multi-sectoral approach to address and minimize gender disparity gaps. However, despite this realization, there has been no active linkage developed between the Gender program being implemented by the Sustainable Governance Unit (SGU) and the Environment program being implemented by the Inclusive and Sustainable Development Unit (ISDU) of UNDP Eritrea. Resultantly, there is no active collaboration between the two units regarding Gender programming.

Moreover, the indicators and targets in the CPAP (2013-2016) Results and Resources Framework are not gender disaggregated, thereby providing little motivation for reporting gender disaggregated data. On the other hand, the UNDP Eritrea CO has developed a Gender Equality Strategy and Action Plan (2015-2017). The strategy is based on three main themes: coordination and partnership, programming and implementation, and institutional arrangements effectiveness. Some key activities in the accompanying Gender Action Plan are: gender balance in staffing, proportion of women in CO committees, and reporting on project outputs using Gender Marker, etc.

Therefore, despite most projects in the portfolio under Outcome 7 being Gender-blind, there has been some gender-disaggregated reporting. Some examples of women's participation in project activities are:

- i. 35% women-headed households as grantees of the long-term usufruct under the SLM project;
- ii. 22% women-headed households as beneficiaries of the SLM project;
- iii. 22% SGP projects having been implemented by women groups as grantees;

- iv. Potential benefits to women from the solar project include support to health, education, livelihoods, and improvement in the at-home quality of life; and
- v. Involvement of women as active members of local committees established under various projects.

Some activities have been focused specifically on women, including the setting up of mogogos (local energy efficient stove) across various projects and the distribution of chicken as part of the MIHP under the CCA project. While mogogos have been widely accepted and beneficial to women's health, time, and money; the consultant observed that the design of the poultry package is unsustainable and did not accompany appropriate training³⁴. Additionally, women have participated in Cash for Work schemes as a part of implementing different project activities, e.g. terracing, etc. In some cases, women have also reaped indirect benefits from activities such as irrigation, as availability of water close to the homestead means reducing the burden of fetching water from or watering animals at farther places.

Overall, supporting women through marginal activities, e.g. poultry or mogogos is not a substantial response to improving their economic or social status, especially in a context where men have received a more sizeable package. For instance, in the case of MIHP, men are often direct beneficiaries of irrigation, agricultural production packages, and cattle, whereas women are directly involved only in poultry and mogogos.

Moreover, the NUEW as the assigned coordinating body for the SGPs has also contributed to high participation of women in the SGP projects. The organization has also played a constructive role in the coordinating and mobilizing women under the CCA and SLM projects.

In conclusion, the consultant observed that despite a gender-blind design the various projects within the Environmental Sustainability portfolio have directly or indirectly benefited women and also reported some gender-disaggregated information. However, to ensure an effective response, it will be important to target women with comprehensive packages as has been the case under the SLM project. In addition, for a synergized response, it will be essential to include gender-specific activities in projects and also make active linkages between the SGU and ISDU activities in the area of Gender under the 2013-2017 programming cycle.

Overall, the Effectiveness of the Outcome 7 has been **Satisfactory**. Major reasons for this include the planning and implementation of activities well beyond the CPAP Results Framework, piloting of a number of innovative or groundbreaking concepts, e.g. land redistribution, MIHP, etc., and support to Gender under various projects.

³⁴ 25 layer chicks were given per woman. However, the birds were distributed without consideration for a balanced ratio of males and females. The birds were late layers and also the recipient women were not trained in hatching the eggs by incubating them through a hen of local breed. High bird mortality was reported and as the flock could not be multiplied, most of the women sold the remaining hens when they stopped laying eggs.

3.4. SUSTAINABILITY

The CPAP or individual project documents do not spell out a detailed exit strategy. Instead, the implicit assumption across the portfolio seems to be that upon the exit of UNDP and donor(s), the GoSE, its implementing agencies, and the participating communities will take ownership of the project's outcomes. However, a number of opportunities and threats need to be considered for the sustainability of outcomes within this context.

Key opportunities for sustainability include the ownership demonstrated by GoSE and participating communities and projects with high potential for replication and up-scaling. Key threats to sustainability include limited absorption capacity, lack of access to inputs and services, documentation of results from pilots, and exogenous risks such as lack of finance, climate change, and inadequacy of alternative energy options.

3.4.1. OPPORTUNITIES

Key opportunities for the portfolio's sustainability are presented below:

A. Country Ownership

The portfolio has been designed and implemented in accordance with the priorities of the GoSE and targeted communities and is responsive to the environmental issues being addressed. This approach has resulted in significant ownership at all levels, including zoba, sub-zoba, and community. Therefore, a large number of activities are likely to continue beyond the closure of UNDP and donor support. For instance, the zoba and sub-zoba administrations are willing to continue providing backstopping support e.g. extension services to the assisted communities; while seeing positive results such as improved water availability, the communities have been working on self-help basis for operations and maintenance of irrigation schemes, as and where possible. In addition, through projects, committees have been formed at village level and linked to sub-zoba administration to seek technical assistance after project closure.

Moreover, activities implemented with partner institutions are also likely to be sustainable due to the utility of these inputs. For instance, the Met station installed at HAC has been greatly appreciated by the faculty and management and there is a strong ownership by the HAC administration for the ongoing operation of the system in collaboration with the CAA.

B. Replication and Up-scaling Potential

The projects implemented under Outcome 7 have been pilots, comprising of innovative/ground breaking activities that are easily replicable and scalable. In fact, a number of activities have already been replicated or are planned to be replicated or up-scaled in the future. Some concrete replication examples are as follows:

- i. The MIHP piloted in combination with SWC under the CCA project has been incorporated by subsequent donor agencies working with GoSE in other parts of the Anseba region. For instance,

75 households have been assisted with a similar package in 2016 by the AfDB. Moreover, there is a proposal to implement the activity in collaboration with the Government of Japan through the KR2 project. Interviews also revealed that the GoSE may also replicate this pilot in the Gash Barka region.

- ii. Under the Solar project, the first ever solar mini-grid is going to be installed in Eritrea.
- iii. Piloting of the land distribution process under the 58/1994 Land Proclamation in 28 villages for sub-zoba Serejeka is a major achievement of the SLM project. The GoSE plans to replicate this initiative in other parts of the country after assessing the impact of this pilot.
- iv. Finally, a number of activities undertaken through the SGPs are a result of learning between small, medium, and large projects. For instance, energy efficiency stoves or SWC activities have been undertaken in both large projects as well as SGPs.

The above replication initiatives are a testament to the effective contribution of the UNDP. Furthermore, such commitment to replication by the GoSE and key donors makes the potential for sustainability highly likely.

3.4.2. THREATS

A. Absorption Capacity

The human capacity developed as a result of project implementation is another sustainability assuring factor. In this regard, a number of trainings have been held for local communities in undertaking SWC activities, managing improved varieties of crops and livestock, and management of community-based projects. Similarly, trainings have been provided to the IP staff for project management, extension service staff has been trained in improved production practices, and there has been some collaboration with academia, e.g. the support provided to HAC.

