



Project Title: Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations - (PIMS 5894)

**GEF Project ID: 9511
UNDP PIMS ID: 5894**

TE Timeframe: July – October 2022

Region: RBAS Country: Djibouti

GEF Focal areas: Multi-Focal Areas, Cross Cutting Capacity Development

Strategic Programme:

- CCCD1: Integrate global environmental needs into management information systems
- CCCD2: Strengthen consultative and management structures and mechanism
- CCCD3: Integrate MEAs within national policy, legislative and regulatory frameworks
- CCCD4: Pilot innovative and financial tools
- CCCD5: Update NCSAs

GEF Agency: United Nations Development Programme (UNDP)

Executing Agencies: Ministry of Housing, Urban Planning, Environment (MHUPE)

Terminal Evaluation report

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TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
ACRONYMS AND ABBREVIATIONS.....	vi
EXECUTIVE SUMMARY	vii
1. INTRODUCTION.....	1
1.1. Purpose and objective of the TE.....	1
1.2. Scope of the TE.....	1
1.3. Methodology	1
1.4. Limitations to the evaluation	3
1.5. Structure of the TE report	3
2. PROJECT DESCRIPTION	3
2.1. Project start and duration	3
2.2. Development context.....	3
2.2.1. Environmental.....	3
2.2.2. Institutional	4
2.2.3. Policy factors	4
2.3. Problems that the project sought to address	4
2.4. Immediate and development objectives of the project	5
2.5. Expected results	6
2.6. Main stakeholders	8
2.7. Theory of change.....	8
3. FINDINGS	10
3.1. Project design/formulation.....	10
3.1.1. Analysis of results framework	10
3.1.2. Assumptions and risks	16
3.1.3. Lessons from other relevant projects	17
3.1.4. Planned stakeholder participation	18
3.1.5. Linkages between project and other interventions within the sector.....	18
3.2. Project Implementation.....	19
3.2.1. Adaptive management	19
3.2.2. Actual stakeholder participation and partnership arrangements.....	19
3.2.3. Project finance and co-finance.....	20
3.2.4. Monitoring and evaluation	20
3.2.5. Project implementation and execution.....	22
3.2.6. Risk management.....	23

3.3. Project results	23
3.3.1. Progress towards objective and expected outcomes	23
3.3.2. Relevance	27
3.3.3. Effectiveness	28
3.3.4. Efficiency	39
3.3.5. Overall Outcome	40
3.3.6. Country ownership	40
3.3.7. Gender	40
3.3.8. Other Cross-cutting Issues	41
3.3.9. Social and Environmental Standards	42
3.3.10. Sustainability	42
3.3.11. GEF additionality	44
3.3.12. Catalytic Role / Replication Effect	44
3.3.13. Innovation	44
3.3.14. Progress to impact	44
4. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS	45
4.1. Main findings	45
4.2. Conclusions	45
4.3. Recommendations	46
4.4. Lessons learned	47
ANNEXES	48
Annex A: Terms of reference of the Terminal Evaluation	48
Annex B: TE Mission Itinerary	57
Annex C: Stakeholders consulted	58
Annex D: List of documents reviewed	59
Annex E: Evaluation Question Matrix	60
Annex F: Questionnaire used for data collection	66
Annex G: TE Rating scales	71
Annex H: Co-financing Table	72
Annex I: GEF Core Indicators (Capacity development scorecard)	72
Annex J: TE Audit Trail	72
Annex K: Signed Evaluation Consultant Agreement form and UNEG Code of Conduct	73
Annex L: Signed TE Report Clearance form	75

LIST OF FIGURES

Figure 1: Disaggregation of CCCD project budget across components	39
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LIST OF TABLES

Table 1: Expected results of the project (Source: ProDoc).....	6
Table 2: Terminal evaluation SMART analysis of the project's objective and outcome indicators.....	10
Table 3: Project risks and proposed mitigating measures	16
Table 4: CCCD project M&E actors alongside their responsibilities (Source: M&E Plan)	20
Table 5: M&E design and implementation rating.....	22
Table 6: Risks identified in the course of project implementation	23
Table 7: Status of implementation of activities under project outputs and outcomes.....	24
Table 8: Alignment of the Djibouti CCCD project and the GEF CCCD programmatic objectives	28
Table 9: Results analysis of level of attainment of objective indicators	29
Table 10: End of project target vs actual level of outcome 1 achievement	31
Table 11: End of project target vs actual level of outcome 2 achievement (Source: 2022 PIR)	33
Table 12: End of project target vs actual level of outcome 3 achievement	35
Table 13: End of project target vs actual level of outcome 4 achievement	37
Table 14: CCCD Djibouti Project budget.....	39
Table 15: Participants at project events disaggregated by gender	41
Table 16: CCCD sustainability rating	44

ACRONYMS AND ABBREVIATIONS

AGM	Accountability and Grievance readdress Mechanism
AWP	Annual Workplan
CCCD	Cross-Cutting Capacity Development
CSOs	Civil Society Organizations
DFE	Department of External Financing
EMIS	Environmental Management Information System
ENAP	National School of Public Administration
FAO	Food and Agriculture Organization
GAP	Gender Action Plan
GEF	Global Environment Facility
GHG	Green House Gas
IFAD	International Fund for Agricultural Development
MEDD	Ministry of Environment and Sustainable Development
M & E	Monitoring and Evaluation
NCSA	National Capacity Self-Assessment
NDC	Nationally Determined Contribution
NGOs	Non-governmental Organisation
NIM	National Implementation Modality
PIR	Project Implementation Report
PMU	Project Management Unit
SCAPE	Strategy of Accelerated Growth and promotion of Employment
SEP	Stakeholder Engagement Plan
SESP	Social and Environmental Screening Procedure
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TE	Terminal Evaluation
UNCCD	United Nations Convention to Combat Desertification
UNCBD	United Nations Convention on Biological Diversity
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

UNDP-GEF project summary information

Project Details		Project Milestones	
Project Title	Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations	PIF Approval Date:	February 23, 2018
UNDP Project ID (PIMS #):	5894	CEO Endorsement Date (FSP) / Approval date (MSP):	March 21, 2018
GEF Project ID:	9511	ProDoc Signature Date:	June 4, 2018
UNDP Atlas Business Unit, Award ID, Project ID:	00106646	Date Project Manager hired:	September 30, 2018
Country/Countries:	Djibouti	Inception Workshop Date:	September 2018
Region:	Regional Bureau for Arab States (RBAS)	Mid-Term Review Completion Date:	NA
Focal Area:	Multi-Focal Areas, Cross Cutting Capacity Development	Terminal Evaluation Completion date:	October 4, 2022
GEF Operational Programme or Strategic Priorities/Objectives:	CCCD1: Integrate global environmental needs into management information systems CCCD2: Strengthen consultative and management structures and mechanism CCCD3: Integrate MEAs within national policy, legislative and regulatory frameworks CCCD4: Pilot innovative and financial tools CCCD5: Update NCSAs	Planned Operational Closure Date:	December 4, 2022
Trust Fund:	GEF Trust Fund		
Implementing Partner (GEF Executing Entity):	UNDP		
NGOs/CBOs involvement:			
Private sector involvement:			
Geospatial coordinates of project sites:			
Financial Information			
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)	
GEF PDF/PPG grants for project preparation	50,000 USD	50,000 USD	
Co-financing for project preparation			
Project	at CEO Endorsement (US\$M)	at TE (US\$M)	
[1] UNDP contribution:	100,000	0	
[2] Government:	1,129,000	1,129,000	

[3] Other multi-/bi-laterals:	0	0
[4] Private Sector:	0	0
[5] NGOs:	0	0
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	1,229,000 USD	1,129,000 USD
[7] Total GEF funding:	1,000,000 USD	1,000,000
[8] Total Project Funding [6 + 7]	2,229,000 USD	2,129,000 USD

Project description

The United Nations Development Programme (UNDP)-supported, Djibouti Cross-Cutting Capacity Development (CCCD) project "Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations " is financed by the Global Environment Facility (GEF). The total cost of the project is US\$ 2,229,000, of which a GEF allocation of US\$ 1,000,000, a co-financing of US\$ 1,129,000 from Government of Djibouti and US\$ 100,000 from UNDP. As per the project document (ProDoc), the project has as start and end dates July 2018 and June 2022 respectively. With the advent of the Covid-19 pandemic and reasonable delays, a six-month extension was granted for a final end date of the 4th of December 2022. The implementing entity of the project is the Ministry of Environment and Sustainable Development. The CCCD project was implemented through four main components:

- **Component 1:** Enhancing capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions;
- **Component 2:** Decentralization of global environment governance, specifically to strengthen targeted institutional arrangements for the cost-effective and streamlined application of better natural resource management practices that meet dual national socio-economic and global environmental objectives.
- **Component 3:** Setting up and initiating the early implementation of an environmental management information system for improving the country's monitoring and assessment of global environmental impacts and trends.
- **Component 4** includes a suite of knowledge management exercises that set out to improve environmental attitudes and values for the global environment.

Evaluation ratings table

The table below summarizes the project ratings.

Area	Rating
Quality of Monitoring and Evaluation (M&E) system	
<i>M&E design at entry</i>	Highly Satisfactory
<i>M&E Plan Implementation</i>	Highly Satisfactory
<i>Overall Quality of M&E</i>	Highly Satisfactory
Implementation and Execution	
<i>Quality of UNDP Implementation/Oversight</i>	Highly Satisfactory
<i>Quality of Implementing Partner Execution</i>	Highly Satisfactory
<i>Overall quality of Implementation/Execution</i>	Highly Satisfactory
Assessment of Outcomes	
<i>Effectiveness</i>	Satisfactory
<i>Relevance</i>	Highly Satisfactory
<i>Efficiency</i>	Satisfactory
<i>Overall Project Outcome Rating</i>	Satisfactory
Sustainability	
<i>Financial resources</i>	Moderately Likely
<i>Socio-political/economic</i>	Moderately Likely

Area	Rating
<i>Institutional framework and governance</i>	Moderately Likely
<i>Environmental</i>	Likely
<i>Overall Likelihood of Sustainability</i>	Moderately Likely
Overall Project Rating	Satisfactory

Summary of findings, conclusions and lessons learned

Project design/formulation

The CCCD project had a total of 19 criteria. Of these, four were found to be fully compliant to the Specific, Measurable, Achievable, Relevant and Time-bound (SMART) criteria. Overall, all of the indicators were compliant to the Achievable, Relevant and Time-bound criteria. In the course of project design, a total of six risks were identified and for each of these, a mitigation measure was proposed. During project implementation the risks were assessed and Covid-19 emerged as a new risk. The project design employed diverse stakeholder consultations and a stakeholder engagement plan was elaborated for the project.

Project Implementation

Adaptive management

The outbreak of the Covid-19 pandemic negatively impacted on the project. The Government of Djibouti imposed lockdown measures in March 2020 in order to contain the spread of the virus. This made it challenging for planned awareness raising and capacity building events to be organized. Virtual channels could not be employed for the implementation of project activities as internet connectivity in the regions was unstable at the time. The project resorted to the revision of the annual workplan and budget in order to carry forward the implementation of in-person activities to a later date when the Covid-19 restrictions would have been relaxed. In order to make up for the implementation time lost, UNDP in consultation with the project steering committee secured a six-month extension for the project.

Project finance and co-finance

The project was financed by the GEF Trust Fund to the tune of USD 1,000,000. A co-financing of USD 1,229,000 was planned to be contributed by the Government of Djibouti (USD 1,129,000) and UNDP (USD 100,000). While the co-financing commitment made by the government of Djibouti was respected, the one made by UNDP was not respected at TE stage.

Monitoring and evaluation

The overall rating of the M&E is **Highly Satisfactory**. M&E implementation happened as per the designed system. A total of USD 87,000 was allocated for M&E activities and this sum was judged to be modest by the evaluators. Collected M&E data was reported in the annual project reports and where applicable, data reported was sex-disaggregated.

Project implementation and execution

The CCCD project implementation and execution is rated as **Highly Satisfactory**

UNDP implementation oversight: this is rated as **Highly Satisfactory**. UNDP provided oversight and supervision during project implementation. UNDP facilitated the technical and financial reporting of the project to GEF and equally supported delivery of the project by providing adaptive management measures especially during the period of the Covid-19 pandemic. UNDP equally supported workplan and budget revision during the period of the pandemic and enabled the project to obtain a six-month extension.

Implementing partner execution: MHUPE assumed the role of the implementing entity of the project. A project management unit (PMU) was established within the Ministry of Environment and took charge for the day-to-day implementation of the project activities. A project steering committee was set up and met frequently to approve annual workplans, take stock of implementation progress of the CCCD

project and provided recommendations for enhanced delivery of the project. The quality of execution of the project is **Highly Satisfactory**.

Project results

Outcomes

Achievement of outcomes is rated **Satisfactory**. This rating took into account three dimensions: Relevance, Efficiency, and Effectiveness.

