



ANNEXES

**INDEPENDENT COUNTRY PROGRAMME
EVALUATION - COMOROS**

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Annex 1: TERMS OF REFERENCE

I. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs), previously called “Assessment of Development Results) (ADRs) to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the first ICPE for the Comoros and will be conducted in 2018 towards the end of the current UNDP programme cycle of 2015-2019, with a view to contributing to the preparation of UNDP’s new programme starting from 2020. The ICPE will be conducted in close collaboration with the Government of the Union of the Comoros, UNDP Comoros country office, and the UNDP Regional Bureau for Africa.

II. National context

The Union of the Comoros is a small island developing state² with an estimated population of around 800,000 in 2016.³ Since independence in 1975, the country has experienced recurrent political crises and conflicts between the islands. With the constitutional reforms adopted in 2009, a system of rotating presidency between the three islands was instituted and the country regained political stability. Governance indicators remain low overall, even if some slow improvements were noted in the last few years. Comoros ranks 30th out of 54 countries in 2017 in the Ibrahim Index of African Governance⁴, far behind other African island states such as Mauritius, Cape Verde and Seychelles. The country has made some progress on Transparency International’s global Corruption Perception Index, from 143rd in 2011 to 136th in 2012, but however slipped back to 153rd (out of 176 countries) in 2016.⁵ Past crises in the country

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

² The archipelago comprises of four islands. Three islands are under the leadership of the national government.

³ <http://data.un.org/CountryProfile.aspx?crName=comoros>

⁴ 2017 report available at <http://mo.ibrahim.foundation/iag/downloads/>

⁵ <https://www.transparency.org/country/COM>

have also weakened the institutional capacity and public service delivery, which, together with political and social cohesion issues, are among key challenges for the governance of the country.

After economic growth picked up between 2011 and 2013, with an average growth rate of around 3%, the Comorian economy suffered from a serious electricity crisis in 2014, dragging the growth rate down to 0.6% in the same year.⁶ The country's Gross National Income (GNI) per capita has decreased following the crisis, with a GNI per capita of 770 USD in 2016, compared to 830 USD in 2014.⁷ Economic activities slightly recovered in 2016, and the forecast is that growth will continue to be steady in 2017- 2018, thanks to structural reforms by the new government in key sectors and planned investments in infrastructure. Key challenges for the Comoros's economic growth, similar to other small island states, include its narrow resource base, poor economic diversification (largely dependent on subsistence agriculture and a limited number of services), weak value addition, as well as vulnerability to external shocks⁸, including climate-change related impacts and natural disasters.

Since 2017 a slight improvement in the country's macro-economic situation has been noted due to progress in the electricity sector. According to forecasts by the International Monetary Fund (IMF), the growth rate rose to 3% in 2017 against 2.2% in 2016 and 1% in 2015. Growth would have been even greater in 2017 if the planned investments had been made. Unfortunately, budget support to contribute, including from the World Bank and the African Development Bank, was not disbursed because of deep disagreements between the government and the IMF on the 2017 budget, including projected revenues that the IMF found unrealistic. Most of the investments were financed from government own funds.

Comoros's Human Development Index value for 2015 was 0.497, putting the country in the low human development category, and positioning it at 160th out of 188 countries and territories.⁹ Food insecurity and unemployment, especially among the youth and women remain major challenges. Women's participation in political decision-making remains limited.¹⁰ Data on poverty in the country are outdated, with the latest available data from 2004, when poverty incidence at the household level was estimated at 36.9%, and the share of the population with incomes below \$1.25 USD estimated at 48%.¹¹

To foster the country's socio-economic development, the Government of the Union of the Comoros prepared in December 2014 the Accelerated Growth and Sustainable Development Strategy (SCA2D) 2015-2019, with the strategic objective of laying "the foundations for the future emergence of the Comoros". The strategy includes the following main thrusts: (i) growth acceleration, diversification and sustainability; (ii) development of growth support infrastructure; (iii) strengthening of access to basic social services and the resilience of households; and (iv) strengthening of governance and institutional/human resilience capacities. The SCA2D has been revised in late 2017 to align the strategy with the SDGs and to take into consideration the new priorities of the elected government.

⁶ African Development Bank, Country Strategy Paper for Comoros, 2016-2020, page 2-3

⁷ World Development Indicators, World Bank (accessed in January 2017) <https://data.worldbank.org/country/comoros>

⁸ African Development Bank, Country Strategy Paper for Comoros, 2016-2020, page 3

⁹ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/COM.pdf

¹⁰ African Development Bank, Country Strategy Paper for Comoros, 2016-2020

¹¹ World Bank, Country Partnership Strategy for the Union of Comoros for the period FY14-FY17, page 3

III. UNDP Programme in the Comoros

The UNDP country programme in the Comoros for the period 2015-2019 is built around three main pillars that focus on the resilience of individuals, institutions and systems and are interrelated with the goal of reducing poverty. The programme has three expected outcomes, which are also the outcomes of the United Nations Development Assistance Framework (UNDAF).

UNDAF/UNDP programme outcomes, UNDP programme outputs and indicative resources are summarized in the following table:

Table 1: UNDAF/UNDP programme outcomes, UNDP programme outputs and indicative resources (2015-2019)			
UNDAF/UNDP programme outcomes and UNDP programme outputs		Indicative resources (US\$ millions)	
		Regular resources	Other resources
Outcome 1: The people, especially the most disadvantaged, carry out economic activities that are sustainable, innovative, inclusive, diversified, and income generating and create decent jobs.	Output 1: Poor and vulnerable people, especially women, in target areas can access financial and non-financial services adapted to their needs	0.7	0.5
	Output 2: Greater competitiveness of agricultural products: ylang, cloves, and vanilla	0.5	2
	Output 3: Country has national system of land and marine protected areas co-managed with local communities and develops economic activities that are compatible with the goals of conservation	1	6.5
Total Outcome 1		2.2	9
Outcome 2: State and non-State institutions show better political, administrative and economic governance in line with human rights practices and resilience	Output 4: Territorial authorities have institutional structures, operational staff and skills needed to promote resilience and local development	2.3	2.6
	Output 5: Country has mechanisms for managing electoral cycles and preventing and managing conflict at national, island and local levels that bear in mind gender equality	1.3	1.8
	Output 6: Country has a planning system, as well as a framework for administrative reform that spells out national priorities for sectoral and island actions	1.044	1
Total Outcome 2		4.644	5.4
Outcome 3: The most vulnerable people strengthen their resilience to climate change and crises	Output 7: Country has capacities, tools and adaptation technologies to reduce agricultural vulnerability to climate change	2.3	9.5
	Output 8: State and non-State institutions have mechanisms, tools and means to manage risks of natural disasters and strengthen resilience	0.5	9
	Output 9: Country has political, legal and regulatory framework for promoting development of renewable energies	0.5	2.5
Total Outcome 3		3.3	21
Grand total		45.544	

Source: UNDP Comoros Country Programme Document 2015-2019

IV. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2015-2019) while taking into account interventions which may have started in the previous programme cycle (2008-2014) but continued for a few more years into the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The ICPE covers interventions funded by all sources of finance, including UNDP regular (“core”) resources, donor funds and government funds. It is important to note that a UNDP country office may be involved in a number of activities that are not included in a specific project. Some of these “non-project” activities may be crucial for advancing the political and social agenda of a country, and will therefore be considered, where relevant, by the evaluation.

Special efforts will be made to capture the role and contribution of UNV through undertaking joint work with UNDP. This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated programme.

V. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹² The ICPE will address the following three evaluation questions.¹³ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP’s performance and eventually, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP’s interventions are expected to lead to good governance and sustainable development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programme’s desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD’s progression, UNDP’s capacity to adapt to the changing context in the Comoros and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP’s country programme will be analysed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

¹² <http://www.uneval.org/document/detail/21>

¹³ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 3. In addition to country-specific factors that may explain UNDP's performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

VI. Data collection

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to ascertain the available information, identify data constraints, to determine the data collection needs and methods. The assessment outlined the level of evaluable data that is available. The assessment indicated that there were only two decentralized evaluations, out of four planned for 2017, undertaken during the period from 2015 to present, which were project evaluations.