On the other hand, absorption capacity remains an ongoing challenge for up scaling of portfolios in Eritrea. As explained in the section on efficiency, other than providing project management training, UNDP has had limited opportunities to build the capacity of the GoSE staff or departments. For instance, the GoSE has not sought the UNDP's help in recruitment of experts and staff for training in areas where local capacity may be limited, e.g. meteorological modeling and community-based EWS. Moreover, the high turnover in staff leads to limited retention of training at the institutional level.

Hence, it can be concluded that although the capacity of communities and local IPs has been built to some extent, the foregone opportunity of building institutional capacity in areas of technical expertise at the GoSE is likely to pose threats to sustainability of interventions, e.g. the role and utility of the automated Met stations in the absence of training orientation of international expertise to complement national knowledge on PA Frameworks and PA plans, etc.

B. Lack of Access to Inputs, Markets, Materials, Spare Parts

Access to materials, inputs, and output markets are key to the sustainability of interventions. For instance, in the case of civil works projects like irrigation or energy projects like solar systems, the communities require ready access to materials like cement and different components of solar systems. However, due to the existing market structure in the country, acquiring such inputs often requires lengthy procedures and government support. The local availability of such products is likely to affect the O&M of such systems and thereby adversely impact their sustainability. For instance, under the CCA, a part of one of the provided diversion structures has been affected by a flood. In the absence of access to cement, the community has been repeatedly using local materials such as mud for repairing the structure, as this is only a temporary fix.

Similarly, in areas where the potential for productivity has been increased through measures such as long term usufruct, improved availability of water, or provision of improved seeds, etc., the beneficiary communities will need continued access to these input sources as well additional services such as microfinance, etc. Similarly, to improve incomes and lifestyles, the improved productivity needs to be paired with access to markets beyond the immediately available local markets. As the main focus of the portfolio has been on productivity improvement, the risk for sustainability is high without strong input and market linkages.

C. Exogenous Factors (Finance, Drought, Alternative Livelihoods)

Lastly, exogenous factors such as lack of finance either at GoSE or community –levels, the uncontrollable effects of climate change, and lack of alternative energy sources can pose significant threats to sustainability. For instance, lack of financing may prevent GoSE from replicating projects such as the long term usufruct, while communities may not be able to maintain the successes brought about by the program, e.g. ongoing operations of mechanized irrigation structures in the case of breakdowns.

Moreover, a large number of SLM, CCA, and PA activities, such as reforestation or protection may not be sustainable if communities are not provided with alternative sources of fuel or fodder.

4. LESSONS LEARNED

This section provides a summary of the lessons learned based on the implementation of the CPAP (2013-2016):

4.1. COUNTRY OWNERSHIP

- The GoSE is committed to Environmental Sustainability and has demonstrated this commitment through co-financing and programming with UNDP and other key international development agencies
- The relationship between GoSE and UN has constantly improved through the process of CPAP (2013-2016) implementation

4.2. SUSTAINABILITY

- Local-level technical capacity of community organizations and zoba and sub-zoba administration has been enhanced during the course of implementation of Outcome 7. However, there has been little cooperation between the GoSE and UNDP for the enhancement of technical capacity at the national level.
- Well targeted projects generate high country and community-level ownership.
- Ready access to spare parts, cement, and inputs, etc. is crucial for timely implementation and sustainability of project activities.

4.3. IMPLEMENTATION AND COORDINATION

- If implemented properly, piloting innovative and new ideas can be highly rewarding in the context of Eritrea.
- Sub-optimal inter-ministerial coordination and stakeholder coordination is counterproductive to the efficiency and effectiveness of development projects.
- Slow approval processes and late fund transfers leads to partial delivery of projects and Annual Work Plans.
- A large number of activities in the Environmental Sustainability portfolio are season-specific. Therefore effective implementation requires advanced planning and timely provision of resources, including finance, materials, and personnel, etc.
- Various Line Departments of the GoSE can work together to deliver effective project results.
- Delivering on highly technical activities often requires collaboration between national and international experts.
- Local IPs and the Central Govt. must work together to implement national-level activities.

4.4. GENDER

- To a large extent, gender has been mainstreamed in some projects, e.g. in SLM through providing equal benefits to men and women under land distribution. However, to ensure women's empowerment, it is necessary to design all projects and activities in a way that women are more direct (vs. indirect) beneficiaries.

5. RECOMMENDATIONS

Based on an analysis of the portfolio's design and implementation, the outcome evaluation consultant presents the following recommendations for improved design and implementation and enhanced sustainability of future programming, including the CPD 2017-2021:

5.1. PLANNING AND STRATEGY

5.1.1. DESIGN OF UNDP STRATEGY DOCUMENTS

As UNDP and donor strategy documents, e.g. CPAP and project logical frameworks, tend to provide guidance on planning and M&E, it is important that these documents are developed with the following key principles in mind:

- **Comprehensive** to include the broad range of activities undertaken within the portfolio.
- Draw active **linkages** between inter-related program areas, e.g. Gender, Youth, Policy, etc.
- Include **gender-disaggregated** indicators to ensure gender-targeted programming that can result in women's empowerment.

5.1.2. RESOURCE MOBILIZATION

- The UNDP must focus on the Resource Mobilization for key activities highlighted in its key strategy documents. This is especially true for the Resilience portfolio which has remained grossly underfunded throughout the CPAP 2013-2016.
- A steady stream of funding is necessary to ensure sustainability of efforts and engagement. Thus far, UNDP Eritrea has relied on GEF as the primary contributor to the outcome on Environmental Sustainability. To ensure continuity, it is recommended that the UNDP in collaboration with the GoSE starts to engage other key contributing organizations, e.g. the Green Climate Fund (GCF) and partner governments that place emphasis on supporting Environmental sustainability e.g. Governments of China and Japan, etc.

5.1.3. DATA FOR DEVELOPMENT

In order to ensure that program planning is based on updated policy guidance and data, it is critical for the GoSE to undertake a systematic stocktaking exercise and assess the areas which require modifications. Such areas can be readily supported by the UNDP under the latest CPD (2017-2021) under Output 2.1 'A comprehensive policy and institutional framework for environmental and natural resources management is in place, taking into account differentiated impacts, e.g. on women and men.' Similarly, the OP6-CPS for SGP points at support for updates to the National Biodiversity Strategy Action Plan of Eritrea (NBSAP, 2000, 2014), NAMA 2012, National Action Plan of Action (NAPA, 2007), National Action Plan to Combat Desertification (NAP 2002) etc. as part of informing and influencing policy.

5.1.4. KNOWLEDGE MANAGEMENT AND IMPACT EVALUATION

A number of strategic activities have been piloted under the UNDP's Environmental Sustainability portfolio that can have significant contribution towards the achievement of Outcome 7. For instance, the piloting of the land allotment system under the 58/1994 Land Proclamation in sub-zoba Serejeka, piloting the Minimum Integrated Household Package (MIHP) in sub-zobas Hamelmalo and Habero, and the establishment of the first ever mini solar grid in Areza and Mai Dima. Going forward, it is important that the GoSE and its partners focus on the replication and up scaling of these activities based on the lessons learned during implementation of the pilots. It is therefore critical that the implementation experiences and lessons learned from these projects are systematically documented and made available to relevant stakeholders.