- *Relevance is rated Highly Satisfactory* because the project design and the results align with the country's national priorities. The project is focused on strengthening national capacities for the delivery and sustenance of global environmental outcomes. The initiative is anchored on the three Rio Conventions ratified by Djibouti
- *Effectiveness is rated Satisfactory*. At TE, all the objective indicators had their targets attained. Overall, 63% of the outcome indicators have achieved their targets while target for the other indicators are yet to be attained pending closure of the project. The project trained 150 associations across five regions in Djibouti and selected through a competitive process, four the micro-projects elaborated by four associations for financing. The project supported the establishment of the Environmental Management and Information System (EMIS) which has been launched and operationalized. Thanks to the EMIS, environmental data is now very accessible.
- *Efficiency is rated Satisfactory*. The project employed sound procurement procedures for the procurement of goods and services within the framework of the project. The project management unit was composed of three staff with clear roles and responsibilities and the size of the PMU team was adequate for the size of the project. UNDP Djibouti country office provided support to the project relating to financial services, contracting of service providers and procurement in line with relevant procedures of UNDP and the applicable national implementation modality (NIM) for the CCCD project.

Country ownership

Country ownership of the CCCD project was ensured through the involvement of national stakeholders from project design through to implementation. The project was aligned with the needs and priorities of Djibouti relating to the Rio Conventions and implementation of project activities involved the involved central and regional level decision-makers and this is key to ensuring country ownership of the project.

Gender

Gender mainstreaming is rated **Highly Satisfactory**. Albeit the absence of a gender action plan elaborated for the project, gender considerations were mainstreamed into project implementation in several ways. In 2020, 45 National Steering Committee on Climate Change members were trained on the 3 Rio conventions and on gender aspects in environmental projects. The CCCD project equally took deliberate steps to foster the participation of women in the project activities including encouraging women to participate fully in trainings and workshops through inclusive advocacy. Project reporting was also gender sensitive as data on project progress was mostly reported in a sex-disaggregated manner where applicable.

Social and Environmental Standards

The environmental and social safeguard rating is **Highly Satisfactory**. Social and environmental considerations were taken into account during the project design phase. The UNDP Social and Environmental Screening Procedure (SESP) was employed in the screening of the project's environmental and social risks. The risk screening exercise identified just a single risk related to human rights. No accountability and grievance mechanism (AGM) existed for the project.

Sustainability

The overall rating of the CCCD project's sustainability is **Moderately Likely**.

Financial risks:

The project established the EMIS which is currently operational and possess a functional licence procured by the project. This licence will expire after the project must have ended and will require renewal. The lack of financial resources to renew the licence may render it non-functional. The project capacitated stakeholders on the regions on environmental issues relating to the Rio Conventions but the trained actors lack adequate financial resources to transform their skills and knowledge into actions that will have positive benefits on the environment. The financial risk to sustainability is **Moderately Likely**.

Socio-economic risks:

The recurrence of Covid-19 lockdown measures in the future could impede national actors to engage in outdoor environmental actions relating to the Rio Conventions. The lockdowns could also undermine the implementation of the drafted application decrees for the most pressing drivers (sand extraction, wood cutting, pollution and charcoal trade) of environmental degradation in Djibouti. This is because the staff of the competent law enforcement agency may relax their efforts on the assumption that agents of environmental degradation are observing the lockdown whereas it is not the case. While actors have been sensitized on environmental issues, the lack of alternatives makes it challenging for them to abandon environmentally unfriendly livelihood activities. The socio-economic risk to sustainability is **Moderately Likely**.

Institutional framework and governance risk:

The lack of a dedicated team within the Ministry of Environment to take charge of the proper functioning of the EMIS may jeopardise its functionality. In the absence of good inter-ministerial coordination or cooperation, it will be challenging for the EMIS designated team within the Ministry of Environment to have access to required data in the keeping of the other institutions. Consequently, the lack of up-to-date information may render the EMIS obsolete. The project strengthened the capacities of regional authorities some of whom are voted into their positions of responsibilities (such as the president of regional councils). Once new individuals are voted into power, they may lack knowledge and awareness on environmental issues and may not be committed to the implementation of the regional development plans and environmental roadmaps elaborated by the CCCD project. The Institutional framework and governance risk to sustainability is **Moderately Likely**.

Environmental risk:

The project was focussed on strengthening national capacity on the three Rio Conventions and the evaluators did not identify any environmental risk which may jeopardise the sustainability of the project. The Environmental risk of the project is **Likely**.

Progress to impact

A number of impact indicators or potentials were identified at TE. Once promulgated and appropriately enforced, the drafted decrees for addressing existing environmental degradation drivers could go a long way to significantly reduce activities including but not limited to charcoal trade, sand and wood extraction, thereby curbing environmental degradation in Djibouti. The EMIS has resulted to the availability of reliable environmental data for improved decision-making in the country. Consultations with project beneficiaries in the region revealed that the project has led to positive changes in perception pertaining to environmental issues.

Lessons Learnt

Use of case-studies in capacity building stimulates learning

In capacitating decision-makers and planners at the national and local levels on best approaches of integrating environmental priorities into the decentralized institutional arrangements, the project

employed best practices from Senegal, Kenya, Burkina Faso, Sudan and Morocco for the purpose of demonstration to the decision-makers. This gave a good picture to the participants and enabled them to assess the feasibility of adopting the demonstrated best-practices in Djibouti

Establishment of agreements fosters access to data

In the establishment of the EMIS, data was required to be introduced into the online system. The system required data sets which were in the keeping of other institutions. With prevailing weak institutional collaboration/coordination, it was challenging for the Ministry of Environment to have access to the needed data sets. With the establishment of cooperative agreements between the Ministry of Environment and other government institutions, access to required data sets was achieved.

An ecosystem approach is required

This project demonstrated an ecosystem approach for advancing environmental issues. The project did not only focus on capacity building of national actors through the organization of awareness raising and training workshops, but also on the strengthening of regulatory frameworks and the setting up of an online information system to enhance access to data relating to the three Rio Conventions. The knowledge transmitted by the project to the beneficiaries is expected to lead to a positive change in perceptions and reduce environmental degradation while the strengthened regulatory frameworks will improve environmental policing.

Leveraging on existing infrastructures is beneficial to project success

Most projects tend to have an established website for increased project visibility but in most cases, these sites become obsolete after project closure as they are not updated. Under the CCCD project, a dedicated website was not established for the project and for hosting the EMIS but rather, the website for the Ministry of Environment was used for publishing project materials and for hosting the EMIS. This is not only cost-effective but ensures the continuity of the EMIS as the website hosting it will continue to exist beyond the life of the CCCD project.

Recommendations

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
Sustainability - EMIS		
1.	Failure of licence renewal and lack of access to up-to-date data may jeopardise the functioning of the data	The EMIS system requires a valid licence to be functional. The current licence was procured by the project and will be due for renewal at a time when the project must have ended. It is important for the Ministry of Environment to demonstrate commitment by a written note attesting that the ministry will take charge for the licence renewals – discussions on this are ongoing Responsibility: Government of Djibouti Timeline: By project closure
2.		For the EMIS to remain useful to its users, it must contain updated information lest it becomes obsolete. It is important that an inter-ministerial body or committee be established by the Prime Ministry to facilitate the provision of data to the EMIS team regularly. Responsibility: Prime Ministry Timeline: By the end of 2022
3.	The absence of a dedicated team for overseeing the functioning of the EMIS may result in its obsolescence.	The Ministry of Environment should issue a service note delegating a team of experts within the ministry to take charge for the updating/maintenance of the EMIS. Responsibility: Ministry of Environment Timeline: By the end of 2022

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
4.	The EMIS could suffer from cyber attack culminating in loss of valuable data	<p>Appropriate measures should be put in place to ensure that the EMIS is protected from cyber attack. While the hosting of the EMIS on the centralized government site could ensure security, the Ministry of Environment should take adequate steps to ensure protection of the EMIS hosted on its website.</p> <p>Responsibility: Ministry of Environment</p> <p>Timeline: By the end of 2022</p>
	Capacity building	
5.	The environmental roadmap developed in each of the five regions may not be acted upon after project closure	<p>The Ministry of Environment should explore options to ensure that the developed environmental roadmaps are implemented beyond the life of the project. This could include securing an MoU with the regional councils / Ministry of Decentralization.</p> <p>Responsibility: Ministry of Environment/PMU, Regional Councils / Ministry of Decentralization</p> <p>Timeline: Before the end of the project (December 2022)</p>
6.	There could be need for further capacity building at the regional level taking into account that regional decision-makers are elected and have a fixed mandate.	<p>For subsequent project of this nature, it will be important for the project to partner with the National School of Public Administration (ENAP) which has the mandate to provide capacity building to public institutions. In this way, ENAP could continue to build capacities beyond the project based on the request of institutions. For the CCCD project, the PMU/Ministry of Environment could explore the option of entering into a collaborative agreement with ENAP so that the latter could take the relay in providing capacity building to the regional councils on environmental issues beyond the life of the project.</p> <p>Responsibility: Ministry of Environment, ENAP, UNDP</p> <p>Timeline: Before end of 2022 (for CCCD project), for future projects</p>

1. INTRODUCTION

The project " Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations " is financed by Global Environment Facility (GEF). The cost of the project is US\$ 2,229,000, of which a GEF allocation of US\$ 1,000,000 and a co-financing of US\$ 1,129,000 from Government of Djibouti and US\$ 100,000 from UNDP. As per the project document (ProDoc), the project has as start and end dates July 2018 and June 2022 respectively. With the advent of the Covid-19 pandemic and reasonable delays, a six-month extension was granted for a final end date of the 4th of December 2022. The implementing entity of the project is the Ministry of Housing, Urban Planning, Environment (MHUPE).

The project is nationally executed in accordance with the National Execution arrangement between the UNDP and the Government of Djibouti. The Implementing Agency for the Project is the Ministry of Housing, Urban Planning, Environment (MHUPE).

1.1. Purpose and objective of the TE

The TE assessed the achievement of project results against expected objectives and generated lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. This TE report promotes accountability and transparency and assesses the extent of project accomplishments.

More specifically, the TE:

- Measured how efficiently the outcomes were realized, and outputs delivered in attaining the development objective/purpose of the project;
- Assessed the extent to which gender mainstreaming issues are integrated within the planning and implementation of the project;
- Assessed how effectively the project has achieved its stated development objective or purpose;
- Assessed both negative and positive factors that have hampered and facilitated, respectively the progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- Identified and documented substantive lessons learned, good practices and also opportunities for scaling up in future;
- Provided forward-looking programmatic recommendations for the project and the relevant portfolio of UNDP.

1.2. Scope of the TE

This TE assessed the relevance, effectiveness, efficiency, factors affecting project performance and cross-cutting dimensions – including considerations such as gender, indigenous and minority issues, human rights; social and environmental safeguards applied to the project. In delivering on the assignment, the evaluation team followed GEF guidelines in terms of ranking the performance of key criteria: 1) Effectiveness; 2) Efficiency; 3) Relevance; 4) Sustainability; 5) Factors affecting performance. The team equally assessed the relevant cross-cutting issues such as risks and social and environmental safeguards (6), gender (7), progress towards impact (8), and capacity strengthening (9) but these were not scored/ranked in line with GEF evaluation guidelines.

1.3. Methodology

The evaluation team employed a three-phase approach for the realization of the evaluation: (i) Inception phase, (ii) data collection and analysis phase and (iii) close out phase. The final review report was submitted at the end of the close out phase.



A. ***Inception phase***

The objective of this phase was to gain common understanding between the project stakeholders and the evaluation team on the objectives and scope of the assignment. Starting with an initial meeting on the 25th of May 2022, which brought together the Evaluation Manager, Project manager, members of project support team and two TE consultants to exchange ideas, relevant documentation, and reach agreement on initial timelines. Two more meetings were held on the 7th and 9th of June 2022, which enabled the project team to present the inception report and approach to update the TE team on the overall progress of the project. Following these, the inception report, data collection tools, evaluation matrix, field visit plan and evaluation stakeholders were agreed upon.

The objective of the inception phase was to gain common understanding between the project stakeholders and the evaluation team on the objectives and scope of the assignment. An initial virtual meeting was organised on the 3rd of July 2022, between the international consultant (Team Leader) and a Climate Change Expert from UNDP Djibouti, to exchange ideas, relevant documentation, and reach agreement on initial timelines. Following the meeting, a tentative field visit plan and evaluation stakeholders were agreed. Following the recruitment of the national consultant, a second virtual meeting was organised on the 21st of July 2022 involving the evaluation consultants (international and national), the Climate Change Expert from UNDP Djibouti and the Project Coordinator from the Project Management Unit (PMU). In the course of the meeting, the field visit plan was further discussed/revised and a final version was adopted. On the 24th of July 2022, a physical security briefing session was organised during which the Field Security Associate of UNDSS provided security briefing to the consultants prior to the commencement of data collection.



B. ***Data collection and analysis phase***

This phase represented the core of the assignment. The evaluation team adopted a mix method/approach comprising secondary data analysis, qualitative and quantitative data collection and analysis.



Desk review, research and analysis:

An initial documentary review commenced at the inception phase of the evaluation and continued as additional information became available. The list of documents reviewed is provided in Annex D.