With respect to indicators, the CPD and CPAP list 14 indicators (plus 3 indicators of UNDP Strategic Plan) for the 3 outcome results, and 29 indicators to measure the 9 outputs, mostly with baseline and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. Several indicators for CPD results did not include sources of data, while others indicated national statistics and/or programme/project annual reports as data sources. The evaluation's ability to measure progress against these indicators will therefore depend in part on the country office's monitoring and on national statistical capacities. The National Institute for Statistics, Economic and Demographic studies (INSEED) produces analysis and reports, but its website publishes very little recent data. In addition, a general population and housing census was initially planned for 2013, then postponed to 2017, and its current status is unclear¹⁴. These observed national data deficiencies¹⁵ will be a challenge for the evaluation in measuring the progress achieved against the indicators.

It is also important to note that UNDP projects that contributed to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

Initial discussions with the country office revealed no limitations to the evaluation team's ability to travel to project sites located in different parts of the country.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector

¹⁴ <http://www.inseed.km/index.php/publications/rapport1/rapports-rgph-2017>

¹⁵ In addition to poverty data as mentioned in the context section.

representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. There should be a coverage of the three outcome areas. The coverage should include a sample, as relevant, of both successful projects and projects which may be reporting difficulties but where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

The IEO and the country office have identified an initial list of background and programme-related documents which is posted on an ICPE SharePoint website. The following secondary data will be reviewed, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Comoros programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Validation. The evaluation will use triangulation of information collected from different sources and/or by different methods to ensure that the data is valid.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

VII. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Comoros Country Office, the Regional Bureau for Africa and the Government of the Union of the Comoros. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in the Comoros: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will

be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- Lead Evaluator (LE): IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation (i.e. the present ToR) as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by a senior evaluator also from the IEO.
- Associate Evaluator (AE): The AE will support the LE in the preparation and design of the evaluation, including background research and documentation, the selection of the evaluation team, and the synthesis process. The AE will review the draft report and support the LE in other aspects of the ICPE process as may be required.
- Consultants: 2 consultants will be recruited. Under the guidance of the LE, the consultants will conduct preliminary research and data collection activities, prepare outcome analysis and contribute to the preparation of the final ICPE report.

The roles of the different members of the evaluation team are summarized in Table 2.

Table 2: Data collection responsibilities by outcome areas		
Outcome	Report	Data collection
Governance	Consultant	Consultant
Sustainable development and resilience	Consultant	Consultant
General strategic and management issues	LE/AE	LE/AE/Consultant

VIII. Evaluation Process

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Additional evaluation team members, comprising development professionals, will be recruited once the ToR is complete.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field-based data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission is around 3 weeks from 26 March – 13 April 2018. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and the International Evaluation Advisory Panel. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which considers any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Comoros country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Considering the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. A French version of the report will be produced, as needed and requested by the CO. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Comoros country office and the Government of the Union of the Comoros will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website¹⁶ as well as in the Evaluation Resource Centre. The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.¹⁷

¹⁶ web.undp.org/evaluation

¹⁷ erc.undp.org

IX. Timeframe for the ICPE Process

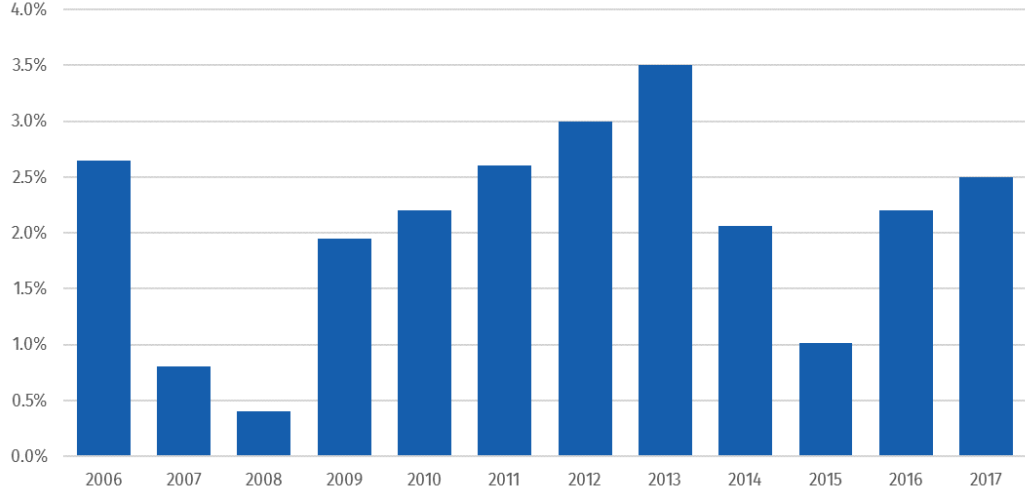
The timeframe and responsibilities for the evaluation process are tentatively¹⁸ as follows in Table 3:

Table 3: Tentative timeframe for the ICPE process going to the Board in June 2019		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Director	LE	January 2018
Selection of consultant team members	LE	January – early February 2018
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	February – March 2018
Advance questionnaires to the CO	LE/AE/CO	February – March 2018
Phase 3: Field-based data collection		
Mission to Comoros	LE/AE/Consultants	26 March - 13 April 2018
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers	Consultants	April - May 2018
Synthesis and report writing	LE/AE	June- July 218
Zero draft for internal IOE clearance/IEAP comments	LE	August 2018
First draft to CO/RBA for comments	LE/CO/RBA	September 2018
Second draft shared with the government and national stakeholders	LE/CO/GOV	October 2018
Draft management response	CO	October 2018
Stakeholder workshop via video-conference	IEO/CO/RBA	November 2018
Phase 5: Publication and dissemination		
Editing and formatting	IEO	November 2018
Final report and evaluation brief	IEO	November 2018
Dissemination of the final report	IEO	November 2018

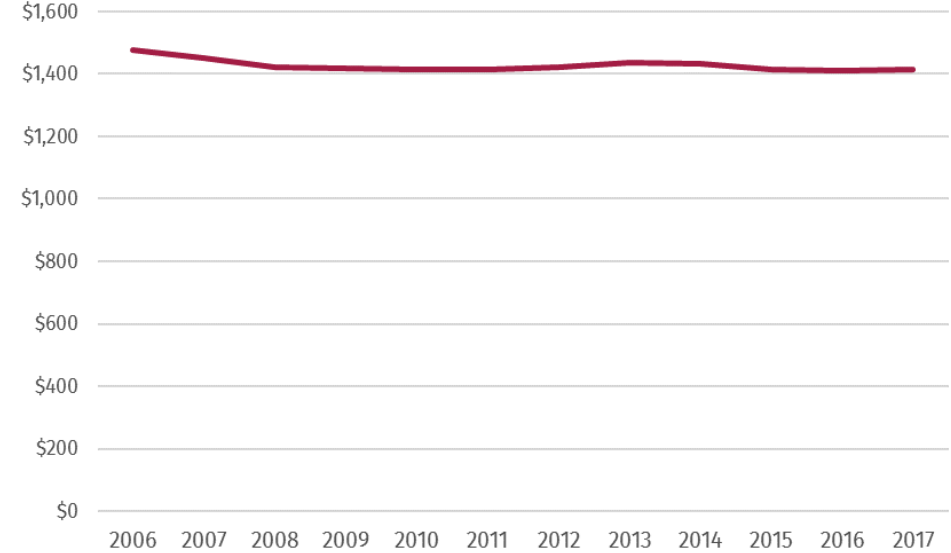
¹⁸ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Annex 2: COUNTRY OVERVIEW