Moreover, as the impact of most activities will not be evident until at least 2 to 3 years after the project closure, it is important that GoSE incorporates such impact assessments in its future planning. Such an exercise can be conducted while using as benchmark the results of baseline studies conducted under the SLM, CCA, and Solar projects, etc.

5.2. IMPLEMENTATION

5.2.1. APPROVALS, TRANSFERS, AND PROCUREMENTS

As a measure to mitigate the delay of AWP signing, the UNDP has already proposed the design of two year AWP's instead of the current practice of one year AWP's. This strategy will be applied to the AWP's for 2017 and 2018. Although, this approach may prove effective in the short to medium term, it is highly advisable that the GoSE's approval processes are streamlined to enable timely approvals. Otherwise, AWP's spanning longer than one year are subject to a greater risk of changing context and planning errors.

Moreover, just as the UNDP has recently made adjustments by switching of bank account, the GoSE also needs to implement measures reducing delays. It is recommended that GoSE streamlines the process of funding disbursement through exploring alternative measures such as facilitating direct transfer of funds to responsible parties (direct implementers) according to the pre-agreed work plan and approval of the quarterly advance requests by MND and the respective IP.

Approvals and transfers can be expedited through effective inter-ministerial coordination for faster decision making and clear communication of decisions to (responsible parties) and stakeholders (Responsible parties/direct implementers), etc. In addition, considering the continual improvement in GoSE-UNDP working relationship, there is also a need for the UNDP to persistently engage key GoSE agencies and advocate timely approvals and transfers.

Moreover, to improve the timeliness of procurement, the GoSE needs to develop the capacity of the Red Sea Corporation. In the meantime, GoSE may also consider UN procurement systems for critical and pressing project issues, e.g. sophisticated technical equipment or inputs that are season-specific.

5.2.2. IMPLEMENTATION ARRANGEMENTS

To ensure effective implementation, it is recommended that the implementation arrangements detailed in the project documents must be aligned with the planned outputs and activities. For instance, assigning the implementation of national-level activities to central ministries and grass-roots implementation to zoba or sub-zoba administrations.

5.2.3. STAFFING

Thus far, in all the projects implemented under Outcome 7, GoSE has utilized existing staff and technical experts for provision of project management and advisory services. These individuals are often responsible for a number of other activities within their existing professional portfolios. However, considering the complex and time-bound nature of donor funded projects, it is highly recommended that dedicated management and coordination units are established for effective project implementation. In fact, most donor funded projects, including the SLM, CCA, and the PA projects have provided stipulations for the setting up of dedicated project management units (PMUs)/ project coordination units (PCUs) with designated staff whose job descriptions and salaries are incorporated into the agreed project budgets. Similarly, some projects, e.g. the PA also make provisions for hiring of key national and international experts and consultants for long-term and short-term positions with the use of donor funds. Considering the highly technical nature of such projects, without the hiring of dedicated experts, the Evaluator believes that their implementation will remain less than satisfactory.

It is therefore recommended that GoSE gives a serious consideration to the assignment of dedicated staff as stipulated in project documents, set up Project Coordination Units (PCUs), and recruit other long-term and short-term experts (provided for in the project design documents) for timely implementation of projects. Moreover, it is equally necessary to recruit a combination of national and international experts to carry out highly technical tasks and review of newly formulated strategies and long term programs.

5.2.4. PARTNERSHIPS

To ensure speedy and effective achievement of outcomes it is necessary that donors and international development partners collaborate on activity implementation. The State of Eritrea has been dubbed as a donor orphan country, as it is. Therefore, coordination among stakeholders will not only ensure the leverage of funds but is also likely to guarantee a more comprehensive coverage as well as effective up-scaling of pilot activities.

This coordination can be done at the national level, being led by the MND, and/or the UNDP can lead the way by setting up a Working Group on Environmental Sustainability. A move towards this direction has already been made in 2016 in the form of some conceptual dialogue for the phased establishment of a 'Development Partners Forum'. However, it may be too early to predict the possibility of establishment of such a Working Group and its eventual effectiveness.

Moreover, GEF through its implementing agencies such as UNDP and IFAD being the biggest contributor and initiator of activities in the area of Environmental Sustainability in the country, can also play a role in ensuring such inter-agency coordination.

In addition, in order to build on inter-unit resources and expertise, it is recommended that the new CPAP (2017-2021) focuses on some program linkages between the two UNDP units. These linkages may be the most practical in the areas of Gender and Policy Development.

5.2.5. EFFECTIVE UTILIZATION OF UNDP'S TECHNICAL ADVISORY SERVICES

Through the NIM implementation modality, the GoSE and its local partners bring a wealth of national knowledge and local knowhow to resolving problems related to Environmental Sustainability. However, from time to time, key project activities require support from international experts. For instance, the development of a comprehensive PAs framework can benefit from a review by international experts with significant experience in other parts of the world. Similarly, to operate the automated Meteorological stations installed under the CCA project, the services of an international expert are required. Otherwise, these stations are at a risk of non-utilization or under-utilization.

Since the UNDP specializes in the provision of Technical Assistance (TA) to partner country governments around the world, it is strongly recommended that the GoSE relies on this strength of the agency when such technical assistance is required. The UNDP can in turn assist the GoSE through the provision of international consultants, peer reviews of policies, and exchange of experiences in other countries and regions through different modalities, including South-South cooperation.

5.2.6. IMPROVED ABSORPTION AND IMPLEMENTATION CAPACITY

The capacity of GOSE ministries and IPs needs continual advancement so that the knowledge and skills of Government departments and staff at all levels can stay responsive to the ever-changing donor processes and requirements in the areas of project planning and project cycle management. Due to the high turnover in the GOSE as well as the highly demanding nature of projects, it is advisable to undertake an institutional review of the IPs at least every two years instead of only once at the beginning of a program cycle. Although this exercise may be more costly, it is likely to enhance the quality of outcomes and also improve implementation efficiency. Further, as regional and sub-regional government units are engaged at the frontlines of implementation, capacity building activities regarding programming and monitoring, etc. need to be directed at both central and local levels. Similarly, under the SGP, staff of the implementing CBOs under the SGPs should be provided trainings in the development of quality proposals and progress reports, etc.

5.2.7. PROGRAM-BASED STRATEGY FOR THE ISDU

The ISDU is implementing highly inter-related projects in the areas of Environment, Resilience, and Food Security and Sustainable Livelihoods. To avoid a silo approach and benefit from inter-project synergies, it is important that a unit-level program strategy is devised. Some progress has already been initiated in this regard in the form of a draft unit-level framework, titled 'Inclusive Sustainable Development and

Resilience Unit Framework'. However, this framework needs to be finalized and incorporated into future program-level M&E.

5.2.8. RESOLUTION OF IMPLEMENTATION ISSUES FOR DELAYED PROJECTS

The Project on Protected Areas has a substantial value for sustainable protection of valuable ecosystems in Eritrea. However, as the project has been suffering substantial implementation delays, it is recommended that the IP makes a dedicated effort to address the issues causing these delays. Similarly, there is a risk that due to delays in approvals, procurement, and seasonality, etc. the CCA project may not deliver on all the remaining activities that have been left for implementation in 2017, the project's final year. To let the project achieve its full potential, it may be necessary to seek a no-cost extension for this project as well, with a revised closing date of December 2018.