Primary data collection:

Primary data collection took place through a quantitative and qualitative approach. Regarding the quantitative approach, the consultants reviewed the secondary data provided to assess progress in line with the results framework. The approach entailed comparing reported achievements against project baselines and working out the level of achievement of the project indicators, outputs, and outcomes.

Regarding qualitative approach, the TE team collected data through in-person interviews with identified project partners and stakeholders presented in Annex C. The instruments employed in the data collection are presented in Annex G.



C. ***Close out phase***

An interim draft was elaborated and submitted to UNDP following the data analysis and write up phase. Comments from the draft report from UNDP and relevant stakeholders were addressed and a revised document presented to the client alongside an audit trail.

Ethics and norms

The evaluators adhered strictly to the ethical and professional requirements of the United Nations Evaluation Group, accepting and scrupulously respecting its Code of Conduct. Specifically, in order to ensure the highest standard of the evaluation, the following attitudes were observed:

- Respect of the freedom of speech of interviewees;
- Respect the diversity of stakeholders and reflect it in an inclusive sampling, with special attention towards women and vulnerable parties;
- The evaluators refrained from any practices prohibited by law and morality;
- Confidentiality and anonymity were ensured;
- Equal respect was given to interviewed stakeholders;
- The evaluators dealt with all stakeholders in calm, respectful and transparent manner; and
- At the outset, it was made clear to all respondents that the evaluators are neither a UNDP staff member nor a member of any other stakeholder, but an external and independent professional seeking feedback on the project and its implementation

1.4. Limitations to the evaluation

Like other project evaluations, this terminal evaluation was unlikely to be conducted without a challenge. The major challenge experienced in the course of the evaluation is related to the unresponsiveness or unavailability of some project stakeholders to participate in the interviews. While some respondents confirmed an appointment date for interviews with the evaluation team, they were out of office when the evaluation visited on the appointment date and time agreed upon in advance. This was the case with the Divisional Officer of Arta and his assistant who had both embarked on a mission on the date that was pre-approved by them for interviews. The evaluation team resorted to speaking to some other staff at the Divisional Office who had some involvement in the project, but the solicited respondents declared that they have not been involved in the project activities.

The Project Management Unit (PMU) sent out invitations to different project stakeholders to participate in the terminal evaluation but some institutions did not reply and this could be likely due to their personal circumstances.

1.5. Structure of the TE report

This TE report comprises of four (04) main sections. An introduction to the terminal evaluation is presented in Section 1. Section 2 provides a description of the CCCD project while in its section 3, the results of the TE are presented. Section 4 of the report presents the conclusion, recommendations and lessons learnt.

2. PROJECT DESCRIPTION

2.1. Project start and duration

The project “Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations” is financed by the Global Environment Fund (GEF). The total cost of the project is US\$2,229,000, including a GEF allocation of US\$1,000,000, co-financing of US\$1,129,000 from the Government of Djibouti and US\$100,000 from UNDP. According to the project document (ProDoc), the project has start and end dates of June 2018 and June 2022 respectively. With the advent of the Covid-19 pandemic, a six-month extension was granted for a definitive end date of December 4, 2022.

2.2. Development context

2.2.1. Environmental

Djibouti has a tropical arid climate. However, there are three distinct zones, with unique temperature ranges, including: a) coastal plains (25-35°C), b) plains and inland plateaus (25- 45°C), and b)

mountainous areas (10-30°C). Due to Djibouti's harsh landscape, forest accounts for less than one percent of the total area, and vegetation mostly consists of some steppes and grasses dominated by Acacias. Djibouti is vulnerable to several types of natural disasters including extended periods of drought, frequent flash and intense flooding, frequent earthquakes originating from the volcanic area along the Assal Rift, and wildfires fuelled by drought. Water is a scarce resource and poses a serious problem for the country. Djibouti has low rainfall (the average annual rainfall is around 136 mm), an absence of sustainable surface resources, and slow recharge of the water table. Due to the nation's landscape and rainfall pattern, it faces serious desertification. Other contributory factors to the land degradation problems are salinization of soil and water, irrigation, wind and water erosion, and overgrazing.

Given Djibouti's limited water and arid climate, climate change also poses a serious threat. Existing problems relating to water scarcity, flooding, and desertification will likely worsen with climate change. These issues, combined with Djibouti's geography and developmental and adaptation challenges make Djibouti one of the most vulnerable countries to climate change impacts.

Despite these conditions, Djibouti enjoys rich biodiversity. Djibouti has 826 species of plants and 1417 animal species including: 493 invertebrates, 455 fish species, 40 reptile species, 360 species of birds, 66 species of mammals and three species of amphibians¹. Additionally, the country has rich marine biodiversity, coral reefs, and mangroves. This biodiversity is threatened by numerous factors including degradation of the natural environment by natural and anthropogenic causes, overexploitation, pollution, livestock management, and invasive species. According to the IUCN, several species are threatened. Given these threats, there is a real need to ensure that Djibouti's natural resources are protected and restored.

2.2.2. Institutional

Djibouti is a signatory to the Rio Conventions, joining the UNCCD in 1997, the UNCBD in 1994, and the UNFCCC in 1995. The Government of Djibouti has also demonstrated a desire to protect its natural resources through a number of projects. Since joining the GEF, Djibouti's Ministry of Environment has received aid totalling US\$ 18.9 million. Under the GEF-5 Djibouti received US\$ 3.14 Million for land degradation projects, US\$ 1.5 Million for biodiversity projects, and US\$ 2.2 Million for climate change projects. Currently, the multilateral donor agencies working in Djibouti include the African Development Bank, GEF, IFAD, UNDP, and the World Bank. The bilateral donor agencies operating in Djibouti include Norway and the United States (USAID).

The Government of Djibouti has also shown its commitment to improve environmental outcomes through new and transformative policies and plans such as Vision 2035, in particular mainstreaming environmental considerations into socio-economic development and regional integration.

2.2.3. Policy factors

In order to attain the objectives of Vision 2035, the 2015-2019 Strategy of Accelerated Growth and Promotion of Employment (SCAPE) outlines four strategic axes to address the challenge hampering growth acceleration and employment generation: (i) economic growth, competition and the leading role of the private sector, (ii) the development of the human capital, (iii) the public governance and the reinforcement of the institutional capacities and (iv) the poles of both regional development and sustainable development.

The National Initiative for Social Development is a five-year plan that was launched in 2007 (updated in 2011) by the President. This initiative seeks to accelerate economic growth and create the conditions for sustainable development.

2.3. Problems that the project sought to address

Djibouti has demonstrated its commitment to the environment by joining numerous multilateral agreements and undertaking numerous projects and initiatives. Despite these efforts, Djibouti is still suffering from bottlenecks that hinder its ability to implement the Rio Conventions. Djibouti completed

¹ ProDoc

its NCSA from 2006-2008 through a consultative process and participatory approach that involved numerous stakeholders from various sectors. Stakeholders identified a number of hindering Djibouti in fulfilling the obligations of the Rio Conventions including:

- Insufficient human resources including a lack of technical skill;
- Deficiency of skilled personnel in specific fields (e.g., taxonomy, biology, marine, ecology, botanists, etc.);
- Limited funding at all levels;
- Poor implementation of the legal and regulatory framework;
- Limited coordination and exchange of information between decision-makers;
- Limited environmental awareness among policy and decision-makers;
- Insufficient education;
- Limited information and inadequate flow of information, monitoring/evaluation;
- Absent databases and websites;
- Overlapping responsibilities/duplication of powers between the different decision-makers;
- Limited training in organizations;
- Insufficient stakeholder involvement;
- Slow integration of environmental considerations in the development of the country; and
- Weak implementation of adaptation and mitigation measures.

The Djibouti CCCD project seeks to address institutional and individual capacity gaps in order to strengthen the country's underlying capacities to meet and sustain global environmental obligations that will generate global environmental benefits.

2.4. Immediate and development objectives of the project

The goal of this project is to help Djibouti better meet and sustain global environmental priorities within the framework of national socio-economic development priorities. The immediate objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance.

2.5. Expected results

The expected results of the project under its different components/outcomes are presented in Table 1.

Table 1: Expected results of the project (Source: ProDoc)

Component/outcome	Expected results at end of project
Component 1 : Enhancing mainstreaming capacities	<p>An in-depth understanding of Djibouti's policy and legal framework on environmental governance.</p> <p>An available drafted memoranda of agreements on consultative and decision-making processes.</p> <p>Demonstrations on Rio Convention mainstreaming, monitoring, and compliance carried out.</p> <p>Institutional arrangements established for mainstreaming global environmental priorities into socio-economic development</p>
Output 1.1: In-depth analysis for mainstreaming and monitoring Rio Conventions	
Output 1.2 : Strengthened consultative and decision-making processes for Rio Convention mainstreaming	
Output 1.3 : Targeted updating and streamlining of institutional mandates and arrangements	
Output 1.4 : Demonstration and piloting of integrated environmental-development best practices	
Component 2 : Decentralization of global environment governance	<p>An in-depth understanding of decentralization policies.</p> <p>Availability of guidelines integrating Rio Conventions into national and sub-national strategies and plans.</p> <p>Availability of a roadmap for decentralized decision-making to catalyse mainstreaming, monitoring and compliance.</p> <p>Availability of codes, laws and relevant texts pertaining to Rio Convention implementation and improving decentralized governance.</p> <p>Availability of regulatory instruments by targeted district</p>
Output 2.1 : Guidelines for decentralized management of the global environment	
Output 2.2 : Strengthened decentralized government consultative mechanisms	
Output 2.3 : Enhancing commitment to decentralized governance of the global environment	
Output 2.4 : Strengthened decentralized global environmental management capacities	
Component 3 : Setting up and early implementation of an environmental management information system	<p>Understanding of institutional gap and realization of technical meetings for collecting and managing environmental data, information, and knowledge.</p> <p>EMIS approved by independent peer review.</p> <p>Cooperative agreements have been signed between the stakeholders to facilitate the sharing of information.</p> <p>EMIS software and technological hardware available, operational and in use.</p> <p>A concrete set of environmental, natural resource, and sustainable development indicators detailed and prioritized.</p> <p>Technical guidance material prepared on indicators relevant to the monitoring of the global environment.</p> <p>Training workshops organized on the management of existing and new data and information through the EMIS.</p>
Output 3.1 : Institutional mapping and analysis of an optimal data and information management system	
Output 3.2 : Integrated environmental data and information management system designed	
Output 3.3 : Targeted networking of existing data and information management systems	
Output 3.4 : Selected updating of technologies to create cost-effective synergies for knowledge management	
Output 3.5 : Development of new and improved global environmental indicators	
Output 3.6 : Training to interpret global environmental trends and formulate integrated plans	
Output 3.7 : Early implementation of the integrated environmental data and information management system	

Component/outcome	Expected results at end of project
Output 3.8 : Resource mobilization strategy for Rio Convention mainstreaming	EMIS used to mainstream Rio Convention obligations.
Component 4 : Improved environmental attitudes and values for the global environment	<p>Several workshops organised in the capital and in the 5 regions to enhance understanding on Rio convention mainstreaming and to discuss about global environmental issues which impact the Republic of Djibouti.</p> <p>Articles on linkages between the global environment and socio-economic issues prepared and published.</p> <p>An agreement established with the Ministry of Education to integrate environmental issues into school education module.</p> <p>Internet visibility of the value of protecting the global environment was improved.</p>
Output 4.1 : Stakeholder dialogues on the socio-economic value of the Rio Conventions	
Output 4.2 : Brochures and articles on the Rio Conventions	
Output 4.3 : Improved educational curricula and youth civic engagement	
Output 4.4 : Improved Internet visibility of the value of protecting the global environment	

2.6. Main stakeholders

In the course of project preparation, several stakeholders were consulted in order to obtain a better understanding of the barriers hampering Djibouti's ability to collect and manage data and information in a manner that enables sustainable development to be better informed by best practices to preserve global environmental values. The stakeholder consultations also served the purpose of raising stakeholders' awareness on the project strategy and their expected engagement during project implementation. The stakeholders consulted during the project preparation phase include:

- Directorate for Environment and Sustainable Development
- UNOPS
- FAO
- Directorate of Rural Hydraulics
- The Transport Directorate
- Directorate of Fisheries
- SOS Sahel
- Djibouti Study and Research Center
- Ministry of Decentralization
- Djibouti Chamber of Commerce
- Department of External Financing (DFE)

Several stakeholder groups were envisaged to be part of the CCCD project as per the stakeholder engagement plan as presented in **section 3.1.4**.

2.7. Theory of change

The project's goal is to help Djibouti better meet and sustain global environmental priorities within the framework of national development priorities. While Djibouti has demonstrated its commitment to achieving environmental sustainability demonstrated by its ratification of the three Rio Conventions and implementation of numerous projects and initiatives, the nation still encounters several challenges hindering its ability to implement the ratified conventions.

In order to enhance the capacity of Djibouti to meet and sustain global environmental priorities, the CCCD project was designed to address specific cross-cutting capacity development priorities identified in the 2008 NCSA. The project was design to develop a targeted set of systemic, institutional, and individual capacities to strengthen the country's underlying capacities to meet and sustain global environmental obligations that will generate global environmental benefits.