GDP growth 2006-2017

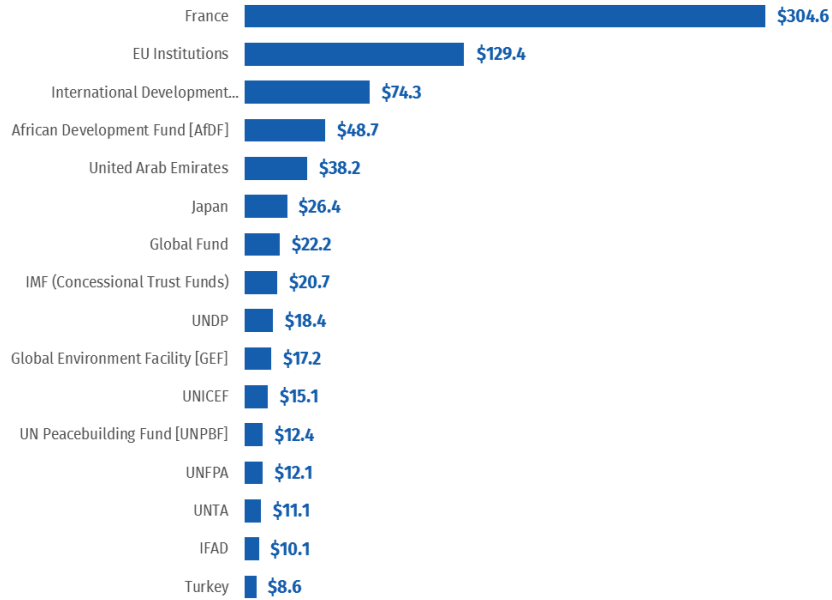


GDP per capita PPP (constant 2011 international dollar)



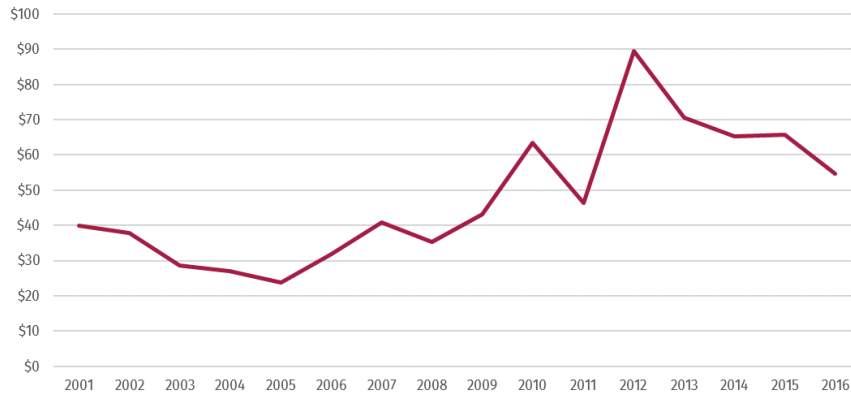
Official Development Assistance Disbursements (2001-2016)