5.3. SUSTAINABILITY

5.3.1. INPUT AND MARKET LINKAGES

With improved productivity and sustainable land management, e.g. the new land tenure system, the farmers are willing to invest in their land. Therefore, it is critical that this need is satisfied through establishment of linkages with improved inputs and services, e.g. microfinance, seeds, and fertilizers. Similarly, in areas where farm productivity has been enhanced, it is critical that farmers are linked to markets. In areas the assisted farms have very limited physical market accessibility, e.g. sub-zoba Habero, the farmers can be provided trainings and equipment related to food preservation, e.g. dehydration/drying of vegetables such as tomatoes and onions. As a matter of fact, these trainings are also essential for household food security in areas that are highly susceptible to drought, as the farms can store their surplus produce for times of need.

Moreover, communities need to be provided ongoing support by sub-zoba and village administrators to procure materials in case of breakdowns or expansion/replication of systems introduced by the various projects.

5.3.2. EXOGENOUS THREATS

In the context of exogenous threats, e.g. droughts, financial capacity, etc. there is a need for follow up on community-based initiatives through ongoing GoSE and development partner programs. For instance, GoSE must prioritize the provision of support to community-based committees that have been formed by the project and linked to sub-zobas. Similarly, development partners can replicate or scale up initiatives within neighboring areas, using a watershed or ecosystem approach, etc.

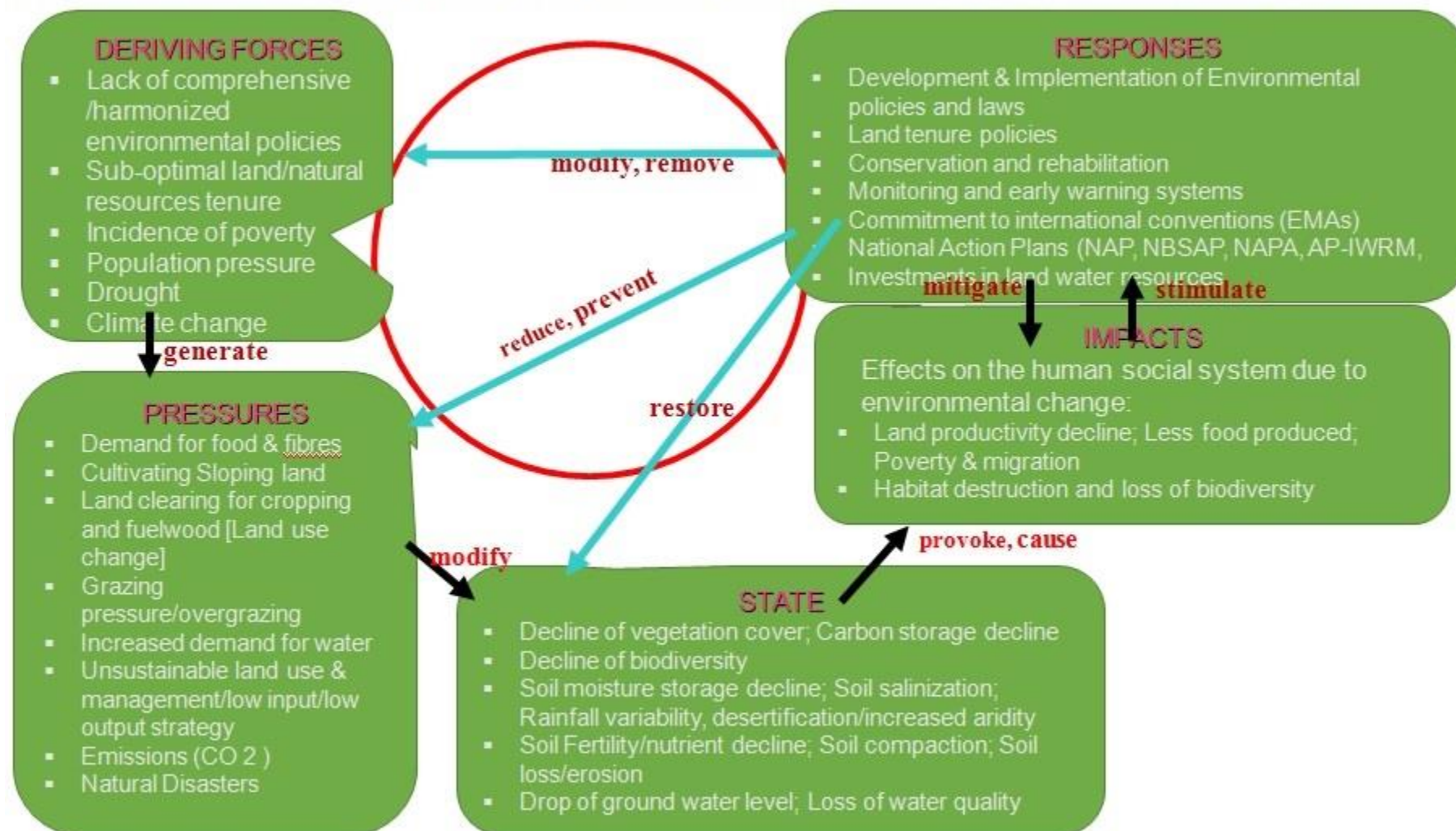
5.4. GENDER

Despite gender-blind project designs the various projects within the Environmental Sustainability portfolio have directly or indirectly benefited women and also reported some gender-disaggregated information. However, to further strengthen women's participation and enhance their role in environmental protection, it is imperative to develop comprehensive gender-specific programming

enabling women's ownership of or access to productive resources, e.g. as was done through benefitting women as part of the land distribution scheme, instead of stand-alone/marginal activities, e.g. distribution of poultry packages. Moreover, to ensure a synergized response, it will be essential to make active linkages between the SGU and ISDU activities in the area of Gender during the 2013-2017 programming cycle. In addition, in the interest of gender balance in staffing, the inclusion of more women as senior team members needs to be seriously considered, as currently only one out of seven ISDU team members is a woman.