The CCCD project introduced transformative actions under four main components:

- Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions;
- Decentralization of global environment governance;
- Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends; and
- Improving awareness of global environmental values

The expected outcomes of the project include: targeted institutional structures and mechanisms will have been strengthened to improve decentralization of global environment governance; targeted training and awareness-raising will have resulted in improved understanding of the good practices for delivering and sustaining global environmental outcomes within the framework of sustainable development; enhanced targeted capacities to mainstream, develop, and apply policies and legislative frameworks for more cost-effective implementation of the three Rio Conventions; and an Environmental Management Information System will have been established to improve monitoring and assessment of global environmental impacts. These outcomes will enhance the nation's capacity to

deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance.

The project's theory of change is based on the following assumptions:

- In the short-term, project stakeholders will directly benefit through improved capacities through the learning-by-doing trainings;
- The public and project stakeholders will benefit in the long-term through improved outcomes including sustainable development and environmental improvements; and
- The learning-by-doing related activities of the project will translate into a greater mobilization of efforts and resources, and the building of commitment will support the nation to overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration, leading to long-term change.

3. FINDINGS

3.1. Project design/formulation

3.1.1. Analysis of results framework

The result framework of the project was analysed in order to determine the extent to which the project indicators and targets are Specific, Measurable, Achievable, Relevant, Time-bound (SMART). As presented in **Table 2**, all the objective and outcomes/components' indicators of the project were found to be compliant to the relevant and time-bound criteria.

Table 2: Terminal evaluation SMART analysis of the project's objective and outcome indicators

Indicator	End-of-project Target	Terminal evaluation SMART analysis					Evaluators' feedback
		S	M	A	R	T	
Project Objective: The objective is to strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance.							
Indicator 1 (IRRF Output 1.3): Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.							
Indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	-Increased capacity within relevant stakeholder groups to address Rio Convention obligations -Gender equality targets per UNDP 2018-2022 Strategic Plan are met						There is discrepancy between the indicator and the targets. While the indicator is focussed on number of partnership mechanisms, the target is focussed on capacity. This renders the indicator non-compliant to the specific and measurable criteria
Indicator 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.	-Increased capacity within relevant stakeholder groups to address Rio Convention obligations -Gender equality targets per UNDP 2018-2022 Strategic Plan are met						As in indicator 1.3.1, there is a mismatch between the indicator and targets.

Indicator 2 (IRRF Output Indicator 2.5): Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.							
Indicator 2.5.1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	-At least one by-law or legal instrument has been developed or strengthened -At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements. -At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations						One of the indicator's targets makes reference to 75% of government technical staff to have actively engaged in trainings. Government is broad and it is therefore not clear which government institutions or ministries are targeted.
Indicator 3: Number of direct project beneficiaries	At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation)						Fully compliant
Indicator 4: Targeted national capacities to deliver and sustain global environmental outcomes within the framework of decentralized sustainable development priorities are strengthened	-Capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions are enhanced -Global environment governance is decentralized -Environmental management information system for improved monitoring and assessment of global environmental impacts and trends is implemented -Environmental attitudes and values for the global environment are improved						The indicator and targets are very qualitative and consequently, difficult to measure.
Component/ Outcome 1 Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions							
Indicator 5: Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened	-Working group meetings negotiate best consultative and decision-making processes -Memoranda of agreements on consultative and decision-making processes. -Liaison protocols among partner agencies and memorandum of agreement with other non-state stakeholder organizations						The targets do not have quantitative elements and therefore challenging to measure

Indicator 6: Institutional mandates and arrangements to facilitate and catalyze long-term action to meet global environmental obligations are strengthened	<ul style="list-style-type: none"> -In-depth analysis (SWOT/Gap) of institutional arrangements Convention obligations. -Assessment of current data collection and generation methods of key agencies with attention to harmonization and metrics, relevance, validity, and quality completed -Guidelines for coordinated mainstreaming, monitoring and compliance validated. -Targeted updating and streamlining of institutional mandates that focus on recommended improvements 							The indicator and targets are very qualitative and consequently, difficult to measure.
Indicator 7: Integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals are piloted	<ul style="list-style-type: none"> -In-depth analysis of policy, legislative, and institutional frameworks -Development of sectoral plan by which to demonstrate the implementation of Rio Convention mainstreaming, monitoring, and compliance. -Three small sub-projects piloted with decentralized authorities -Institutional arrangements for the demonstration and pilot activities and exercises selected are implemented within existing national agencies -Lessons learned from the demonstration and pilot activities culled 							While one of the targets (piloting of sub-projects) have a quantitative element, the others are qualitative
Component/ Outcome 2: Decentralization of global environment governance								
Indicator 8: Guidelines for decentralized management of the global environment	<ul style="list-style-type: none"> -In-depth analysis of decentralization policies. -Guidelines on decentralization and integrating the three Rio Conventions in national and sub-national strategies and plans developed. -Roadmap for decentralized decision-making to facilitate and catalyze mainstreaming, monitoring and compliance developed. 							The framing of the indicator appears incomplete. The targets have not got numbers attached to them. For instance, how many guidelines are targeted to be developed by the project?
Indicator 9: Decentralized government consultative mechanisms for improved monitoring and compliance on the global environment and sustainable development are strengthened	<ul style="list-style-type: none"> -Consultations at both the national and regional level to organize institutional arrangements to carry out the recommended reforms. -Learning-by-doing workshops to formulate improved institutional arrangements. -Demonstrations at the regional level of better approaches to integrate global environmental priorities within the framework of improved institutional arrangements for monitoring and compliance 							The indicator and targets are very qualitative and consequently, difficult to measure.
Indicator 10: Commitment to and decentralized capacities for managing the global environment are improved	<ul style="list-style-type: none"> -Learning-by-doing workshops to prepare targeted district regulatory instruments to implement the Rio Conventions through district development plans carried out. -Updated codes, laws and relevant texts pertaining to Rio Convention implementation distributed. -Training workshops for technical staff and other relevant social actors convened. 							The targets lack numbers attached to them, rendering the indicator challenging to measure. For instance, how many updated laws, codes and relevant text are to be distributed? How many training programmes and modules are to be developed? How many learning-by-

	<ul style="list-style-type: none"> -Decentralized global environmental management capacities strengthened -Technical capacities of regional public institutions and agencies to carry out decentralized governance of the global environment are assessed -Training programme and modules developed. -Learning-by-doing trainings for key stakeholders to understand best practices for decentralized global environmental governance carried out -Policy dialogues to exchange best practices to implement local development plans convened 						doing training sessions are to be conducted for stakeholders?
<i>Component/ Outcome 3: Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends</i>							
Indicator 11: Institutional mapping and design of an optimal environmental data and information management system (EMIS) for the global environment	<ul style="list-style-type: none"> -SWOT and Gap analysis -Institutional analysis and mapping -Best practice technological structures for data collection, storage, and sharing designed. 						Fully compliant
Indicator 12: Integrated environmental data and information management system designed	<ul style="list-style-type: none"> -Convene stakeholder workshops on the management of information and knowledge for planning and policy-making -Design the technological requirements for collecting, storing, and sharing data and information. -Undertake an independent peer review of the EMIS feasibility study, finalize, and secure stakeholder validation and the required official approvals 						Some of the indicator's targets are not quantitative. For instance, how many stakeholder workshops on the management of information and knowledge is the project targeting at convening?
Indicator 13: Existing data and information management systems are networked and technology is updated	<ul style="list-style-type: none"> -Networking cooperative agreements on information and knowledge management with key institutions are adopted. -New management arrangements for sharing information are approved -Technological hardware and software of the EMIS are installed 						Some of the indicator's targets are not quantitative. For instance, how many networking cooperative agreement is the project targeting at adopting?
Indicator 14: Improved global environmental indicators to select high priority sectoral development plan are developed	<ul style="list-style-type: none"> -Full set of data and other relevant indicators finalized -Technical guidance material for planners and other users of indicators relevant to the monitoring of the global environment developed. 						Some of the indicator's targets are not quantitative. For instance, how many networking cooperative agreement is the project targeting at adopting?
Indicator 15: Integrated environmental data and information management system is implemented through a select sectoral plan	<ul style="list-style-type: none"> -One high value sectoral development plan for early implementation and piloting selected -Learning-by-doing workshops to use the EMIS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio Convention obligations 						The targets are not well framed with the exception of the first one regarding high value sectoral development plan. The second target makes reference to learning-by-doing workshops but it is unclear what the target are. Is it related to the convening of workshops? The same

	<ul style="list-style-type: none"> -Dialogues on the EMIS and its implementation with decision- and policy-makers to enhance their understanding and secure their support and championship. -Study of lessons learned from the use of the EMIS to mainstream Rio Convention obligations into sectoral plans and policies 						need for clarification holds for the third and last targets.
Indicator 16: Resource mobilization strategy	<ul style="list-style-type: none"> -Pilot exercises are developed and demonstrated -Feasibility study is drafted and peer reviewed and endorsed by stakeholders at a validation -The draft is peer reviewed by at least 20 national experts, and validated by month 42 -At least 50 representatives from the main stakeholder constituencies actively consulted on the draft -Resource mobilization strategy is approved by Project Steering Committee and Rio Convention focal points meet at least twice a year 						The indicator is not well-framed. What about the strategy? Does the project seek to develop a resource mobilization strategy? Or update an existing one? This renders the indicator non-compliant to the specific criterion
Component/ Outcome 4: Improved environmental attitudes and values for the global environment							
Indicator 17: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders	<ul style="list-style-type: none"> -One-day Kick-Off Conference is held within three (3) months of project initiation, over 100 participants attend -One-day Project Results Conference is held by month 44, over 100 participants attend -Two broad-based surveys are carried out by month 7 and by month 44(N>250 for each survey) -Baseline awareness report is prepared -Design of public awareness campaign is completed -National and sub-national awareness-raising workshops held -At least five (5) media awareness workshops are held, each with at least 20 participating media representatives -At least three (3) private sector sensitization panel discussions are held 						The indicator is fully compliant
Indicator 18: Awareness is improved through brochures articles and education modules	<ul style="list-style-type: none"> -Education module is prepared and approved -At least three (3) high schools have implemented the education module -At least 12 articles on the relevancy of the Rio Conventions to Djibouti's national socio-economic development published at least every two months -Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact 						The indicator is not well-framed. What is the theme that the project seeks to improve awareness on? Is it increase awareness on the Rio Conventions? This inadequate framing of this criterion renders it non-compliant to the specific criteria
Indicator 19: Internet visibility of the value of protecting the global environment to socio-economic development priorities is improved	<ul style="list-style-type: none"> -Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. 						This indicator is fully compliant

	-Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and the time of the terminal evaluation -Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages. -Create a Facebook page on environmental information and Rio Convention mainstreaming.							
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Legend		
SMART criteria compliant	Questionably compliant to SMART criteria	Non-compliant to SMART criteria

3.1.2. Assumptions and risks

A risk analysis was conducted during the project design phase culminating in the identification of project risks. A total of six (06) risks were identified as presented in **Table 3**. During project implementation, the risk register of the project was reviewed and modified as required. Covid-19 emerged as a new risk in the course of the implementation period of the project. The pandemic retarded the implementation of outreach activities under component 1 and 2 following the two-month lock-down imposed in Djibouti by the government in March 2020. The organization of zoom meetings was not effective at the time of the lock-down, rendering it difficult for stakeholders to convene and take decisions on the way forward during that period. Digital options for organizing meetings/workshops planned under the project could not be adopted since the inland areas of the country had internet access issues². The project team continued working in the office during the lock-down and options were explored for devising new ways to ensure project continuity especially pertaining to the organization of workshops. As per the decree of the President of the Republic, the maximum number of individuals permitted in a gathering during the lock-down period was 10. Hence, the project explored the option of organizing compact workshops involving 10 persons per session and replicating the session each time with 10 additional individuals.

Table 3: Project risks and proposed mitigating measures

Risk description	Category / Rating (R)	Mitigation measures
Weak absorption capacity of MEDD.	Organizational R: High	Distribution of roles and responsibilities amongst numerous partner ministries and actors including independent expert and non-state organizations to provide technical expertise to the project.
Weak inter-institutional coordination and collaboration in planning, decision-making, implementation, and monitoring and evaluation	Operational R: High	The project steering committee (PSC) will serve as an institutional mechanism of the project. The PSC will meet every four months or as needed to review key outputs, make strategic decisions and recommendations, and facilitate the active engagement of key project partners. Moreover, capacity building targeting the strengthening of institutional mechanisms for improved collaboration and coordination was envisaged within the framework of the project.
Inadequate funding. This is linked to the country's inability to attract financing from international sources	Financial R: Medium	Division of roles and responsibilities to partner government agencies and expert non-state organizations. Conducting negotiation with respective government ministries and agencies during project preparation phase to identify incentives and secure long-term commitment to the project. This involves the inclusion of a resource mobilization component in the project to tackle the financial sustainability issue.
Acceptance of the project's decentralization activities by local communities and validity of the shifting of powers – creation of the Ministry of Decentralization is seen as a transfer of responsibility from the Ministry of Interior.	Organizational R: Medium	The risk will be mitigated through an adaptive collaborative approach to project management. Through the engagement of stakeholders early in project design and throughout implementation, communities will have the space to table their concerns or suggestions that affect stakeholder buy-in. The piloting of activities at the municipal level will further ensure stakeholder participation and enhance the likelihood of project acceptance.