Millions USD



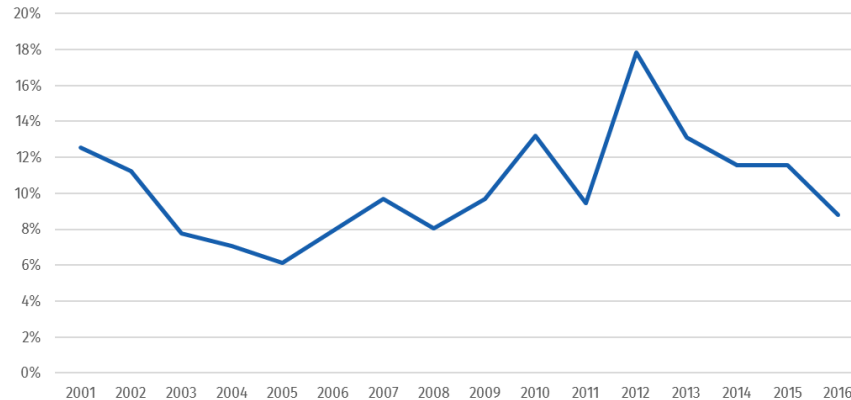
Net ODA recieved

constant 2015 USD in millions

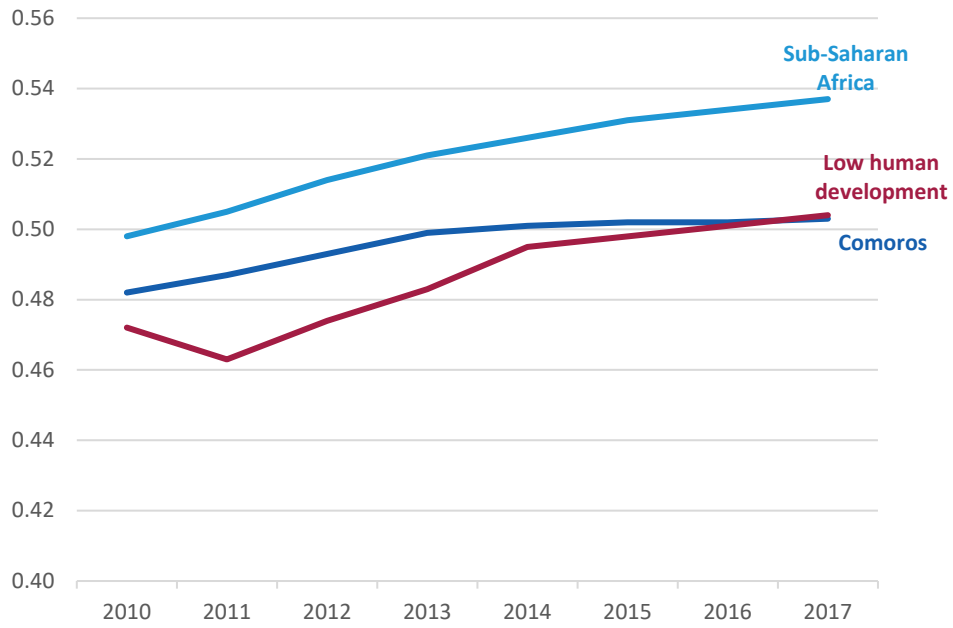


Net ODA recieved

% of GNI

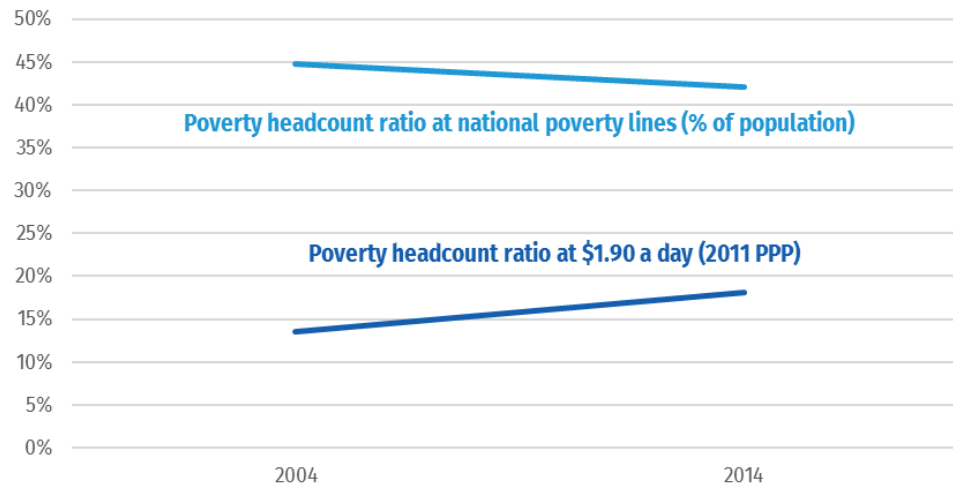


Human Development Index Trends, 2010-2017



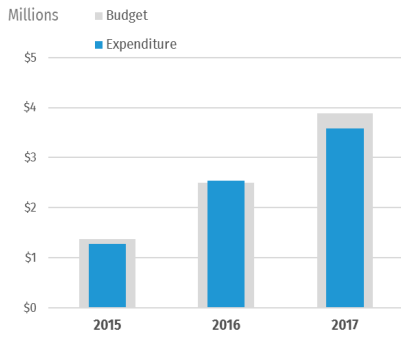
Poverty rates

% of the population

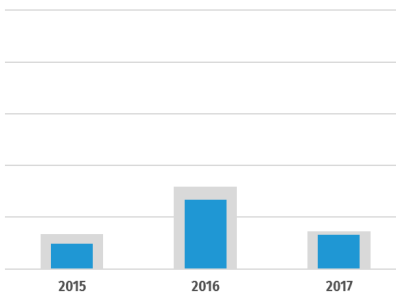


Annex 3: COUNTRY OFFICE OVERVIEW

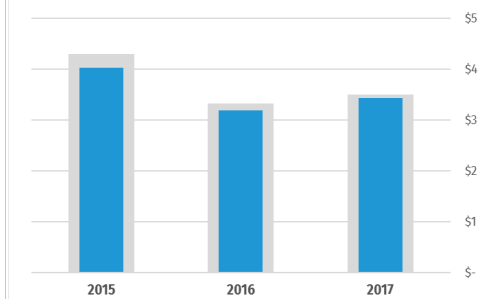
Employment and economic activities



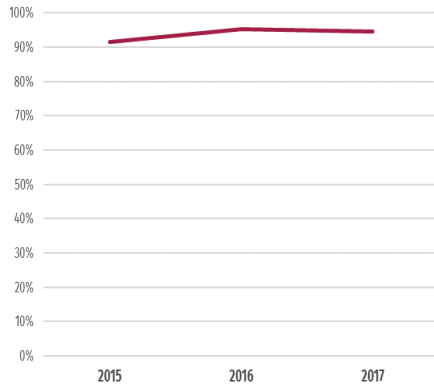
Governance



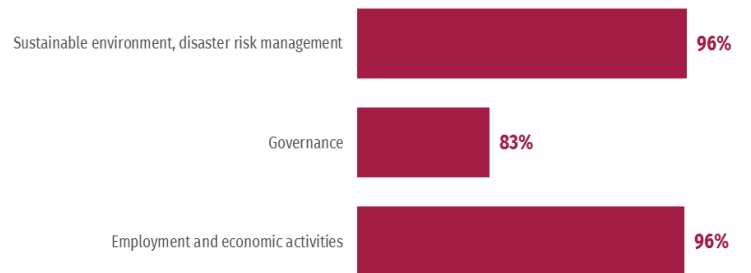
Sustainable environment, disaster risk management