ANNEXES

DPSIR model—the various causal loops between human activities and environmental changes



1. UNDP Project Document: SIP SLM Pilot Project
2. The Strategic Partnership Cooperation Framework (SPCF) between The Government of the State of Eritrea and The United Nations 2017-2021, January 2017
3. The Strategic Partnership Cooperation Framework (SPCF) between The Government of the State of Eritrea and The United Nations 2013-2026, January 2013
4. The 5th National Report on the Implementation of the UNCBD, August 2014
5. The 4th National Report to the Convention on Biological Diversity, July 2010
6. Terms of Reference for International Consultant on Terminal Outcome Evaluation of the Environmental Sustainability within the UNDP Eritrea (2013-2016) Country Program Action Plan UNDP Eritrea
7. Tabular Representation of Projects Budget and Expenditure
8. Risk Assessment Matrix
9. Project/Program Proposal on “Climate Change Adaptation Program in Water and Agriculture in Anseba Region, Eritrea”
10. Project Performance Report (PPR) on Climate Change Adaptation Program in Water and Agriculture in Anseba Region, Eritrea
11. Project Document: Integrated Semenawi and Debubawi Bahri-Buri-Irrori- Hawakil Protected Area System for Conservation of Biodiversity and Mitigation of Land Degradation
12. Program Document: Eritrea Support to National and Local Resilience Building Initiatives
13. Presentation on “Solar PV Mini Grids for the Rural Towns of Areza & Maidma and 28 Surrounding Villages”
14. Presentation on “Outcome 7 Evaluation: Support to National and Local Resilience Building Initiatives”
15. Presentation on “Inclusive and Sustainable Development Unit (ISDU): Food Security and Sustainable Livelihoods”
16. Presentation on “Inclusive and Sustainable Development Unit (ISDU): Outcome Evaluation, Protected Area Project”
17. Presentation on “Inclusive and Sustainable Development Unit (ISDU): SLM Projects”
18. Presentation on “GEF SGP Eritrea OP5/2014-2016”
19. National Report on the Implementation of Article 6 of the Convention of Biological Diversity (CBD), December 1997
20. National Biodiversity Strategy and Action Plan for Eritrea, August 2000
21. National Adaption Program of Action, April 2007
22. Minutes of the 1st Eritrea Development Partners Forum Meeting, 11 May 2016
23. Millennium Development Goals Report, October 2015
24. Mid-Term Review: Strategic Partnership Cooperation Framework (SPCF) 2013-2016, Eritrea, September 2015
25. Matrix for Expected SPCF Outcome: Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG7)
26. Inclusive Sustainable Development and Resilience Unit Framework
27. Inception Workshop Final Report: “Climate Change Adaptation Program in Water and Agriculture in Anseba Region, Eritrea”, 6 November 2015

28. Grant Application Form: “Solar PV Mini Grids for the Rural Towns of Areza and Maidma and Surrounding Villages in Eritrea”
29. Gender Impact Assessment of Projects, UNDP Eritrea 2015
30. Gender Equality Strategy and Action Plan 2015-2017, UNDP Eritrea Country Office
31. GEF SGP Country Program Strategy for OP6, June 2016
32. Final Report: National Capacity Needs Self-Assessment (NCSA) for Global Environmental Management in Eritrea
33. Final Report on “Terminal Evaluation: SIP SLM Project – Eritrea”
34. Final Evaluation Report: UNDP Eritrea Country Program Outcome 4 “Selected Government Institutions have the Capacity to Effectively and Efficiently Provide Services to All”
35. Final Evaluation Report: GEF Country Portfolio Evaluation: Eritrea (1992-2012), December 2014
36. Eritrea’s Initial National Communication under the United Nations Framework convention on Climate Change (UNFCCC), December 2001
37. Eritrea Five Year Action Plan
38. Draft MTR on “Climate Change Adaptation Program in Water and Agriculture in Anseba Region, Eritrea”
39. Draft Country Program Document for Eritrea (2017-2021)
40. Draft Country Program Document for Eritrea (2013-2016)
41. Draft Agenda : Eritrea Development Partners Forum (EPDF) Meeting, 29 September 2016
42. Country Program Strategy for Utilization of OP5 Grant Funds: The GEF – Small Grants Program/Eritrea
43. Country Program Action Plan (CPAP) Annual Review Report 2013
44. Country Program Action Plan (CPAP) 2013-2016 between The Government of the State of Eritrea and The United Nations Development Program (UNDP), March 2013
45. Common Country Assessment: Eritrea 2015
46. Brief on Gender Cross Practice Initiative in the Climate Change Adaptation Program in Water & Agriculture in Anseba Region Project
47. Action Plan for Integrated Water Resource Management (IWRM) in Eritrea, December 2008
48. A Phased Approach for the Establishment of an Eritrea Development Partners Forum: Proposal for Implementation from May 2016
49. 2014 Annual Review of the Country Program Action Plan 2013-2016

ANNEX 3**LIST OF STAKEHOLDERS INTERVIEWED**

Name	Designation	Organization
Christine N. Umutoni	UN Resident Coordinator UN Humanitarian Coordinator UNDP Resident Representative	United Nations Eritrea
Rose K. Ssebatindira	Deputy Resident Representative (Program)	UNDP Eritrea
Adam Habteab	Programme Specialist & Unit Head	UNDP CO Eritrea
Solomon Ghebreyohannes	Programme Analyst	UNDP CO Eritrea
Kamau Ngumba	Program Specialist Protected Areas System	UNDP CO Eritrea
Mahmudul Islam	DRM and Resilience Building Specialist	UNDP CO Eritrea
Tedros Demoz	National Coordinator of SGP	UNDP CO Eritrea
Freweini Negash	Program Assistant (SGP)	
Mogos Woldeyohanes	Director General, GEF Focal Point	MoLWE/Department of Environment
Aman Salih	GEF Projects Coordination	MoLWE/Department of Environment
Heruy Asghedom	Director General	MoA/Agriculture Extension Department, Ministry of Agriculture Eritrea
Mebrahtu Iyassu	Director General	MoLWE/Water Resources Department, Ministry of Land, Water and Environment
Futsum Hagos	Director of Wildlife Conservation	Forestry & Wildlife Authority
Ghebremeskel Tewolde	Project Coordinator/Adaptation Fund	Zoba Anseba
Angesom Tesfaselassie	Executive Director	Sub Zoba Habero
Teclehaymanot	Veterinary Expert	Sub Zoba Habero
M. Jahra		Kebali Administrator
Ghebreselassie Aradom	Director General	Agriculture and Land of Anseba Region
Tesfai Ghebrehwat	Director	MoEM/Renewable Energy Centre
Tesfom	Administrator	Sub Region Serejeka
Rigat Tesfomichael	Coordinator	Young Women Empowerment Programs in Higher Education Institutions
Mekonen Shishay	Research Marine Biologist	
Paulos Andemariam	Assistant Project Coordinator, FAO Representation in Eritrea	Food and Agriculture Organization of the United Nations (FAO)

KII/FGD WITH ISDU**Date:****Name(s) of Staff:****Position(s) in Project:****Contact Info:****Name of Interviewer:****QUESTIONNAIRE**

1. How does the UNDP contribute to the development agenda of the GOSE in the area of Environment?
2. How is the program geographically distributed? What was the logic for this geographical distribution? (e.g. donor priorities, govt. priorities, community needs, etc.)
3. Who are some of the key stakeholders / contributors in undertaking environment-related activities in Eritrea? What activities are these organizations engaged in and how does the UNDP (ISDU) collaborate with them?
4. Who are the other main partners that the UNDP works with within the area of Environment, e.g. UN agencies, GoSE agencies, NGOs, etc.?
5. What have been the challenges of collaborating with the GoSE? E.g. late approvals, lack of interest in joint planning, high staff turnover, quickly changing priorities, etc.
6. What have been the challenges of collaborating with the other partners, including UN agencies, NGOs, academia, etc.? E.g. lack of interest in joint planning, high staff turnover, quickly changing priorities, etc.
7. What is the UNDP's long term strategy in helping GoSE achieve the MDGs in the area of Environment?
8. What role is played by the UNDP Regional Office and HQ in helping UNDP Eritrea achieve its objectives?
9. What are the key potential opportunities for UNDP over the next five years?
10. What has been the process of SPCF development and how has UNDP been involved in this process, including the setting of priorities and targets?
11. Does the UNDP ISDU collaborate with other units of the UNDP?
12. How does the UNDP ensure mainstreaming gender and inclusive development in its Environmental projects?
13. What methods have been used to assess the impact / contribution of UNDP Environment projects to the intended outcomes?
14. What challenges did the ISDU face in undertaking such an assessment?
15. What are the development implementation modalities used by the UNDP for the Environment projects? (e.g. NEX / NIM, DEX/DIM, working through NGOs, partnership with COs, etc.)
16. What efforts has the UNDP ISDU made to mainstream Environment in GoSE policies and in the work of the different GoSE ministries and line departments, etc.