² 2021 PIR

Internal resistance to change. This refers to people's comfort with known policies and procedures and their unwillingness to change.	Operational R: Medium	The project's activities and outputs were selected and designed to take into account existing 'business-as-usual' approaches and to facilitate a process by which these could be improved incrementally. The project assumes that stakeholders will give the benefit of doubt to the design of the project activities, be willing to accept new and opposing perspectives and actively participate in the project. An international expert on capacity development was envisaged to be recruited within the framework of the project.
Instability of some countries in the region	Political R: Not provided	The project assumes that political commitment to the project will not dwindle during implementation or beyond. The adaptive collaborative management approach will ensure collaboration across sectors and stakeholders during project implementation, enabling continuous monitoring and realignment of project activities to sustain validity, legitimacy, relevance and sustainability of project outcomes.

For the environmental and social risks, an environmental and social risks screening was conducted for the project to identify potential risks. The screening was conducted using the UNDP Social and Environmental Risk Screening Tool which comprises of three principles: Human Rights (Principle 1); Gender Equality and Women Empowerment (Principle 2); and Environmental Sustainability (Principle 3). Screening questions for the environmental sustainability principles were structured under seven standards:

- Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management;
- Standard 2: Climate Change Mitigation and Adaptation;
- Standard 3: Community Health, Safety and Working Conditions;
- Standard 4: Cultural Heritage;
- Standard 5: Displacement and Resettlement;
- Standard 6: Indigenous Peoples; and
- Standard 7: Pollution Prevention and Resource Efficiency

From the results of the screening, only a single potential risk emerged and this was identified under Principle 1 – duty bearers do not have the capacity to meet their obligations in the Project. It is the opinion of the evaluators that the project risks were adequately identified and the provided mitigative measures were appropriate.

3.1.3. Lessons from other relevant projects

The project design was informed by several baseline projects implemented in Djibouti, ranging from small initiatives implemented at the household level geared at enhancing the resilience of communities to the impacts of climate change³. These baseline projects provided past experiences and highlighted needs in terms of information and knowledge which informed the design of the capacity building activities of the CCCD project. Examples of these baseline projects include:

- Initiative Share: 'Support Horn Africa Resilience';
- Global Alliance against Climate Change;
- Drylands Project for Djibouti;
- Developing Agro-Pastoral Shade Gardens as an Adaptation Strategy for Poor Rural Communities;

³ ProDoc

- Creation of a Regional Center of Excellence for the Validation of Arid and Semi-Arid Zones in the Framework of Climate Change;
- Agro-Pastoral Pilot Farms Development Project (PACCRAS);
- Capacity Building Support Programme for Improved Public Governance (PAMOC);
- Support Programme for Civil Society; and
- Support to decentralization, governance and local development in five regions.

3.1.4. Planned stakeholder participation

The CCCD project had an elaborated stakeholder engagement plan (SEP) which was appended as an annex to the project document. The SEP included details of the stakeholder consultations which took place in the course of the project design and the stakeholders that will be engaged in the project in the course of its implementation. The stakeholders envisaged to participate in the implementation of the project includes⁴:

- Ministry of Housing, Urban Planning, and Environment (MHUPE)
- Other government institutions:
 - Directorate for Environment and Sustainable Development
 - Directorate of Fisheries
 - Directorate of Rural Hydraulics
 - Department of External Financing (DFE)
 - Djibouti Chamber of Commerce
 - Ministry of Decentralization
- State and Local Governments
- Private Sector
- NGOs:
 - FAO
 - SOS Sahel
- Academic and Research Institutions:
 - Djibouti Study and Research Center

3.1.5. Linkages between project and other interventions within the sector

Several projects were identified in Djibouti whose activities were complementary to those of the CCCD project. A good number of activities under these projects are oriented towards the provision of technical assistance to communities to take up improved land management practices to adapt to climate change and advance climate-resilient development. The projects also involve the delivery of trainings to government and non-state stakeholders to enable them to prepare quality local development plans and to enhance their understanding on the linkages between water extraction and the sustainability of agrarian systems. Some projects in Djibouti are focussed on capacitating planners and decision-makers at the central level to provide support to the decentralized management of natural resources. The Food and Agricultural Organization for instance has been supporting a number of capacity building initiatives that are related to the CCCD project. Activities supported by FAO includes training of local stakeholders on improved water resource management and the setting up of water management committees in all the regions of the nation⁵.

During the implementation period of the CCCD project, there was an ongoing European Union-funded project to support decentralization implemented by the Ministry of Decentralization. In 2020, a meeting was organized with Expertise France (in charge of the EU decentralization support project) and the Ministry of Decentralization in order to identify synergies and joint activities between the CCCD project and the decentralization project. In the course of the meeting, it was discussed that the CCCD project will support the decentralization project in the elaboration of new regional development plans.

⁴ Source: ProDoc

⁵ ProDoc

3.2. Project Implementation

3.2.1. Adaptive management

The advent of the Covid-19 pandemic had undesirable effects on the project. As a capacity building project, the CCCD project had a lot of planned in-person capacity building events which were retarded by the lockdown and restrictions imposed by the Government of Djibouti from March 2020. The organization of virtual meetings were not effective at the time of the lock-down, rendering it difficult for stakeholders to convene and take decisions on the way forward during that period. Virtual options for organizing the project's planned capacity building workshops could not be employed due to the prevailing internet access problem affecting the regions at the time⁶. The project explored options to ensure project continuity especially pertaining to the organization of workshops. As per the decree of the President of the Republic, the maximum number of individuals permitted in a gathering during the lock-down period was 10. Consequently, the project explored the option of organizing compact workshops involving 10 persons per session and replicating the session each time with 10 additional individuals.

The project also postponed some activities that could not be realised during the Covid 19 lockdown period and workplans and budgets were readjusted accordingly. In order to make up for the time lost due to the pandemic, the project secured a six-month no-cost extension of the implementation period.

In line with the elaboration of district regulatory instruments to implement the Rio Conventions, a learning-by-doing workshop was organized by the project in November 2019. Discussions from the training relating to existing and required legal framework for environmental management revealed the absence of adequate technical capacity among the participants to delve into global environmental regimes. As a consequence, the project demonstrated adaptive management through engaging the technical executives at the ministerial level to discuss on the priority environmental themes and details of the decrees and laws. A lawyer has been working since 2021 to finalize the application texts of the decrees pertaining to the country's common environmental degradation issues including but not limited to sand extraction, wood cutting and charcoal trade. The promulgation of the elaborated texts was envisaged to happen in December 2021⁷.

3.2.2. Actual stakeholder participation and partnership arrangements

Within the implementation life of the CCCD project, at least 822 stakeholders benefitted from the project. Stakeholders participated in the project in events including but not limited to consultations, capacity building workshops, learning-by-doing events, inception workshop and steering committee meetings. The different stakeholders who participated workshops are :

- Ministry of Decentralization;
- National Steering Committee on Climate Change;
- The councils of the 5 regions of Djibouti;
- The National Gendarmerie;
- The Coastal Guards (Garde de cote);
- The Military;
- The representatives of the communes (Sub-regions);
- Ministry of Social affairs;
- Ministry of Labour;
- Ministry of Defence;
- Tourism office of Djibouti;
- Ministry of Agriculture;
- Ministry of Health;
- Ministry of Education; and
- Civil society.

⁶ 2021 PIR

⁷ 2021 PIR

3.2.3. Project finance and co-finance

The GEF financing of the project was US\$ 1,000,000 while US\$ 100,000 of cash co-financing from UNDP's TRAC resources was allocated to the project, culminating in a total budget of US\$ 1,100,000 administered by UNDP. A co-financing commitment of US\$ 1,129,000 was also made by the Government of Djibouti (in kind), totalling the project co-financing amount at US\$ 1,229,000⁸. At TE, the total amount of GEF funds expended by the project is US\$ 865,937. At TE, the co-financing committed by the government was achieved at 100% while that committed by UNDP was at 0%⁹.

3.2.4. Monitoring and evaluation

The overall assessment of the project's M&E is **Highly Satisfactory**.

M&E design at entry

The M&E design of the CCCD project is rated as **Highly Satisfactory**.

During the CCCD project preparation phase, a comprehensive monitoring and evaluation system was designed with costing details and specified data collection sources to support management and monitoring of the project. The following elements constituted the M&E package of the project:

- Inception workshop and the workshop report;
- Risk management;
- GEF Annual Progress Report;
- Monitoring of indicators in project results framework;
- Monitoring of environmental and social risks, and corresponding management;
- NIM audit;
- Lessons learnt and knowledge generation;
- Project steering committee meetings;
- Stakeholder engagement plan;
- Gender action plan;
- Resolution of environmental and social grievances;
- Oversight and supervisory missions;
- Terminal GEF tracking tool; and
- Terminal evaluation.

The M&E plan included responsibilities of the different entities as presented in Table 4.

Table 4: CCCD project M&E actors alongside their responsibilities (Source: M&E Plan)

Actor	M&E Responsibility
Project Manager	In charge of day-to-day project management and regular monitoring of project results and risks, including social and environmental risks Ensure all project staff maintain a high level of transparency, responsibility, accountability and reporting of project results Inform the project steering committee and UNDP country office of any delays or difficulties relating to project implementation Prepare annual workplans Ensure annual monitoring of framework indicators, risks and strategies to support project implementation
Project Steering Committee	Provide corrective actions to enable project to attain desired results

⁸ ProDoc

⁹ Project co-financing table and personal communication with a staff of UNDP

	Conduct project reviews to assess project's performance and appraise annual workplans. Conduct an end-of-project review to capture lessons learned and discuss opportunities for scaling up
Project Implementing partner	Ensure the uptake of project level M&E by national institutes and alignment with national systems.
UNDP Country Office	Provision of support to the project manager as required including through annual supervision missions Initiate and organize key GEF M&E activities such as the annual GEF Annual Progress Report and the independent terminal evaluation Ensure fulfilment of the UNDP and GEF M&E requirements to the highest quality
UNDP GEF Unit	Provision of additional M&E and implementation quality assurance

The project log frame had objectives and SMART indicators to track outcomes of the project. The log frame included baseline and end-of-project targets for the indicators under the different components of the project. Respondents of the TE reported that the designed M&E system did not undergo revision during project implementation. It is the evaluation opinion that the project's M&E design at entry is **Highly Satisfactory**.

M&E implementation

The M&E implementation of the project is rated as **Highly Satisfactory**.

The M&E plan was budgeted at USD 87,000 and this was judged by the project team and the evaluators to be modest and sufficient by virtue of the small size of the project. This budget included funding for the realization of a terminal evaluation. Data pertaining to the progress of the different indicators were collected and reported in the project's annual PIR, disaggregated by gender where applicable. Overall, M&E in the course of the project implementation occurred through the following activities:

Inception

- Organization of inception workshop and elaboration of inception report

Planning

- Annual Workplans (AWPs) preparation; and
- Organization of steering committee meeting to validate the AWP and budget

Monitoring and review

- Project steering committee meetings to take stock of project implementation progress and for the provision of recommendations and/or endorsement of any changes; and
- Field monitoring missions

Quality assurance

- Spot check - implementing partner's technical and financial reports

Evaluation

- Project terminal evaluation

Reporting

- Project specific reporting to GEF (PIRs)

While the M&E activities of the project unfolded as planned, this was not without some challenges. The Covid-19 pandemic culminated in lock down measures imposed by the Government of Djibouti in 2020 and this compelled the project to readjust the planned activities of the AWP and budget for 2020.

Respondents of the TE were of the opinion that the M&E implementation of the project was highly satisfactory. “*Organizing steering committee meetings is one of the best ways of monitoring the project and this project has had 5 meetings since its launch in 2018*” reported a respondent¹⁰. The evaluators are of the opinion that the M&E implementation within the framework of the CCCD project is **Highly Satisfactory**.

Table 5: M&E design and implementation rating

Monitoring and Evaluation	Rating
M & E Design	Highly Satisfactory
M & E Implementation	Highly Satisfactory
Overall M & E	Highly Satisfactory

3.2.5. Project implementation and execution

Overall project implementation/execution is **Highly Satisfactory**

UNDP implementation oversight

UNDP implementation oversight role is rated as **Highly Satisfactory**

UNDP provided oversight and supervision to the implementation of the CCCD project. In line with their supervisory role, UNDP followed project implementation closely, ensuring that the process aligns with the GEF regulations. UNDP also took charge for the technical and fiduciary compliance of the project and their oversight contributed to the project’s achievements through technical support: review of financial and technical progress reports; supporting the executing agency to adopt adaptive management measures during the Covid-19 pandemic.