Execution Rate by Year

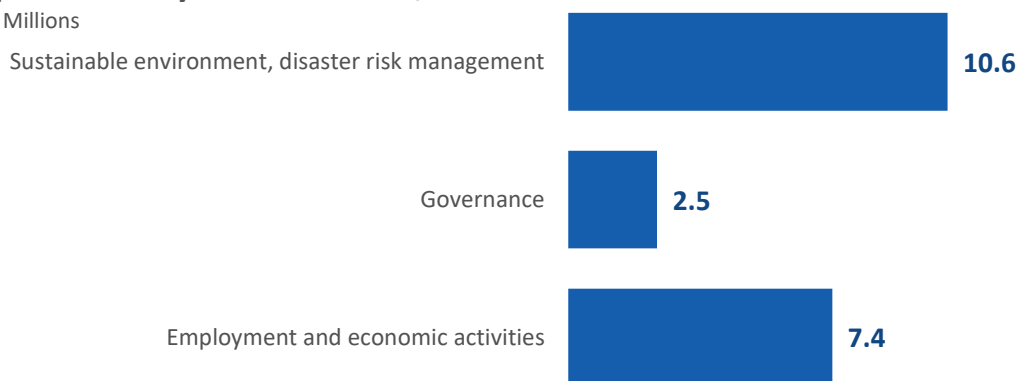


Execution Rate by Outcome

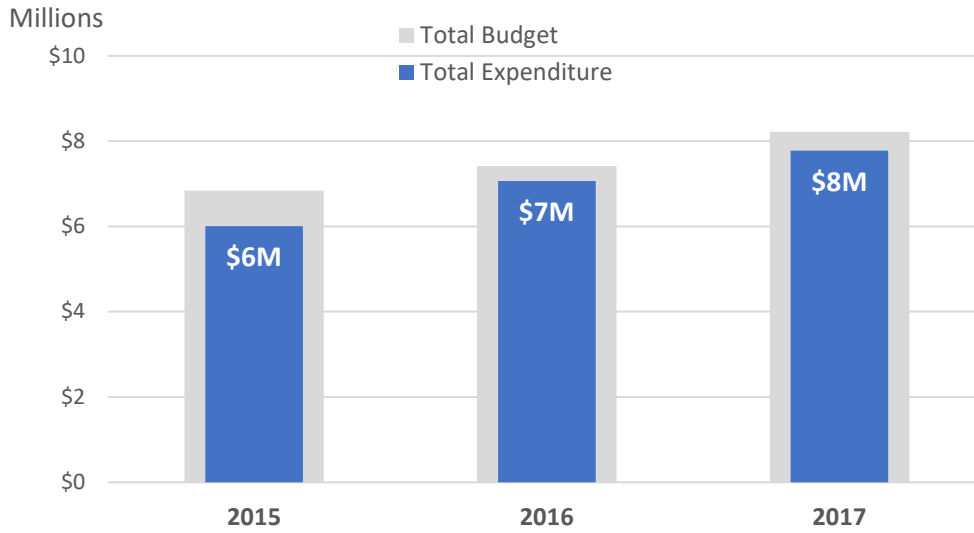


Expenditure by CPD Outcome, 2015-2017

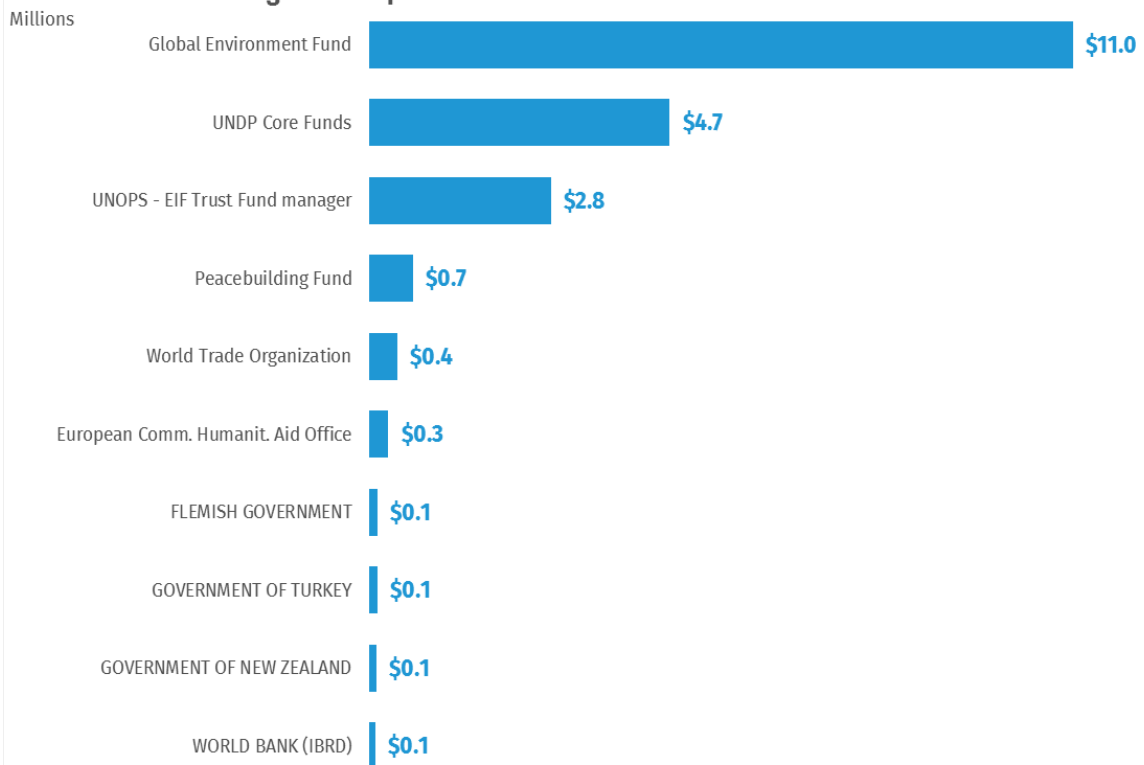
US\$ Millions



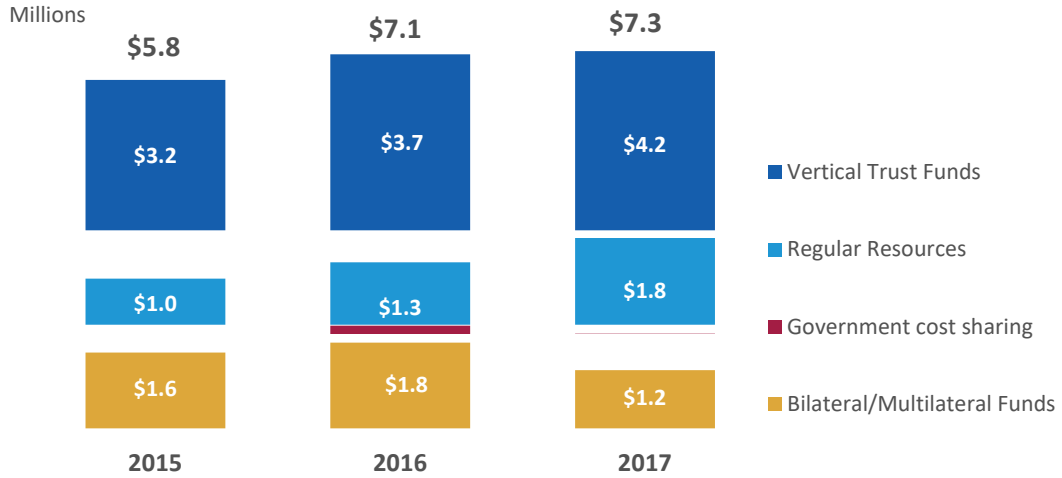
Evolution of Programme Budget & Expenditure, 2015-2017



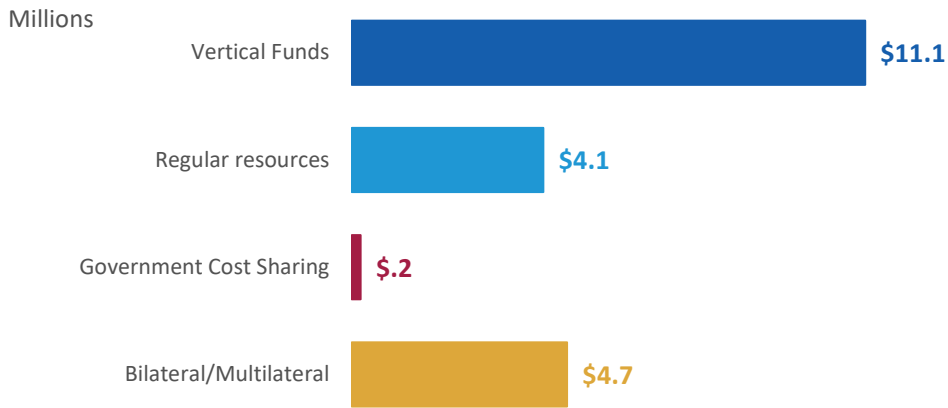
Top 10 Donors Based on 2015-2017 Programme expenditure



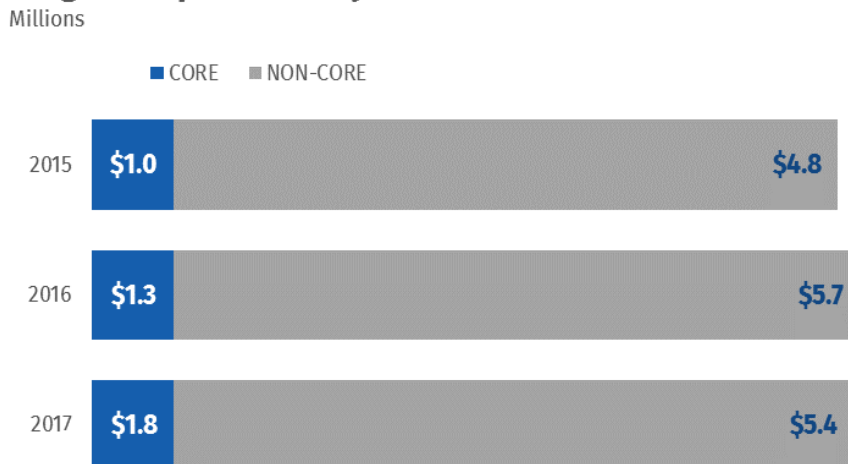
Total Expenditure by Fund Category and Year Based on 2015-2017 Programme expenditure



Total Expenditure by Fund Category, 2015-2017 Based on 2015-2017 Programme expenditure



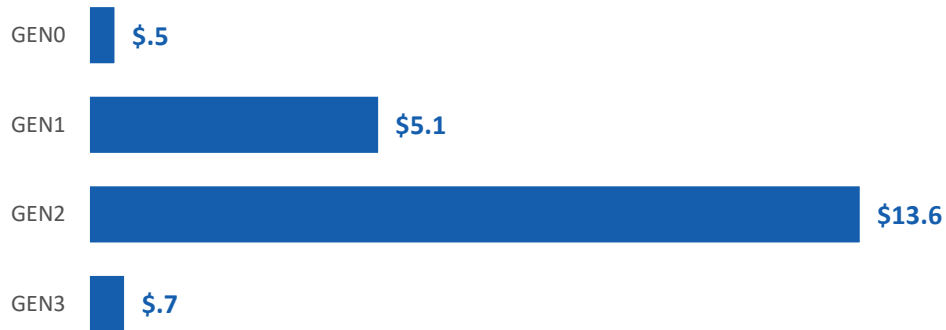
Program Expenditure by Source



Expenditure by Gender Marker

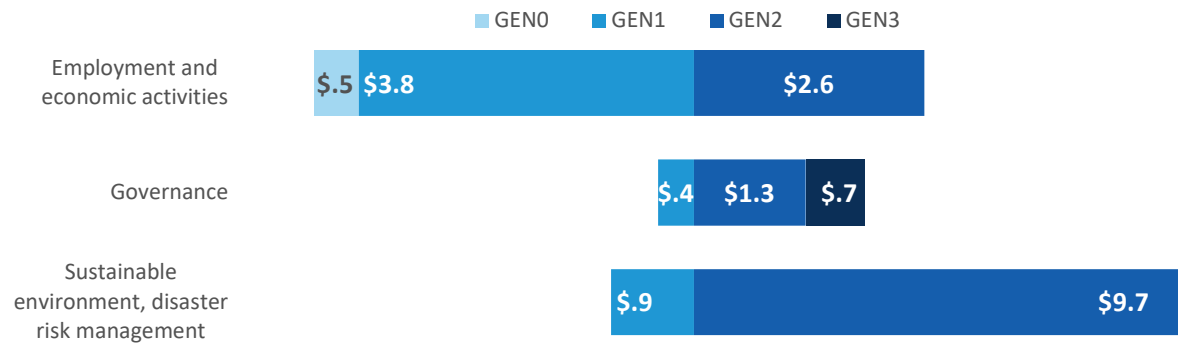
Based on 2015-2017 programme expenditure

Millions



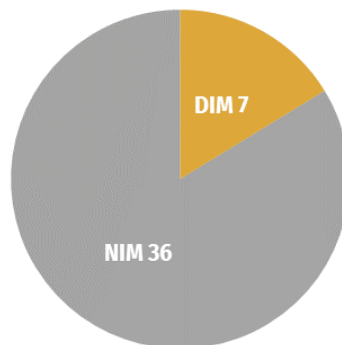
Expenditure by Gender Marker and Outcome, 2015-2017