17. What are some of the key achievements of the UNDP in the area of environment in Eritrea? What made these accomplishments possible?
18. What have been some of the key challenges to the work of the UNDP in the area of environment? What efforts have been undertaken to mitigate these?
19. How can the work of the UNDP environment unit improved in the future?
20. Have there been opportunities for South-South cooperation?

KII WITH GOSE REPRESENTATIVES

Date:

Name of Interviewee:

Organization Name:

Title:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What are the key strategies being utilized by the GoSE for attaining the SDGs in the area of Environment?
2. How has the UN assisted in this process generally, and particularly what has been the support from the UNDP?
3. What has been the **key role** of the UNDP in supporting the environmental development agenda of the GoSE? What areas need improvement?
4. How well has the UNDP played the role of a coordinating agency within the UN system in Eritrea?
5. How has the GoSE been able to mainstream any of the UNDP-led initiatives or activities into its development planning? E.g. adoption of best practices, development of future projects based on lessons learned, etc.
6. What are the key development priorities of the GoSE for Environment for the next five to ten years?
7. How can the role of the UNDP be improved in the future?
8. In your opinion, what are the biggest threats and biggest opportunities for the sustainability of the UNDP-led outcomes/achievements?

KII WITH UNDP ERITREA SENIOR MANAGEMENT TEAM

- **Name and Position of Person(s) Interviewed:**
- **Date of Interview:**
- **Name of Interviewer:**

QUESTIONNAIRE

1. Importance of UNDP's contribution to the Environmental Sustainability in Eritrea (as compared to other players)?
2. To what extent has the UNDP been able to contribute to the intended outcome of 'Environmental Sustainability' in Eritrea?
3. What were the key challenges and opportunities faced by the UNDP in its activities related to Environmental Sustainability?
4. Contribution of the UNDP to the design of the SPCF (2013 – 2016) development (environmental sustainability)
5. Contribution of the UNDP to the design of the SPCF (2017 – 2020) development (environmental sustainability)
6. Nature of Relationship with the GoSE (history and current status), e.g. MND and implementing ministries
7. Role of UNDP in coordination of other UN Agencies
8. Current and Potential partnerships for Environmental Sustainability with other UN Agencies and other development stakeholders
9. Efforts to mainstream gender, youth, and the vulnerable

KII WITH IMPLEMENTING PARTNERS

- **Name and Position of Individual Interviewed**
- **Name of Organization/Agency:**
- **Name of Interviewer**
- **Phone Number and Email Id:**
- **Date of Interview**
- **Location of Interview**

QUESTIONNAIRE

1. What are the key components of the project being implemented by you?
2. What are the roles and responsibilities of your organization in implementing this project?
3. What has been the major contribution of this project towards environmental sustainability in Eritrea?
4. Does your organization or any other entity operate a similar project in this area? If yes, please provide details of the project
5. Also, do you have any collaboration with these other projects? If yes, please provide details. If no, what is the reason for non collaboration?
6. Was your organization involved in the design of the project? If yes, what was the nature of the involvement and what was your organization's contribution to the design?
7. What opportunities and challenges have you faced during implementation? E.g. delayed fund disbursements, community acceptance, insufficient guidance for implementation, unrealistic reporting requirements, etc.
8. How can some of these challenges be mitigated?
9. What is the process of M&E for the project activities?
10. Do you have any information about other similar projects being implemented by the GoSE or UNDP either in this region or another region? If yes, how did you acquire this information?
11. Has the staff in your organization been provided trainings in various project management aspects during the course of the implementation? E.g. planning and budgeting, community contact, reporting, etc. If no, what trainings in your opinion can you benefit from?
12. Who are some of the other key stakeholders and their role in project design and implementation
13. What are the key challenges to the sustainability of these activities?

ANNEX 5**OUTCOME 7 EVALUATION MISSION SCHEDULE**

Day and Date	Activity
Monday, 16 January 2017	UNDP CO UNDP CO/ISDU
Tuesday, 17 January 2017	D.G Dept. of Environment Work with ISDU Team (Project Presentations, Data Gathering, Discussions, etc.)
Wednesday, 18 January 2017	Document Review and Work with ISDU Team
Thursday, 19 January 2017	Interviews with: D.G. Ministry of National Development, UN Desk D.G. Dept of Land D.G. Dept of Water Resources
Friday, 20 January 2017	Synthesis of Findings
Saturday, 21 January 2017	Development of Inception Report
Sunday, 22 January 2017	Development and Submission of Inception Report
Monday, 23 January 2017	Visit Serejeka (SLM)
Tuesday, 24 January 2017	D.G. Dept of Agricultural Extension Forestry and Wildlife Authority D.G Dept of Energy
Wednesday, 25 January 2017	Visit Hamelmalo and Habero (CCA)
Thursday, 26 January 2017	Visit Hamelmalo and Habero (CCA)
Friday, 27 January 2017	Visit Hamelmalo and Habero (CCA)
Saturday, 28 January 2017	Synthesis of Findings
Sunday, 29 January 2017	REST
Monday, 30 January 2017	Visit Mai Dima and Areza (Solar)
Tuesday, 31 January 2017	Visit Mai Dima and Areza (Solar)
Wednesday, 1 February 2017	Synthesis of Findings
Thursday, 2 February 2017	Visit Smeawi and Debubabawi Bahri (PA)
Friday, 3 February 2017	Visit Smeawi and Debubabawi Bahri (PA)
Saturday, 4 February 2017	Synthesis of Findings
Sunday, 5 February 2017	REST
Monday, 6 February 2017	Development of De-briefing + Stakeholder Meetings
Tuesday, 7 February 2017	Development of De-briefing + Stakeholder Meetings
Wednesday, 8 February 2017	Development of De-briefing
Thursday, 9 February 2017	De-Briefing Presentation
Thursday, 9 February 2017 Friday, 10 February 2017	Consultant Departs for Home
Wednesday, 15 February 2017 to Tuesday, 7 March 2017	Finalization of First Draft Report and Submission

PROJECTS DIRECTLY CONTRIBUTING TO OUTCOME 7

Table 5: Project Highlights: Sustainable Land Management (SLM) Project in Eritrea