In the course of project implementation, Covid 19 emerged as an unforeseen risk. The pandemic caused the Government of Djibouti to impose lockdown measures and restriction on the organization of physical meetings – limiting participants at gatherings to 10. These measures hampered the timely implementation of some project activities as per the established timelines. Capacity building workshops/activities whose implementation schedules coincided with the Covid lockdown era in Djibouti could not be organized. These were carried forward for implementation at a later date and UNDP supported this course by revising the annual workplan and budget for 2020. UNDP also provided a Zoom licence to the Ministry of Environment and the PMU in order to enable virtual communication between the PMU and other project actors¹¹. UNDP equally secured a six-month no-cost extension from GEF as another Covid 19 adaptive management measure. The evaluators rate the oversight role of UNDP in the project implementation as **Highly Satisfactory**.

Implementing partner execution

Rating: Satisfactory

MEDD was the implementing entity of the project and a PMU was constituted for the project composed of three staff at the start of the project. The PMU was tasked with the overall coordination, implementation and delivery of the project in an effective and timely manner. A PSC was equally set up for the CCCD project and this organ met regularly to approve annual workplans, take stock for project implementation progress and provide orientations/recommendations for enhanced project implementation and delivery. The PMU took charge for the preparation of project AWP which is presented to the PSC for approval. Once validated, the PMU implemented project activities as per the approved AWP and budget.

Good coordination and communication existed between the MEDD/PMU and majority of the project stakeholders. Of the four TE respondents who provided feedback on the role of the implementing

¹⁰ Interview with a staff of the PMU

¹¹ Discussion with staff of UNDP

partner in the execution of the project, three and one respondent provided a rating of highly satisfactory and satisfactory respectively. “*Working closely together on a regular basis, the project team was very effective in implementing the project activities*”, reported a respondent who provided a rating of highly satisfactory¹². There were equally few instances of communication glitch between the PMU at MEDD and project stakeholders. For instance, the launched a call for tender for pilot projects targeting local institutions in the five regions of the country. Applications were not received from organizations in the region of Arta. Discussions with some beneficiaries from this region as part of the TE revealed that they were uninformed of this opportunity. However, the project team confirmed that the information was transmitted to all the regions through the respective regional council presidents but it appeared that the president for Arta did not in turn transmit the information to the associations within his jurisdiction. Similarly, the Ministry of Energy is a key actor in the national climate change process of Djibouti but this institution was not very much engaged in the CCCD project and this could be attributed to the weak institutional collaboration between both ministries (Energy and Environment).

Despite the disruptions caused by the Covid-19 pandemic, the executing agency pursued project implementation and at TE, almost all of the project activities were completely implemented. It is the evaluators opinion that the quality of execution of the project is **Highly Satisfactory**.

3.2.6. Risk management

In the course of project implementation, the project risks identified at the project design phase were monitored on a rolling basis in order for mitigative measures to be implemented for triggered risks. Based on the review of the project implementation reports, none of the identified risk at project design occurred during project implementation. However, other risks emerged in the course of project implementation which were not earlier identified. These were identified by the PMU and where possible, adequate mitigation measures were implemented to address the risks (**Table 6**)

Table 6: Risks identified in the course of project implementation¹³

Risk	Mitigation measure
Covid-19 pandemic – this impeded the implementation of project activities in 2020, Especially outreach activities.	Trainings and outreach activities scheduled for implementation in 2020 were carried forward for implementation in 2021
Lengthy national procurement process – this is to be followed for procurement of goods and services within the framework of the project equal to, and greater than USD 28,000. The procurement process could take up to a month.	This is a mandatory process and not much could be done about it
Limits in the sharing of documentation between the institutions	The DESD sent a letter to the targeted directorate to facilitate consultants’ access to data for the EMIS
Lack of financial information sharing between UNDP and PMU	The PMU requested UNDP to share the financial information of the project once a month with the executing agency

3.3. Project results

3.3.1. Progress towards objective and expected outcomes

The CCCD project comprises of 20 outputs: eight (08) for component 3; four (04) each for components 1, 2 and 4. For component, with the exception of output 1.4, all activities have been completed. Activities under output 1.4 are related to the implementation of micro projects and were planned to be implemented as from August 2022. For component 3, all activities have been implemented with the exception of output 3.7 with two pending activities to be completed and output 3.8 with one activity pending completion activity. While majority of activities under component 4 have been implemented,

¹² Interview with a staff of a civil society organization engaged in the project

¹³ From project PIRs

two activities have not been implemented (outputs 4.1 and 4.3) and one activity is pending implementation in September 2022. All activities under component 2 have been implemented (Table 7).

Table 7: Status of implementation of activities under project outputs and outcomes

Activity	Implementation status at TE
Component 1: Enhancing mainstreaming capacities	
Output 1.1: In-depth analysis for mainstreaming and monitoring Rio Conventions	
Activity 1.1.1: Undertake an in-depth analysis of Djibouti's policy and legal framework on environmental governance.	Completed
Output 1.2: Strengthened consultative and decision-making processes for Rio Convention mainstreaming	
Activity 1.2.1: Convene working group meetings to negotiate best consultative and decision-making processes.	This activity has been completed
Activity 1.2.2: Draft memoranda of agreements on consultative and decision-making processes.	Completed
Output 1.3: Targeted updating and streamlining of institutional mandates and arrangements	
Activity 1.3.1: Undertake an in-depth analysis of institutional arrangements	Completed
Activity 1.3.2: Undertake an assessment of current data collection and generation methods	This activity has been completed
Activity 1.3.3: Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance.	This activity has been completed
Activity 1.3.4: Carry out a targeted updating and streamlining of institutional mandates	This activity has been completed
Output 1.4: Demonstration and piloting of integrated environmental-development best practices	
Activity 1.4.1: Select one development sector to demonstrate Rio Convention mainstreaming, monitoring, and compliance.	Proposals had been received from associations in the regions and the selection process had been concluded. Implementation of the selected micro projects commenced in early September 2022 for a period of three months ¹⁴ .
Activity 1.4.2: Set up the institutional arrangements and carry out the demonstration and pilot activities and exercises	Implementation of the selected micro projects commenced in September 2022 for a period of three months
Activity 1.4.3: Cull lessons learned from the demonstration and pilot activities.	This will happen following the completion of the implementation of the micro-projects.
Component 2: Decentralization of global environment governance	
Output 2.1: Guidelines for decentralized management of the global environment	
Activity 2.1.1: Undertake an in-depth analysis of decentralization policies.	Completed
Activity 2.1.2: Develop guidelines to integrate Rio Conventions into national and sub-national strategies and plans.	Completed
Activity 2.1.3: Prepare a roadmap for decentralized decision-making to catalyze mainstreaming, monitoring and compliance.	Completed
Output 2.2: Strengthened decentralized government consultative mechanisms	
Activity 2.2.1: Undertake consultations to negotiate institutional arrangements to carry out the recommended reforms.	Completed
Activity 2.2.2: Carry out learning-by-doing workshops to formulate improved institutional arrangements.	Completed
Output 2.3: Enhancing commitment to decentralized governance of the global environment	
Activity 2.3.1: Carry out learning-by-doing workshops to formulate targeted district regulatory instruments	Completed

¹⁴ Interview with a staff of the project management unit

Activity 2.3.2: Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation.	Completed
Activity 2.3.3: Convene training workshops on tools for improved decentralized governance.	Completed
Output 2.4: Strengthened decentralized global environmental management capacities	
Activity 2.4.1: Assess capacities of regional public institutions to carry out decentralized governance of the global environment	Completed
Activity 2.4.2: Develop a training programme and modules building on the assessment of 2.5.1 and existing training programmes	Completed
Activity 2.4.3: Carry out learning-by-doing trainings on best practices for decentralized global environmental governance.	Completed
Activity 2.4.4: Convene policy dialogues to exchange best practices to implement local development plans	Completed
Component 3: Setting up and early implementation of an environmental management information system	
Output 3.1: Institutional mapping and analysis of an optimal data and information management system	
Activity 3.1.1: Undertake a SWOT and gap analysis of the institutional requirements to use data, information and knowledge	Completed
Activity 3.1.2: Carry out an assessment of absorptive capacities to manage and monitor environmental information	Completed
Activity 3.1.3: Convene technical meetings for collecting and managing environmental data, information, and knowledge	Completed
Output 3.2: Integrated environmental data and information management system designed	
Activity 3.2.1: Convene workshops on the management of information and knowledge for planning and policy-making	Completed
Activity 3.2.2: Design the technological requirements for collecting, storing, and sharing data and information.	Completed
Activity 3.2.3: Undertake an independent peer review of the EMIS feasibility study and secure validation and approval	Completed
Output 3.3: Targeted networking of existing data and information management systems	
Activity 3.3.1: Formulate and adopt networking cooperative agreements on information and knowledge management	Completed
Activity 3.3.1: Secure approval for institutionalizing new management arrangements for sharing information	Completed
Output 3.4: Selected updating of technologies to create cost-effective synergies for knowledge management	
Activity 3.4.1: Procure and install the technological hardware and software of the EMIS	Completed
Output 3.5: Development of new and improved global environmental indicators	
Activity 3.5.1: Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators	Completed
Activity 3.5.2: Prepare technical guidance material on indicators relevant to the monitoring of the global environment.	Completed
Output 3.6: Training to interpret global environmental trends and formulate integrated plans	
Activity 3.6.1: Undertake a comprehensive assessment of training needs to manage data and information.	Completed
Activity 3.6.2: Prepare a training programme and curriculum that builds on the earlier analyses.	Completed
Activity 3.6.3: Carry out training workshops on the management of existing and new data and information through the EMIS.	Completed

Output 3.7: Early implementation of the integrated environmental data and information management system	
Activity 3.7.1: Select one high value sectoral development plan for early implementation and piloting	The sectoral development plan was not implemented. Consultations were rather conducted with diverse stakeholders and the results of the global consultations were used to develop the global environmental indicators.
Activity 3.7.2: Convene workshops to use the EMIS to demonstrate its value	This activity was conducted in July 2022
Activity 3.7.3: Facilitate dialogues on the EMIS and its implementation with decision- and policy-makers	This activity is planned for September 2022
Activity 3.7.4: Undertake a study of lessons learned from the use of the EMIS to mainstream Rio Convention obligations	This activity will be implemented in October 2022 in order to obtain relevant information that will enable the tracking of the operation of EMIS ¹⁵
Output 3.8: Resource mobilization strategy for Rio Convention mainstreaming	
Activity 3.8.1: Identify a set of best practice and innovative financial instruments relevant to Djibouti's context.	An assessment of existing operational development finance administered by the various ministries and potential options for upcoming environment and climate change fund was conducted by the project.
Activity 3.8.2: Structure exercises to pilot best practice and innovative economic instruments.	Completed – this activity was as part of the three-days training on EMIS in July 2022
Activity 3.8.3: Draft, review, and approve a resource mobilization strategy.	Resource mobilization strategy has been elaborated but no evidence exist that the document has been validated or approved. Moreover, the report covers the establishment of the environment fund and the recruitment of a national consultant is planned to cover additional elements ¹⁶ .
Component 4: Improved environmental attitudes and values for the global environment	
Output 4.1: Stakeholder dialogues on the socio-economic value of the Rio Conventions	
Activity 4.1.1: Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference.	Completed
Activity 4.1.2: Design and carry out surveys to assess understanding of Rio Convention mainstreaming.	Completed
Activity 4.1.3: Develop and validate public awareness and communication campaign plan.	Completed
Activity 4.1.4: Convene three (3) public policy dialogues.	A workshop is planned for October 2022 for discussions and exchanges on environmental protection, climate change and fight against degradation.
Activity 4.1.5: Convene national and sub-national awareness workshops.	Completed
Activity 4.1.6: Convene private sector sensitization panel discussions on global environmental issues	Not implemented – this activity is planned for October 2022
Activity 4.1.7: Convene workshops targeted to media professionals to improve environmental reporting.	Completed
Output 4.2: Brochures and articles on the Rio Conventions	
Activity 4.2.1: Prepare and publish articles on linkages between the global environment and socio-economic issues.	Completed
Output 4.3: Improved educational curricula and youth civic engagement	
Activity 4.3.1: Develop and integrate a high school education module on environmental issues	Completed
Activity 4.3.2: Develop and implement a high school competition plan for students	Not implemented – due to the lack of budget to cover the activity

¹⁵ 2022 PIR¹⁶ 2022 PIR

Output 4.4: Improved Internet visibility of the value of protecting the global environment	
Output 4.4.1: Convene working group meetings to improve the design of their key webpages on environmental governance.	Completed
Output 4.4.2: Create a Facebook page on Rio Convention mainstreaming, monitoring, and compliance.	Completed

3.3.2. Relevance

The relevance of the CCCD project is rated **Highly Satisfactory**.

Relevance to Djibouti national priorities

The CCCD project aligns with Djibouti's national priorities. Djibouti is a signatory to the three Rio Conventions (UNFCCC, UNF CBD and UNFCCC) and the government has further demonstrated commitment towards the protection of natural resources through a number of initiatives financed by GEF and other bilateral and multilateral agencies. The National Capacity Self-Assessment (NCSA) project funded by GEF (2006-2008) highlighted several challenges impeding Djibouti in fulfilling its obligations under the Rio Conventions. The CCCD project is focussed on strengthening the capacity of national actors for enhanced delivery of environmental outcomes pertaining to the three Rio conventions, through the removal of the barriers identified in the NCSA. The relevance of the project is further demonstrated through its alignment with national visions, plans and strategies.