Millions



Implementation Modality

Number of Projects



Annex 4: PROJECT LIST

Outcome area / description	Project	Project title	Output	Output_Descr	Start date	End date	Gender Marker	2015	2016	2017	Grand Total
Outcome 52 - Emploi et activités économiques Les populations, surtout les plus défavorisées, mettent en œuvre des activités économiques durables, novatrices, inclusives, diversifiées, génératrices de revenus et d'emplois décents	00059488	Programme d'appui à la finance inclusive aux Comores	00074394	Programme d'appui à la finance	2010	2017	GEN1	13,306			13,306
	00061239	ASSISTANCE MISE EN ŒUVRE DU CADRE INTEGRE RENFORCE	00077508	ASSISTANCE MISE EN ŒUVRE DU CA	2011	2017	GEN0	53,145	522	6	53,673
	00072064	Stratégie de renforcement du système SPS aux Comores	00085286	Stratégie de Renforcement du S	2013	2017	GEN1	221,102	174,554	224,129	619,785
	00081028	Développement d'un réseau national d'aires protégées	00090485	Développement d'un réseau nati	2014	2019	GEN2	169,788	853,894	1,573,859	2,597,541
	00082208	Produits de rente	00091225	Produits de rente	2014	2018	GEN1	763,390	1,091,124	970,745	2,825,259
	00086586	Renforcement des capacités du Programme de Microfinancem	00093799	Renforcement des capacités du	2015	2019	GEN0	38,259	188,153	221,470	447,882
	00090188	Assistance Préparatoire géothermie	00096058	Assistance Préparatoire géothe	2015	2017	GEN1		177,258	-548	176,710
	00093770	PIMS-9314-PPG capacités gestion environnement	00098015	PIMS-9314-PPG capacités gesti	2016	2017	GEN1		49,509	911	50,420
00104771	Formation en tourisme et hôtellerie	00106190	Formation acteurs tourisme	2017	2017	GEN1			93,550	93,550	
Total Outcome 52								1,258,990	2,535,014	3,084,122	6,878,126
Outcome 53 - Gouvernance Les institutions étatiques et non étatiques exercent une meilleure gouvernance politique, administrative et économique en adéquation avec les pratiques de droits de l'Homme et de résilience	00058942	Réforme du secteur de la sécurité en Union des Comores	00073453	Réforme du secteur de la sécur	2009	2011	GEN1	6,855			6,855
	00059489	Renforcement des capacités en gestion du développement	00074396	Renforcement des capacités en	2010	2017	GEN1	49,731	4,148		53,879
	00059630	PN de Désarmement, Démobilisation et Réintégration	00074647	PN de Désarmement, Démobilisat	2010	2017	GEN1		-1,765	2,610	845
	00071654	PPG PIMS 4950 Comoros PA System	00085000	PIMS-4950-Aires Protégées- PPG	2013	2015		2,384			2,384
	00073929	Réforme Sécuritaire en Union des Comores	00086509	Réforme Sécuritaire en Union d	2013	2017	GEN2	216,327	41,911	128,726	386,965
	00075548	Renf Cap Nationale en Matière de Consolidation paix	00087390	Renf Cap Nationale en Matière	2013	2017	GEN2	56,461	572,986		629,447
	00092853	Appui à la statistique	00097374	Appui à la statistique	2015	2019	GEN1		72,857	46,814	119,671
	00093191	Renforcement de la participation des femmes et de leur	00097582	Renforcement de la participati	2015	2017	GEN3		652,098	13,396	665,494
	00095366	Gestion Décentralisée et Multisectorielle Environnement	00099373	Gestion Décentralisé Evt	2016	2019	GEN2			242,176	242,176
	00102495	Gouvernance Politique	00104531	Developpement capacités	2017	2019	GEN1			77,347	77,347
00103187	Projet appui à la planification et la coordination	00105173	Projet d'appui à la planification	2017	2019	GEN1			145,663	145,663	
Total Outcome 53								331,758	1,342,236	656,732	2,330,726
Outcome 54 - Environnement Les populations les plus vulnérables assurent leur résilience aux changements climatiques et aux crises	00056759	Développement des capacités de gestion des risques de ca	00069668	Preparation et Reponse Aux Urg	2009	2017	GEN1	552,207	157,005	225,510	934,722
	00060498	PIMS 4188 : Comoros Adapting Water Resource Management	00076185	PIMS 4188 : Comoros Adapting w	2011	2017	GEN2	438,991		-5,716	433,275
			00087432	Adapting Water resource MNGt	2013	2017	GEN2	123,696		1,392	125,088
	00076908	PIMS 4926 Enhancing adaptive capacity for increased reli	00088026	PIMS 4926 Enhancing adaptive c	2013	2018	GEN2	2,896,840	2,758,725	2,875,361	8,530,925
	00086245	Atténuation des impacts des Changements Climatiques	00093541	Atténuation des impacts des Ch	2015	2018		7,018			7,018
	00094552	PIMS-5445-PPG RRC	00098676	PIMS-5445-PPG RRC	2016	2017	GEN2		180,891	9,909	190,800
	00095583	Preparatory assistance for the formulation of a resilien	00099599	Preparatory assistance for the	2016	2017	GEN2		78,701	202,410	281,111
	00096817	PIMS 5484 - Promoting the Geothermal Energy Resources	00100720	PIMS 5484 - Promoting the Geo	2016	2017	GEN2		15,112	119,998	135,109
Total Outcome 54								4,018,752	3,190,434	3,428,863	10,638,049
Programme Total								5,609,501	7,067,683	7,169,717	19,846,900

Annex 5: CPD RESULTS FRAMEWORK AND STATUS OF INDICATORS

I. Table of outcome Indicators and their status

“Outcomes,” “Indicator,” “Baseline,” and “Target” are defined in the 2015-2019 CPD. Any updates to these are reflected in the UNDP Corporate Planning System. “Status and progress” information, as well as the footnote comments, were extracted and translated from the UNDP Corporate Planning System.

Outcome / Indicator	Baseline	Target (2019)	Status/Progress		
			2015	2016	2017
Outcome #52 - The populations, especially the most disadvantaged, carry out economic activities that are sustainable, innovative, inclusive, diversified, and income generating and create decent jobs					
Exports of cash crops	7.6 billion KMF (2013)	15 billion KMF	8.7 ¹⁹	8.8 ²⁰	8.9 ²¹
			Some progress	Some progress	Some progress
Percentage of vegetation cover	42% (2013)	44%	42 ²²	42 ²³	42 ²⁴
			Some progress	Some progress	No change
Percentage of recovery of coral reefs	48% (2010)	50%	50 ²⁵	52 ²⁶	52 ²⁷
			Target reached or surpassed	Some progress	No change

¹⁹ The efforts undertaken during the period consisted of structuring the producers.

²⁰ The efforts undertaken consisted of strengthening production capacities through the acquisition of equipment and materials and the training of actors in the context of structuring producers into cooperatives

²¹ The efforts undertaken have allowed:

- Four producer co-operatives to obtain financing from financial institutions for the first time
- The Vanilla Cooperative "LAVANI VERTE" contracted for the first time with customers abroad for the sale of 125 kilos of their production
- The acquisition and adoption of innovative technologies for improving the quality of production
- cooperative members to master the biological certification tools and internal control systems of the certification process

²² Identification and provision of CRDEs and farmers of 103 073 resilient plants for agroforestry and dissemination of resilient techniques and plants

²³ Forest plans are being multiplied in CRDEs to feed the national reforestation campaign of 2017

²⁴ No activity has been done to contribute to this indicator

²⁵ - Make available to Mohéli Marine Park underwater diving equipment (complete equipment for 4 divers, underwater camera, echo sounder)

- Training in reef tracking technique
- Assessment of the health status of coral reefs in Comoros (source: COI report - DGEF)

²⁶ This is the recovery rate of corals both on the reef flats and on the outer slopes.