Project Indicators	Detail
Duration	<ul style="list-style-type: none"> • 5 Years (The original timeframe was August 2009 to June 2014) • Donor Cooperation Shutdown in 2011-2012 • The project implementation was from 5 years to 2.5 years • Eventually, the project was granted an extension of one year, with a revised closure date of 31 August 2016, thereby bringing the total implementation time to 3.5 years
Budget	<ul style="list-style-type: none"> • Overall planned budget was USD 4.1 million, Final budget to USD 10.4 million with the Involvement of GoSE and Communities
Purpose	To build a new Sustainable Land Management model that addresses these causes through a combination of soil and water conservation activities
Intended Outcomes	<ul style="list-style-type: none"> i. Development of replicable SLM models; ii. Establishing a knowledge management system for SLM in order to mainstream its principles at all relevant levels; iii. Designing capacity building programs for SLM; and iv. Enhancing learning, evaluation, and adaptive management of the GoSE through the project.
Geographical Coverage	<ul style="list-style-type: none"> • 28 villages of the Serejeka sub-zone
Achievements	<ul style="list-style-type: none"> • Piloting of the land distribution process under the 58/1994 Land Proclamation • Implemented some beneficial IGA activities • 25 sub-zoba extension staff (100%) were trained • SLM activities undertaken under the project include <ul style="list-style-type: none"> ○ Building two dams; ○ Construction of 6,900 energy efficient cooking stoves (92% coverage); ○ 950 hectares of reforestation; and ○ SWC activities over 35% of the sub-zoba area
Challenges	<ul style="list-style-type: none"> • Interruptions and delays in project implementation, the lack of or an actual Project Coordination Unit (PCU) as was stipulated in the project document, also adversely affected the project's implementation. Resultantly, the project had to abandon a number of activities • Moreover, some IGA activities such as orchards and beekeeping will need more analysis for effective farmer adoption

Table 6: Project Highlights: Integrated Semenawi and Debubawi Bahri-Buri-Irrori- Hawakil Protected Area System for Conservation of Biodiversity and Mitigation of Land Degradation (2014-2020)

Project Indicators	Detail
Duration	Seven Years (October, 2013 to October 2020)
Funding	Donor funding: USD 8.878 M & GoSE committed co-financing of USD 7.45 M
Project Goal and Objectives	<ul style="list-style-type: none"> The project goal is to ensure the integrity of Eritrea's diverse ecosystems in order to secure the viability of the nation's globally significant biodiversity. The project objective is to create policy and institutional conditions to operationalize the national protected area system
Project Outcomes	Establishment of necessary protected area policy and institutional frameworks; Emplacement of required protected area management capacity and experience; and, Generation of SLM/SFM capacity required to restore/maintain ecosystem services
Geographical Coverage	Semenawi and Debubawi Bahri Green Belts (located in Central Highlands), Buri Peninsula (located along the central coast), and the Bera' sole Bay (located along the Southern Red Sea Coast)
Executing Partner	The Department of Environment, MoLWE
Delayed Implementation	The project has been facing significant implementation delays since its onset. Resultantly, a significant number of important activities have not been implemented according to plan. To somewhat bridge the gap, project activities schedule modify from the one provided in the project document.
Activities	Under outcome one, the key activity of developing a regulatory framework that was to be fully operational by 2017 has been delayed, Under outcome 2, the three new PAs would be officially gazetted in 2016/2017. However, this activity depends upon the completion of regulatory framework under outcome 1, Under outcome 3, activities related to the Implementation of model ecosystem service conservation measures are on track

Table 7: Project Highlights: Solar PV Mini Grids for the Rural Towns of Areza and Maidma and Surrounding Villages in Eritrea (2015-2017)

Project Indicators	Detail
Duration	48 months (Between 2014 and 2017)
Budget	This € 11,762,588 project has been jointly funded by the European Union (€ 8 million; 68% contribution), UNDP (€ 1.869 million; 16% contribution), GoSE (€ 2.162 million; 18% contribution) USD 2.00 million
Executing Partners	The Ministry of Mines and Energy (MoME)
Objectives	The overall project objective is to improve the livelihoods (increase income and access to social services) of rural towns and villages while informing the decision making for replication within the National Energy Policy Reform in view of mitigation of the adverse effects of climate changes in Eritrea.

Geographical Coverage	<p>Rural towns of Areza and Maidma and 28 villages nearby, located in Sub Zoba Areza, Zoba Debub to benefit 40,000 people</p> <p>The project is linked to the National Energy Development Framework (2009), NAPA, NAP, and NBSAP</p>
Activities	<p>Thus far, main activities have focused on undertaking assessments, selection of sites, and procurement of equipment, etc. all civil and electrical detail drawings required for building a PV Solar have been completed and a firm has been selected for supply and installation of the system. It is planned that in 2017, the Solar PV Generation System with a capacity of 1.25 MWp for Areza and 1.05 MWp for Maidma, respectively, will be installed.</p> <p>Moreover, the electricity distribution system is expected to be constructed by the Eritrea Electricity Corporation (EEC) by October 2017.</p>
Problems	Some of the major problems faced during project design and implementation included the availability of relevant experts and reliable equipment suppliers.

Table 8: Project Highlights: Climate Change Adaptation Program in Water and Agriculture in Anseba Region, Eritrea (2011-2016)

Project Indicators	Detail
Duration	Five Years
Budget	USD 6.52 million
Executing Partner	
Objectives	The main objective of the project is to increase community resilience and adaptive capacity to climate change through an integrated water management and agricultural development approach in the two selected sub-zobas.
Outcomes	The four project outcomes focus on flood water harvesting and irrigation technologies, enhancement of climate-resilient agriculture and livestock production, improved climate risk monitoring and information, and sharing of the lessons learned from the project
Geographical Coverage	Habero and Hamelmalo
Achievements	6,141 households (including 22% women headed households) directly and indirectly benefitted 75,400 inhabitants of the two sub-zobas, Setting up irrigation systems for 170 ha through the construction of two micro dams, construction of two river diversions, installation of 185 Watt capacity solar irrigation system installed to make functional two existing wells constructed under a previous GoSE project, and building a reservoir of 314 M. The project has also installed six meteorological stations with the help of Met experts from the Eritrean Civil Aviation and WRD.
Challenges/Problems	The project has not been able recruit a qualified expert(s) to provide training on data collection and processing from the automatic stations, Other incomplete activities include the development of a community-based EWS, a

	knowledge management system, policy advocacy activities, media coverage, and a study tour in the region to a country with similar climate risks and environmental constraints. Moreover, at the grassroots level, the project has yet to train communities in the operation and maintenance (O&M) of the irrigation infrastructure, establish a fruit tree nursery, complete the construction of a mini-dam, and distribute beehives.
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Table 9: Project Highlights: Small Grants Program (2013-2016)

Project Indicators	Detail
Duration	2014 to 2016
Funding	USD2,292,662
Delay in Project	Implementation was delayed due to the suspension of the UNDAF in 2011-2012
Executing Partner	Program partners include the MoLWE, MoA, MoE, and MoMR, Local Government and the colleges of agriculture and marine sciences, and NUEW
Objectives	
Outcomes	
Geographical Coverage	
Achievements	The program is set to achieve or over-achieve its targets. These include access to appropriate energy sources (solar energy and energy efficient stoves) by 6 service giving centres vs. a target of 5 centres and 352 households vs. 450 households. Similarly, the program has reduced environmental degradation through establishment of 20 Protected Areas (vs. a target of 20) and demonstrating SWC practices
Problems/Challenges	Some of the key problems faced with implementation include delay in fund transfers, delay in progress reporting by the IPs, and lack of qualified personnel at the implementing CBOs to develop proposals and progress reports For further details on some of this issues, please refer to the section on Efficiency