Vision 2035

The Vision 2035 aims at achieving a significant increase in the standard of living at a GDP per capita growth rate of 10% per year. In line with attaining this objective, the Government of Djibouti elaborated the 2015-2019 Strategy of Accelerated Growth and Promotion of Employment (SCAPE). The SCAPE enumerated four strategic axes for achieving accelerated growth and employment generation: (i) economic growth, competition and the leading role of the private sector; (ii) the development of the human capital; (iii) the public governance and the reinforcement of the institutional capacities; and (iv) the poles of both regional development and sustainable development. The CCCD project through its capacity development activities clearly supports the SCAPE's pillars relating to strengthening of institutional capacities, human capital development, and regional development and sustainable development. Moreover, the Vision 2035 recognizes the place of the environment in economic growth and well-being and advocates for sustainable water management, fight against desertification and reduction of GHG emissions through the implementation of climate actions. This further strengthens the alignment of the CCCD project and the Vision 2035 as the project responds to the environmental pressures highlighted in the Vision 2035 document.

Djibouti's UNDAF (2018-2022)

UNDAF seeks to support Djibouti's long-term development. Outcome 2 of the CCCD project is focused on the decentralization of global environmental governance and as part of this outcome, workshops and trainings on best practices for the achievement of the governance decentralization were convened. This outcome is in alignment with UNDAF's outcome 1 on Governance, Gender and Economic Development and Resilience to Natural Hazards. Furthermore, the CCCD project supported decentralized authorities and prefectures to elaborate procedures to be followed in the event of pollution, floods and other natural disasters¹⁷. This also aligns with UNDAF's outcome 1.

Djibouti's National Action Programme (2000)

Through the enhancement of capacities of national stakeholders to mainstream land degradation into a national strategy, the project aligns with the National Action Plan under the UNCCD. Equally, CCCD's capacity building activities supports Djibouti's National Adaptation Programme of Action to Climate Change.

¹⁷ 2022 PIR

Relevance to GEF Focal Area and/operational program strategies

The Djibouti CCCD project has as goal to enable Djibouti to meet and sustain global environmental priorities within the framework of national socio-economic development priorities. The immediate capacity of CCCD is to reinforce targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance. The project therefore strongly aligns with the CCCD objectives of the GEF-6 programming directions. Specifically, the project aligns strongly with four CCCD GEF programmatic objectives as presented in **Table 8**.

Table 8: Alignment of the Djibouti CCCD project and the GEF CCCD programmatic objectives

GEF CCCD Programmatic objectives ¹⁸	Examples of CCCD Djibouti project activities demonstrating alignment
Integrating global environmental needs into management information systems and monitoring	Component 1: -Formation of multi-disciplinary technical groups at the regional and central levels for enhancement of coordination, collaboration and decision-making processes among the institutions -Establishment of MoU for the improvement of consultation and decision-making processes Component 3: -Establishment of an EMIS
Strengthening consultative and management structures and mechanisms	Component 2: -Learning-by-doing workshops to formulate improved institutional arrangements -Organization of training workshops for technical staff and other relevant social actors
Integrating MEAs provisions within national policy, legislative, and regulatory frameworks	Component 1: -Analysis of policy, legislative and institutional frameworks -Analysis of decentralization policies Component 3: Establishment of networking cooperative agreements on information and knowledge management with key institutions
Piloting innovative economic and financial tools for Convention implementation	Component 3: -Elaboration of resource mobilization strategy to operationalize and sustain the environment and climate change fund.

It is the opinion of the evaluators that the project's relevance is **Highly Satisfactory** as there are clear links between the project and Djibouti's national priorities as well as the GEF-6 programmatic area.

3.3.3. Effectiveness

The effectiveness of the CCCD project is rated **Satisfactory** since most of the component/outcome indicators were on track or achieved at TE.

The project made efforts in the attainment of its outcome although cases of non-attainment of target indicators have been recorded. Regarding the indicators of the project's objectives, the end of project targets for all the indicators were achieved at 100% with the exception of indicator 3 whose target was exceeded (**Table 9**).

¹⁸ See: [GEF/R \(thegef.org\)](http://thegef.org)

Table 9: Results analysis of level of attainment of objective indicators

Indicator	End-of-project Target	Actual achievement at TE	Rating
Project Objective: The objective is to strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance.			
Indicator 1 (IRRF Output 1.3): Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.			
Indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	-Increased capacity within relevant stakeholder groups to address Rio Convention obligations -Gender equality targets per UNDP 2018-2022 Strategic Plan are met	-12 workshops / awareness raising events organized in each region to enhance understanding of the Rio Conventions – this involved 300 individuals including 30% women -Six workshops / trainings on best practices for decentralized global environmental governance organized	Achieved
Indicator 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.	-Increased capacity within relevant stakeholder groups to address Rio Convention obligations -Gender equality targets per UNDP 2018-2022 Strategic Plan are met	-Six workshops / group work for SWOT analysis on the political and legal framework and institutional arrangements for the implementation of the Rio Conventions was organised – involving 190 participants -One workshop organised to enhance the knowledge of media professionals on environmental reporting was organised – involving 32 journalists -A gender equality workshop was organised during which members of the national steering committee on climate change (45 participants) were trained on gender aspects in environmental projects	Achieved
Indicator 2 (IRRF Output Indicator 2.5): Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.			
Indicator 2.5.1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	-At least one by-law or legal instrument has been developed or strengthened -At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements. -At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations	-Implementation decrees relating to the most common environmental problems in the country (sand mining, logging and charcoal trade, pollution on corridors) are being finalized and due to be promulgated in December 2022. -A five-year plan for the implementation, monitoring and respect of the Rio Conventions has been elaborated for the department of environment.	Achieved

		-Reflections and awareness-raising workshops involving government staff and focussing on improving the inter-institution coordination and collaboration were organised.	
Indicator 3: Number of direct project beneficiaries	At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation)	-A minimum of 822 stakeholder representatives (38% women) have benefitted by month 44. This represents 176% achievement of the indicator	Achieved *
Indicator 4: Targeted national capacities to deliver and sustain global environmental outcomes within the framework of decentralized sustainable development priorities are strengthened	<ul style="list-style-type: none"> -Capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions are enhanced -Global environment governance is decentralized -Environmental management information system for improved monitoring and assessment of global environmental impacts and trends is implemented -Environmental attitudes and values for the global environment are improved 	<ul style="list-style-type: none"> -Capacities to integrate, develop and enforce policies and legislative frameworks for implementation of the 3 Rio Conventions strengthened. -Five training workshops on the decentralization of environmental governance conducted in the regions -A new agency called Environmental Gendarmerie has been established with support from the project -The Gendarmerie in the five regions were trained on the environmental code and the three Conventions of Rio 	Achieved

Source: 2022 PIR

Component 1: *Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions*

Component 1 of the CCCD project has as focus, the strengthening of capacities towards the mainstreaming, elaboration and implementation of policy and legislative frameworks in order to achieve a cost-effective of the Rio Conventions. Multi-disciplinary technical groups were established at the regional and national levels and working group meetings were organised to enable actors to reflect and elaborate best consultative and decision-making processes. The working groups generated recommendations based on which an MoU was established to enhance consultation and decision-making processes. The project supported the conduction of a study on the policy and legal framework for the implementation of the Rio conventions in Djibouti. This study revealed the contributions of the different institutions within the framework of the Rio Conventions, gaps, obstacles and strengths relating to the implementation of the Rio Conventions in Djibouti, national laws relating to the Rio Conventions, and technical and policy recommendations to relevant ministries and institutions pertaining to improving integration, monitoring, and compliance with the obligations of the Rio Conventions. The project supported the Ministry of Environment and Sustainable Development in the integration of environmental priorities in its planning through the elaboration of a five-year plan for 2021-2025 which addresses the three Rio conventions and their implementation at the local and national levels.

The project conducted a tour in the nation's regions in July 2021 during which over 150 associations were trained on the most important themes of the Rio Convention and provided relevant information regarding the eligibility criteria, eligible themes and submission form for the upcoming call for proposals for micro-projects. These micro projects were meant to serve as a demonstration and piloting of activities or best practices related to the Rio Conventions. Associations in the regions were later

communicated the timeline for the submission of the micro-projects to be considered by the evaluation committee. At the time when in-country data collection for the TE took place (July 2022), the selection of micro-projects (04) for financing had been concluded by the Ministry of Environment and their implementation was scheduled to commence in August 2022 for an entire duration of three months¹⁹.

The level of achievement of component/outcome 1 targets is presented in Table 10.

Table 10: End of project target vs actual level of outcome 1 achievement

Indicator	End-of-project Target	Actual achievement at TE	Rating
Component/ Outcome 1 Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions			
Indicator 5: Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened	<ul style="list-style-type: none"> -Working group meetings negotiate best consultative and decision-making processes -Memoranda of agreements on consultative and decision-making processes. -Liaison protocols among partner agencies and memorandum of agreement with other non-state stakeholder organizations 	<ul style="list-style-type: none"> -Established multi-disciplinary working groups at regional and central level proposed solutions geared at improving the coordination, collaboration and decision-making processes among institutions -MoU developed to improve consultation and decision-making processes. 	Achieved
Indicator 6: Institutional mandates and arrangements to facilitate and catalyze long-term action to meet global environmental obligations are strengthened	<ul style="list-style-type: none"> -In-depth analysis (SWOT/Gap) of institutional arrangements Convention obligations. -Assessment of current data collection and generation methods of key agencies with attention to harmonization and metrics, relevance, validity, and quality completed -Guidelines for coordinated mainstreaming, monitoring and compliance validated. -Targeted updating and streamlining of institutional mandates that focus on recommended improvements 	<ul style="list-style-type: none"> -SWOT analysis of policy and legal framework for the implementation of the Rio Conventions conducted. -The feasibility study for the EMIS included an assessment of data collection -Streamlining of institutional mandates was deleted from the project document by the PSC since it is beyond the control of the project. -Technical and policy recommendation brief for the improvement of integration, monitoring and compliance with obligations of the Rio Conventions elaborated 	Achieved
Indicator 7: Integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals are piloted	<ul style="list-style-type: none"> -In-depth analysis of policy, legislative, and institutional frameworks -Development of sectoral plan by which to demonstrate the implementation of Rio Convention mainstreaming, monitoring, and compliance. -Three small sub-projects piloted with decentralized authorities -Institutional arrangements for the demonstration and pilot activities and exercises 	<ul style="list-style-type: none"> -Policy, legislative and institutional frameworks analysis completed -Development of a five-year plan for 2021-2025 that addresses implementation of the 3 Rio Conventions at local and national levels was funded by project. -The three micro projects had been selected and their implementation was planned as from August 2022. 	Not attained (only 2 targets achieved)

¹⁹ Interview with a staff of PMU

	selected are implemented within existing national agencies -Lessons learned from the demonstration and pilot activities culled		
Legend			
	Text in Red: Indicator's target not achieved (0%)	Text in Grey: planned to happen before the end of the project Text in Yellow: indicator target partly achieved; level of achievement is below the set number/quantity (target)	Green: Indicator's target achieved Yellow: Indicator's targets achieved between 50 to 99% Red: Less than 50% of indicator's target attained

Source: 2022 PIR

Component 2: Decentralization of global environment governance

Component 2 focused on decentralizing global environmental governance in Djibouti through the strengthening of targeted institutional arrangements for an effective and streamlined application of better natural resource management practices that attains socio-economic and global environmental benefits. The CCCD project conducted capacity needs and gap assessment for the regional and central authorities which revealed the existence of an enormous shortcoming of environmental and local governance and management. Based on this, a simplified capacity development plan was conceived tailored to enhance the environmental management capacities of regional authorities on the one hand, and overall management on the other hand. A total of 70 individuals including 10 women were trained on best practices in decentralized global environmental governance and a series of five trainings on environmental management and regional environmental issues including pollution, invasive species and charcoal trade, involving 150 individuals were conducted in the five regions of the country. In 2021, two other trainings on decentralized governance were conducted, with one training event involving regional authorities and decentralized bodies while the other one targeted regional council and prefecture.

A roadmap for decentralized decision-making to facilitate and catalyse mainstreaming, monitoring and compliance was elaborated with support from the CCCD project and the roadmap served as a basis for the development of the regional development plans. Representatives from institutions including but not limited to the army, coastguards, communes, the civil society, the directorate of agriculture; the secretariat of decentralisation, and the regional council participated in a learning-by-doing workshop in 2019 focussed on improving institutional arrangements for more effective implementation of the Rio Conventions. The project exposed national and local decision-makers to best approaches of integrating environmental priorities into the decentralized institutional arrangements through demonstration of best practices from other countries like Burkina Faso, Morocco and Sudan among others. The demonstration enabled the decision-makers to assess the feasibility of adopting the best practices in Djibouti.