²⁷ No activity has been carried out to improve the percentage of coral reef recovery

Outcome / Indicator	Baseline	Target (2019)	Status/Progress		
			2015	2016	2017
Outcome #53 State and non-State institutions show better political, administrative and economic governance in line with human rights practices and resilience					
Number of municipalities that effectively use the mechanisms and tools for planning and implementing local development	0 (2014)	20	--	0 ²⁸	0 ²⁹
			No data	Some progress	Some progress
Existence of an independent and permanent national electoral commission	No (2013)	Yes	--	--	Yes ³⁰
			Significant progress	Significant progress	Target reached or surpassed
Outcome / Indicator	Baseline	Target (2019)	Status/Progress		
	No (2014)	Yes	Non	-- ³¹	-- ³²

²⁸ The actions carried out for the year 2016 allowed the elaboration of a Project Identification Note (PIF) on the "strengthening of capacities of resilience and adaptation of the local authorities and the Communities vulnerable to the changes in the Union of the Comoros". The project identification note will be submitted to the GEF / LDCF with a view to mobilizing resources for the implementation of the project. This project will provide municipalities with mechanisms, tools for planning and implementation of local development during the reference period of the CPD.

²⁹ The activities carried out for the year 2017 allowed the finalization of a Project Identification Sheet (PIF) on the "Strengthening the capacities of communities to face climate change" to submit to the GEF / LDCF. Similarly, this year's launch of the "Project supporting planification and coordination of government actions" has resulted in a series of actions: (i) the SCADD review process is completed, (ii) substantial and technical support has been provided to the MAPS mission, (iii) IT equipment has been acquired and made available to the CGP, (iv) materials and computer equipment have been purchased for the benefit of newly established institutions, including the National Agency for International Cooperation (ANCI). Other support was provided to the General Secretariat of the Government (SGG) and allowed, among other things, the recruitment of three (3) consultants, including two (2) jurists and one (1) communication specialist for capacity building of the SGG.

³⁰ The Independent and Permanent National Electoral Commission has officially existed since July 2014 as an electoral management body. Since then, UNDP has worked continuously with this institution on various aspects of electoral processes. With regard to the year 2017, the collaboration and the actions led by the UNDP, focused on the process of revision of the current Electoral Code. In fact, as a continuation of the actions initiated under the evaluation of the electoral processes (2015 and 2016) in September 2016 where a roadmap was adopted, the revision of the Electoral Code is perceived as a priority. It is in this spirit that a joint workshop involving UNDP and the European Union through ECES (an EU-funded NGO) was held from 27 February to 1 March 2017 in Anjouan. Intended to finalize the process of reviewing and drafting the Electoral Code of the Union of the Comoros, the workshop involved all the different stakeholders. The technical documents presented to the participants come from various previous meetings (round tables of consultation and national workshop of evaluation of the electoral process). The methodology adopted included plenary sessions and group work. Thus, 5 groups spread over these 5 themes were constituted: (i) the electoral management bodies, (ii) the candidatures for all the polls, (iii) the electoral dispute, (iv) the national and international observation and the (v) vote of the diaspora. The current version in the hands of the Government and waiting to be presented to the Assembly of the Union for possible adoption, is the result of this process.

³¹ Regarding this indicator, UNDP has not taken any action to achieve it in 2016. However, the establishment of the "National Platform for Citizen Watch" resulting from the elections (2016), most of whose members are activists from women's and youth organizations who advocate for equity and gender equality cannot be excluded. This platform provides an appropriate framework for the expression of women's emancipation and grievances, including the drafting and submission - in the near future - of draft laws on the participation of women in decision-making positions at the Assembly of the Union of the Comoros.

³² The actions of a number of partners (including UNDP) in the promotion of equality and gender equity, particularly with regard to the participation of women in decision-making positions, have been the driving force behind a proposal of laws presented by the only female Deputy of the Assembly Mrs. Hadjira Oumouri, destined to "institute measures to promote gender in the access to the nominative and elective functions". Adopted unanimously by the Assembly of the Union on 22 June 2017, this law is considered as a "revolution" in that it introduces "a proportion of at least 30% for appointments of the Union Executive and the Autonomous Islands "(Article 1) and the nomination files of parties, political groupings and any form of regrouping" will be admissible only when women

Existence of a law on the participation of women in decision-making positions			No change	Some progress	Some progress
Number of operational planning units at sectoral and island level	2 (2014)	5 more	0	0	0 ³³
			No change / no project	No change / no project	No change
Number of functional conflict prevention and management mechanisms at national and local level.	2 (2014)	4, out of which 1 at national level and 3 at island level	0 ³⁴	1 ³⁵	0 ³⁶
			No change	Some progress	Some progress
Outcome / Indicator	Baseline	Target (2019)	Status/Progress		
			2015	2016	2017
Outcome #54 - The most vulnerable populations strengthen their resilience to climate change and crises					
Percentage of population in target communes with emergency preparedness and response plans	0% (2014)	40%	5 ³⁷	9 ³⁸	12
			Some progress	Some progress	No change

represent at least 30%" (Article 2). The law awaits the signature of the decree of the head of state for its promulgation. In parallel with this action, UNDP actively collaborated with other United Nations agencies such as UNFPA, UNICEF, UNWOMEN, WHO and FAO in the development of a "Gender Joint Programme" which includes a result, outputs and activities that will contribute to the effective implementation of this law during the CPD reference period.

³³ The activities carried out in 2017 made it possible to design and launch a "Project supporting the Planification and Coordination of Government Action". One of the results of the project entitled "The capacities of national governments in planning and steering public policies are improved to achieve development objectives" provides for the "establishment and operationalization of planning units at the national, sectoral and island levels, taking into account the gender dimension".

The 5 sectors related to water, energy, agriculture, environment or tourism, are taken into account in this planning and will be well established during the reference period of the Country Program.

³⁴ With the support of the country office, the process to enable the country to have a National Conflict Prevention and Management Infrastructure at the national level with three (3) divisions at the level of each island is completed.

³⁵ At the level of this indicator, UNDP's work focused on the establishment of the Women and Youth Watch Platform for peaceful and credible elections, consisting of three chambers (Technical, Analysis and Alert), composed of expertise in political, legal, religious and social influential actors and women leaders, to look into the responses to "Alerts", lobby the electoral authorities, party leaders and candidates and to remedy situations that may lead to violence or affect the electoral process. At the operational level, this resulted in the mobilization of 375 women and young people trained in monitoring voting operations with the use of telephones and ICT, the training of 35 seizure operators in contact with the 375 static electoral monitors deployed on the ground, the implementation of a deployment plan, incorporating several criteria related to the issue of electoral violence. In addition, the actions carried out focused on the capacity building of 50 monitors of electoral violence and the installation of a data processing unit related to electoral violence. Thanks to this mechanism, 109 alerts were recorded and peacefully managed thanks to the Platform thus contributing to the achievement of the CPD indicator "Proportion of conflict cases that have been addressed and resolved". In view of the above, it can be considered that substantial progress has been made in achieving this indicator.

³⁶ Regarding this indicator, UNDP action in 2017 focused on a study on "conflict analysis" underpinned by the "Conflict Analysis for Development" (CDA) approach. An international consultant recruited with the support of the Department of Political Affairs (DPA) has been working for four (4) months to conduct this exercise, whose conclusions and recommendations should contribute to the establishment of the National Peace Institute. This action is also reinforced by other expertise, both national and international, who came to complement the finalization of this process. Similarly, a project document - in preparation - on "Political Governance and Crisis Prevention" includes a section devoted exclusively to the issues of "Conflict Management" and "Social Cohesion".

³⁷ The actions carried out include training on the procedures to be followed in the event of a warning, the evaluation of the losses and damages in emergency situation and on the knowledge of the different hazards for Moroni, the Capital, Fomboni in the island of Moheli and Mutsamudu in Anjouan.

³⁸ The actions led to the setting up of a pilot civil protection unit in Mbadani commune in Ngazidja, bringing together 6 localities for a total of 9,243 inhabitants, i.e. 9% of the target communes. The establishment of the unit allowed the training of 100 volunteers, 30% of them women, on rescue and firefighting techniques. The action at this level also allowed the organization of a simulation exercise of the execution of the emergency organization plan and the civil protection.