PROJECTS PARTLY CONTRIBUTING TO OUTCOME 7

Table 10: Project Highlights: Support to National and Local Resilience Building Initiatives

Project Indicators	Detail
Duration	Project Duration: 2014-2016 (Date of Start and Finish: 2015 and 2016)
Budget	In 2015 Budget was given to MLHW 249,000 and MoA 325,000 a total 574,000 USD
Executing Partner	(NIM/DIM); Community- based, Line Departments, etc.- NIM Key Partners (GoSE, UN Agencies, NGOs, etc.) MoA and MLHW
Objectives	To strengthened national and local DRM (link to outcome 5), To increase community, resilience to disaster and climate risk link to (Outcome 6), To enhance capacity of national institutions on adaptive and mitigation assessment (outcome 7)
Intended Outcomes	Strengthened national and local DRM– Outcome 5), Poor and vulnerable households have improved access to, and utilization of quality food and enhanced livelihood opportunities (Increased community resilience to disaster and climate risk) Outcome 6, Eritrea is on track towards the achievement of MDG targets for environmental
Activities	<p>MLHW (2015) Budget USD 249,000</p> <p>Conduct needs and capacity assessment, Support to GoSE to establish coordination mechanism on resilience building (MLHW)*, Strengthen DRR unit at MLHW*, Conduct project initiation and sensitization workshop, Develop and produce public awareness materials, Undertake South- South Cooperation on resilience building (visit to Uganda)- postponed*, Undertake public education campaign on resilience building, Strengthening community based rehabilitation for PWD, Organize International Day on disabilities</p> <ul style="list-style-type: none"> Activities 2, 3, and 6 have been postponed by GoSE <p>MOA Budget USD 325,000: Identify and distribute drought resistant Agricultural seeds, Provide ToT on improving biodiversity & producing technologies, Restocking goats, Provide livestock basic training. MoA 2016 Budget: Procurement of Early warning capacity enhancement support equipment</p>
Lesson Learned & Recommendations	<p>The stakeholders participated in the project design and need linked with capacity gaps were placed in the project activities which are also in accordance with national policies and strategies. Very little resources were earmarked for the project. As the UNDP was not able to mobilize any external funding for this USD 4.58 million project design, only USD 574,000 were contributed from the UNDP core resources.</p> <p>Considering the linkage of SDG with risk informed development goals, DRM and resilience building capacity enhancement at national to local level are important and also been prioritized in the SPCF (2017-2021), and dedicated a PILLAR 2: Environmental sustainability, resilience and disaster risk management</p>

	(Outcome 4: By 2021, environmental and natural resources management is gender responsive and sustainable, negating the impact of ecosystem degradation, climate change, and strengthening community resilience to disasters.) where two major outputs to be achieved from this project hence resource allocation and impletion of the activities are imperative.
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Table 11: Project Highlights: Inclusive and Sustainable Development Unit (ISDU) Food Security and Sustainable Livelihoods (2013-2016)

Project Indicators	Detail
Duration	2013 – 2016
Funding	USD 6,531,703
Partners	GOVERNMENT PARTNERS: Ministry of National Development, Ministry of Agriculture, Ministry of Land, Water and Environment, Ministry of Marine Resources, Administrative regions and local communities. OTHER PARTNERS CONTRIBUTIONS: FAO, UNICEF, UNOCHA, UNDP Environment including Small Grant Program (SGP), BCPR, IFAD, EU, African Development Bank
Objectives	The program addresses Food Security and Sustainable Livelihoods. It focuses on enhancing food production capacities as well as employment and income generating schemes. It has addressed livelihood security of drought, locust and volcano affected vulnerable populations in the target regions.
Outcomes	SPCF Outcome 6: Poor and vulnerable households have improved access to and utilization of quality food and enhanced livelihood opportunities. Outcome 7: Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG 7).
Achievements	Overall, during the SPCF/CPD cycle 2013-16, 39,878 beneficiaries (21,330 females and 18,548 male) improved their food security and livelihood, Average crop yield for Debeba region in 2014 was 6-12 quintals per hectare; an increase from 5 to 10 quintals from previous season (RAOR 2014, Although UNDP and other donors (IFAD, EU, AfDB, etc.) have contributed to make change in food and livelihoods security, levels of food insecurity are generally remaining high especially in the resource poor households.
Problems/Challenges	Food security assessment conducted at national level has not been released by the government, Bureaucratic implementation modality-UNDP-MND-IPs – Regions Delay in signing AWP, Cost increase in fuel, labour and construction materials, Change of government priority in 2016, Lack of immediate permit for UN vehicles has obliged use of rented cars for monitoring and supervision and this has affected moderately field monitoring and supervision activities., Frequent reshuffling of key staff, Restructuring within the region

Outcome 7: Environmental Sustainability – Eritrea is on track towards the achievement of MDG targets for Environmental Sustainability (MDG 7)		
Output	Target	Achievements
Output 1.1 – Communities have access to safe and Environmentally sustainable water sources for agricultural and domestic uses	9 micro-dams, and 13 micro-dam based water supply schemes	11 micro dams; 14 villages
1.2 – Protected Areas for natural resources conservation and management established in Northern and Southern Red Sea Regions	4 new Pas and 281,580 ha of land under PA	Mapping and boundary delineation of native forest covering 107,586.25 hectares within Semenawi and Debubawi Bahri Green Belt protected area has been completed as part of the National Enclosure Assessment. National Enclosure Assessment Report 2016
1.3 – Communities have access to appropriate energy sources for individual and social use	3,000 Hof Hs + 450 HHs + 5 Service giving centers	6,002 HHs solar lighting ³⁵ 6 service centers + 80 ³⁶ community services
1.4- Capacity of national institutions to proclaim laws, undertake adaptive and mitigation assessments and integrated water resources management enhanced	Policy in Place	No Policy in Place Some trainings of zoba and sub-zoba staff on water management Support to piloting 58/1994 Land Proclamation
1.5 – Reduce environmental degradation and enhance development of natural resources through establishment of PA (enclosures) and afforestation programs in five regions	i. 20 PAs (community based enclosures) and 849.3 ha of land under PA ii. 866,280 trees planted in PA + HH Compound	20 PAs of 830 Ha enclosed. 1,458,116 ³⁷ tree seedlings planted in the enclosed areas 13,500 plant seedlings (fruit trees, hop and coffee, etc.) of commercial importance planted in compounds of female headed households

³⁵ Includes 8,000 HHs expected to be lighted in 2017 after the mini-solar grid becomes functional in Areza and Mai Dima

³⁶ 80 community services to be lighted through solar after the operationalization of the solar powered mini-grid in 2017

³⁷ 611,150 planted under the SGP (2013-2016) and 846,966 under the SLM (2013-2015)