% of the sex-disaggregated population implementing adaptation, climate change mitigation and crisis management practices in target areas	5% (2015)	15%	7 ³⁹	11 ⁴⁰	0
			Some progress	Significant progress	Significant progress
Inclusion of climate change mitigation approaches and measures in sector programs and plans	0 (2015)	5 sectors	0 ⁴¹	1 ⁴²	0
			Some progress	Some progress	Some progress

Source: UNDP Corporate Planning System / IWP – Programme Results

³⁹ The populations that make use of adaptation practices in the fields of agriculture, sustainable land management and sustainable water management are 11 284 individuals or 7% of the population of the target areas of which 6,083 are women and 5,201 men.

⁴⁰ The efforts undertaken consisted of impelling behavioral changes of the main actors: Beneficiaries of adaptation techniques and resilient seeds (DRS, Training, Stables, composts, banana trees, PDT, PD, pineapple, vegetables, cassava cuttings, Taro ...): Men 726; Women 443 (total 1169)
Beneficiaries of hydraulic installations to cope with the drought: 3 cisterns of 150m3 in Ngazidja, 2 Ecotank of 1030m3 each on the sites of Hamalengo and Bandasamlini in Ngazidja, 10 micro basins of 10m3 in Ndzuan, and 3 cisterns of 45m3 in Mwali / Men 297; Women 318 (total 615)
That is 1784 direct beneficiaries, or 7136 people taking into account the indirect beneficiaries.

⁴¹ Preliminary work is initiated in the fields of energy and waste.

⁴² UNDP's action on this indicator has helped support the country in developing an energy roadmap, which includes the promotion of renewable energies and the initiation of an energy transition towards renewable energies in order to guarantee the country's energy independence and reduce carbon emissions.

Annex 6: PERSONS CONSULTED

UNDP

Abdou Salam Saadi	Analyste Programme Gouvernance, PNUD
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Project Staff

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Soulé Mohamed Saifillahi	Chargé de suivi & évaluation, Projet CRCCA

United Nations and other development partners

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Governemental and institutional partners

Abdallah Mirghane	Directeur de Cabinet, Ministère des Affaires Etrangères
Abdel Kader Said	Directeur National de la Police

Abdou Soimadou Ali Mmad	Responsable de l'unité technique insulaire du projet CRCCA
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Ahmed Djoumoi	Directeur, INSEED
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Azida Abdou	Maire de Hambou Tsinimoipanga
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Chakri Omar	Officier de police
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Major Abdoubacar Abdallah	Adjudant-Chef, Armée Nationale de Développement- Anjouan
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Mfoihaya Aboubacar	Commissaire, RSS
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Madi Bouchran Secrétaire général, Association ADSEI (village d'Itsamia)

Mohamed Abdelmostaqum Directeur Administratif et Financier, Société de gestion de l'eau à Mohéli

Moinaecha Ahamada Plateforme Femmes et développement durable et sécurité alimentaire

Moussa Mad	Chargé du tourisme, Association ADSEI (village d'Itsamia)
Mouzaoui Amroine	Directeur exécutif, MODEC
Nadia Tourqui	Consultante, Plateforme de Veille Citoyenne
Nadjahe Allaoui	Vice-présidente, Commission Electorale Nationale Indépendante
Ousmane Soiyifi	ex-Président, Association ADSEI (village d'Itsamia)
Said Hamada Bandabitsi	Association de Protection de l'Environnement
Samra Bacar Kassim	Présidente, Réseau National des Femmes Leaders pour la Paix (RENAMEP)
Tamou Ibrahim	Stagiaire
Tanchori Issoufi	Président, Association ADSEI (village d'Itsamia)
Zoubert Mohamed	Chargé de programmes, UCCIA

Beneficiaries

Abdallah Madi Abdallah	Président coopérative de Girofle Siry-Zourdani de Djando
Abdou Ahamada (Poipoiri)	Président, Société coopérative Fulera djema
Abdou Ahamadi Abass	Trésorier, Société coopérative Fulera djema
Abdulgafour Andjibou	Secrétaire général, Coopérative de producteurs d'Ylang-Ylang, Bambao
Aboubacar Abdoulwahab	Directeur Général, Office National de la Vanille
Aida Nourdine	Formatrice et médiatrice de Paix
Ali Djaha	Trésorière adjointe, Société de coopératives des producteurs de vanille
Ali Hamadi	Directeur général, Union des Sanduck de Mutsamudu
Ankibati Ahamadi	Femme médiatrice de Paix
Antouria Ali	Femme médiatrice de Paix
Archad Mhoudine	Bénéficiaire, Site Duwara-Mrémani
Aroihi Loutouf	Chef de projet
Assiati Said	Conseillère, Société coopérative Fulera djema
Athman Abdallah	Membre, Société de coopératives des producteurs de vanille
Ben Abi Soufian	Paysan formateur
Ben Athman Hamza l'Homme	Délégué général aux Droits de l'Homme, Commission Nationale des Droits de l'Homme

Chaddarati Douri Massoundi Secrétaire

CRDE de Dibwani Hamalango, Sangani, Bandasamlini (paysans formateurs, éleveurs et cultivateurs)

Daanti Abdou	Conseillère, Société coopérative Karnfu djema
Djamila Hachim	Conseillère, Société coopérative Karnfu djema
Douria Chanfi	Groupement des femmes de l'ouest de Miringoni
Faïla Bakar	Formée entretien panneaux PV
Hadijia Hassanali	Femme médiatrice de Paix
Halifa Chamsa	Formée entretien panneaux PV
Halima Issoufi	Membre, Société coopérative Fulera djema
Hayraha	Paysan semencier, Exploitation Bianfiri
Houmadi	Président, Société de coopératives des producteurs de vanille
Houmadi Houssen	Directeur, CRDE de Mibani
Iliassa Ibrahim	Trésorier, Coopérative de producteurs de vanille, de girofle, Bambao
Loutfi Madi Abdallah	Directeur, CRDE de Fomboni
M. Saidimati	Président, Coopérative de producteurs de vanille, de girofle, Bambao
M. Turdale	Gérant, Meck de Mohéli
Madi Soilihi Djaffar	Directeur Général Adjoint, Office National de la Vanille.
Mihidjahi Abdou	Secrétaire général, , Société coopérative Karnfu djema
Mikitadi Boura	Secrétaire général de la coopérative de Girofle
Mme Karima Moussa	Directrice, CRDE de Mrémani
Mme Natidjate	Groupement des femmes de l'ouest de Miringoni
Mohamed Ahmed	Vice-président, Société de coopératives des producteurs de vanille
Mohamed Bacar	Membre, Société coopérative Fulera djema
Mohamed Bounou	Président, Fédération Comorienne des Droits de l'Homme
Mohamed Loutfi	Membre, Société coopérative Fulera djema
Mouslouhou Zaidou	Animateur, Société de coopératives des producteurs de vanille
Moustoifa Ali	Membre, Société coopérative Fulera djema
Mustapha Halifa Mzé	Président de la coopérative de Vanille, Lavani Ndjema
Nabouhane,	Paysan formateur

Nahida Att	Secrétaire, Femmes médiatrices de Paix
Oidhoienti Ahmed	Chargée de l'autonomisation de la femme
Rahamata Anli	Membre, Société coopérative Fulera djema
Rahamati Anli	Membre, Société coopérative Fulera djema
Raynati Hamada	Femme médiatrice de Paix
Safieta Ali	Groupement des femmes de l'ouest de Miringoni
Said Ali Kassim	Président, Société coopérative Karnfu djema
Salim Bacar	Directeur, CRDE de Pomoni
Salim Ben Ali	Bénéficiaire d'une étable pour vaches – Pomoni, CRCCA
Sitti Zoubert	Trésorière, Société de coopératives des producteurs de vanille
Sity Ahamada	Trésorière Coopérative de producteurs d'Ylang-Ylang, Bambao
Soulaimana Baco	Technicien agricole
Tadjiri Bacar (Maréchal)	Secrétaire général, Société coopérative Fulera djema
Wassilati Mirhane	Conseillère, Société coopérative Karnfu djema
Zoubeda Housseine	Membre, Société coopérative Fulera djema
Zoumadou Abdou	Formée entretien panneaux PV

Annex 7: DOCUMENTS CONSULTED

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