Within the framework of the project, a lawyer was engaged to review the laws, codes and relevant texts related to the Rio Conventions. The lawyer also drafted application decrees pertaining to common activities culminating in environmental degradation in the country such as pollution, sand extraction, wood cutting and charcoal trade. The promulgation of the drafted decrees is planned for October 2022 after which they will be disseminated to the inter-ministerial members for onward mainstreaming into their respective legal instruments.

From **Table 11**, it can be concluded that component/outcome 2 is on track, with only one indicator whose targets have not been fully attained at TE.

Table 11: End of project target vs actual level of outcome 2 achievement (Source: 2022 PIR)

Indicator	End-of-project Target	Actual achievement at TE	Rating
Component/ Outcome 2: Decentralization of global environment governance			
Indicator 8: Guidelines for decentralized management of the global environment	<ul style="list-style-type: none"> -In-depth analysis of decentralization policies. -Guidelines on decentralization and integrating the three Rio Conventions in national and sub-national strategies and plans developed. -Roadmap for decentralized decision-making to facilitate and catalyze mainstreaming, monitoring and compliance developed. 	<ul style="list-style-type: none"> -Decentralization policies analysed and a report elaborated -Guidelines on decentralization finalized -Roadmap for decentralized decision-making to facilitate and catalyze mainstreaming, monitoring and compliance developed from the analysis of decentralization policies 	Achieved
Indicator 9: Decentralized government consultative mechanisms for improved monitoring and compliance on the global environment and sustainable development are strengthened	<ul style="list-style-type: none"> -Consultations at both the national and regional level to organize institutional arrangements to carry out the recommended reforms. -Learning-by-doing workshops to formulate improved institutional arrangements. -Demonstrations at the regional level of better approaches to integrate global environmental priorities within the framework of improved institutional arrangements for monitoring and compliance 	<ul style="list-style-type: none"> -Consultations conducted at national and regional levels to organize institutional arrangements -Two Learning-by-doing workshop to formulate improved institutional arrangements for more effective implementation of the Rio Conventions organized in 2019 -Countries in the region were demonstrated to national and local levels decision-makers and planners 	Achieved
Indicator 10: Commitment to and decentralized capacities for managing the global environment are improved	<ul style="list-style-type: none"> -Learning-by-doing workshops to prepare targeted district regulatory instruments to implement the Rio Conventions through district development plans carried out. -Updated codes, laws and relevant texts pertaining to Rio Convention implementation distributed. -Training workshops for technical staff and other relevant social actors convened. -Decentralized global environmental management capacities strengthened -Technical capacities of regional public institutions and agencies to carry out decentralized governance of the global environment are assessed 	<ul style="list-style-type: none"> -Learning-by-doing workshop geared towards preparation of district regulatory instruments to implement the Rio Conventions organized in 2019. -Review of codes, laws and relevant text has been ongoing since 2019. Elaborated application decrees due for promulgation in October 2022. -Two training workshops convened -Decentralized environmental governance trainings conducted -An evaluation of the technical capacities of public authorities and regional authorities conducted -Training module on best practices in global 	Unattained

	-Training programme and modules developed. -Learning-by-doing trainings for key stakeholders to understand best practices for decentralized global environmental governance carried out -Policy dialogues to exchange best practices to implement local development plans convened	decentralized environmental governance developed. -Training sessions conducted to enhance stakeholders' understanding on best practices for decentralized environmental governance	
Legend			
	Text in Red: Indicator's target not achieved (0%)	Text in Grey: planned to happen before the end of the project Text in Yellow: indicator target partly achieved; level of achievement is below the set number/quantity (target)	Green: Indicator's target achieved Yellow: Indicator's targets achieved between 50 to 99% Red: Less than 50% of indicator's target attained

Component 3: *Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends*

This component has as focus the setting up and initiation of the early implementation of an environmental management information system (EMIS) for enhancing Djibouti's monitoring and assessment of global environmental impacts and trends. To achieve this, the project contracted a consortium of firms to establish the EMIS. To begin, the contracted firms conducted a feasibility study which generated a national plan of indicators in 2020. The firms provided specifications for the equipment to be purchased for the implementation of EMIS and in 2021, the equipment was purchased by the project and in 2022 the installation of the system was finalized and rendered operational, accessible through the website of the Ministry of Environment (<https://environnement-gouv.org/>). The platform makes available consolidated information and data related to the environment in Djibouti and will serve as a decision-making tool. Following the launching and operationalization of the EMIS, the project trained stakeholders on the management of the information system.

As part of the training, participants were trained on various software packages including Qgis for geographic data management, POWER BI for data visualization and Talend for database integration²⁰. Networking cooperation agreements on information and knowledge management with key institutions were concluded and management arrangements for information sharing was approved by DESD.

²⁰ See: <https://environnement-gouv.org/index.php/2022/07/14/atelier-de-formation-du-sige/>



An analysis of the results framework shows that three of the six indicators were achieved while three were unattained at TE as shown in **Table 12**.

Table 12: End of project target vs actual level of outcome 3 achievement

Indicator	End-of-project Target	Actual achievement at TE	Rating
Component/ Outcome 3: Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends			
Indicator 11: Institutional mapping and design of an optimal environmental data and information management system (EMIS) for the global environment	SWOT and Gap analysis -Institutional analysis and mapping -Best practice technological structures for data collection, storage, and sharing designed.	-A SWOT analysis was conducted as part of the study on the policy and legal framework for the implementation of the Rio conventions -A feasibility study including Institutional analysis and mapping was conducted and a national plan of indicators produced -Specifications for the equipment to be purchased for the implementation of EMIS were provided	Attained
Indicator 12: Integrated environmental data and information management system designed	-Convene stakeholder workshops on the management of information and knowledge for planning and policy-making -Design the technological requirements for collecting, storing, and sharing data and information. -Undertake an independent peer review of the EMIS feasibility study, finalize, and secure stakeholder validation and the required official approvals	-Technology requirements for data and information collection, storage, and sharing were provided by consultants for the purchase of the equipment for the implementation of the EMIS	Unattained (2 targets were not attained – see text targets highlighted in red in the second column)

Indicator 13: Existing data and information management systems are networked and technology is updated	<ul style="list-style-type: none"> -Networking cooperative agreements on information and knowledge management with key institutions are adopted. -New management arrangements for sharing information are approved -Technological hardware and software of the EMIS are installed 	<ul style="list-style-type: none"> -Networking agreements finalized -New management arrangements for information approved by the DESD -EMIS hardware and software installed and system operational since June 2022 	Achieved
Indicator 14: Improved global environmental indicators to select high priority sectoral development plan are developed	<ul style="list-style-type: none"> -Full set of data and other relevant indicators finalized -Technical guidance material for planners and other users of indicators relevant to the monitoring of the global environment developed. 	<ul style="list-style-type: none"> -Relevant indicators for EMIS finalized and validated -Technical guidance material for planners and other users of indicators finalized and integrated into EMIS 	Achieved
Indicator 15: Integrated environmental data and information management system is implemented through a select sectoral plan	<ul style="list-style-type: none"> -One high value sectoral development plan for early implementation and piloting selected -Learning-by-doing workshops to use the EMIS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio Convention obligations -Dialogues on the EMIS and its implementation with decision- and policy-makers to enhance their understanding and secure their support and championship. -Study of lessons learned from the use of the EMIS to mainstream Rio Convention obligations into sectoral plans and policies 	<ul style="list-style-type: none"> -Global environmental indicators were developed in place of the sectoral development plan -EMIS training was conducted -EMIS dialogues and implementation planned for September 2022 -Lessons learned study to be conducted in October 2022 	Unattained (2 targets are underway to be attained – see targets highlighted in grey under column 2)
Indicator 16: Resource mobilization strategy	<ul style="list-style-type: none"> -Pilot exercises are developed and demonstrated -Feasibility study is drafted and peer reviewed and endorsed by stakeholders at a validation -The draft is peer reviewed by at least 20 national experts, and validated by month 42 -At least 50 representatives from the main stakeholder constituencies actively consulted on the draft -Resource mobilization strategy is approved by Project Steering Committee 	<ul style="list-style-type: none"> -Feasibility study and assessment of the existing operational development finance administered by the various ministries and potential options for upcoming climate change and environment fund were finalized -Resource mobilization strategy is also included as part of the feasibility study report but the strategy is not validated yet. 	Unattained (four targets have not been attained)

	and Rio Convention focal points meet at least twice a year		
Legend			
	Text in Red: Indicator's target not achieved (0%)	Text in Grey: planned to happen before the end of the project Text in Yellow: indicator target partly achieved; level of achievement is below the set number/quantity (target)	Green: Indicator's target achieved Yellow: Indicator's targets achieved between 50 to 99% Red: Less than 50% of indicator's target attained

Source: 2022 PIR

Component 4: Improved environmental attitudes and values for the global environment

This component involves a suite of knowledge management activities geared at improving environmental attitudes and values for the global environment. The CCCD project inception workshop was organized in September 2018 and this saw the participation of 40 individuals who were informed of the project's objectives, planned activities and the expected results. In partnership with another UNDP-GEF supported project, a communication strategy and action plan were elaborated for the CCCD project in order to achieve wider advocacy and effective awareness raising campaigns on the Rio Conventions. The communication plan was implemented by DESD through the use of approaches including but not limited to outreach and awareness posters distributed to partners and social networks to communicate on the Rio Conventions. Several awareness-raising workshops were conducted at the regional and national levels and some of the events targeted media professionals. The project worked with the Djibouti Book Production Centre for the integration of environmental aspects into the textbooks that will be used in all elementary schools in Djibouti. The revised textbooks will aid in sensitizing students on ecology and environment. Pertaining to publications, the project has published about 10 articles at TE; two articles on Rio Conventions and the CCCD project were published in the nation's newspaper while nearly eight articles on topics related to the Rio Conventions were equally published. An analysis of the level of achievement of the indicators' targets is provided in **Table 13**.

Table 13: End of project target vs actual level of outcome 4 achievement

Indicator	End-of-project Target	Actual achievement at TE	Rating
Indicator 17: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders	<ul style="list-style-type: none"> -One-day Kick-Off Conference is held within three (3) months of project initiation, over 100 participants attend -One-day Project Results Conference is held by month 44, over 100 participants attend -Two broad-based surveys are carried out by month 7 and by month 44 (N>250 for each survey) -Baseline awareness report is prepared -Design of public awareness campaign is completed 	<ul style="list-style-type: none"> -A project inception workshop organized in September 2018 -A knowledge sharing and lessons learned dissemination workshop planned at the end of the project -Surveys have been carried out involving a total of over 200 respondents (less than the 250 target per survey) -Awareness report finalized -Awareness-raising workshops organized at the national and regional levels -Two media workshops were organized (in September 	Unattained

	<ul style="list-style-type: none"> -National and sub-national awareness-raising workshops held -At least five (5) media awareness workshops are held, each with at least 20 participating media representatives -At least three (3) private sector sensitization panel discussions are held 	2019 and January 2022) (less than the target of 5)	
Indicator 18: Awareness is improved through brochures articles and education modules	<ul style="list-style-type: none"> -Education module is prepared and approved -At least three (3) high schools have implemented the education module -At least 12 articles on the relevancy of the Rio Conventions to Djibouti's national socio-economic development published at least every two months -Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact 	<ul style="list-style-type: none"> -Educational module approved -Two articles on the Rio conventions and the CCCD project published in the nation's newspaper while 8 articles on Rio Conventions-related topics have been published (total of 10 articles, less than the target of 12) -A brochure of the different components of the CCCD project was produced and distributed by PMU. 	Unattained
Indicator 19: Internet visibility of the value of protecting the global environment to socio-economic development priorities is improved	<ul style="list-style-type: none"> -Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. -Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and the time of the terminal evaluation -Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages. -Create a Facebook page on environmental information and Rio Convention mainstreaming. 	<ul style="list-style-type: none"> -Project's publications and events and/or activities related to the 3 Rio conventions are shared on the ministry's Facebook page website 	Unattained
Legend			
	Text in Red: Indicator's target not achieved (0%)	Text in Grey: planned to happen before the end of the project Text in Yellow: indicator target partly achieved; level	Green: Indicator's target achieved Yellow: Indicator's targets

		of achievement is below the set number/quantity (target)	achieved between 50 to 99% Red: Less than 50% of indicator's target attained
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Source: 2022 PIR

Based on the overall level of achievement of the project and the obstacles posed by the COVID- 19 pandemic, the evaluators rate the effectiveness of the project as **Satisfactory**.

3.3.4. Efficiency

The efficiency of the project is rated **Satisfactory**.

Project financing

The overall budget for the CCCD project was US\$ 2,229,000 as presented in **Table 14**.

Table 14: CCCD Djibouti Project budget

Agency	Amount (USD)
GEF grant	1,000,000
Government of Djibouti (in kind)	1,129,000
UNDP	100,000
Total	2,229,000

Pertaining to the distribution of funds, funding from GEF and co-financing from the government was allocated across all four components of the project and for project management (**Figure 1**). Of the dedicated co-financing, UNDP's committed contribution was allocated across component 3 (USD 25,000), component 4 (USD 50,000) and project management (USD 25,000).

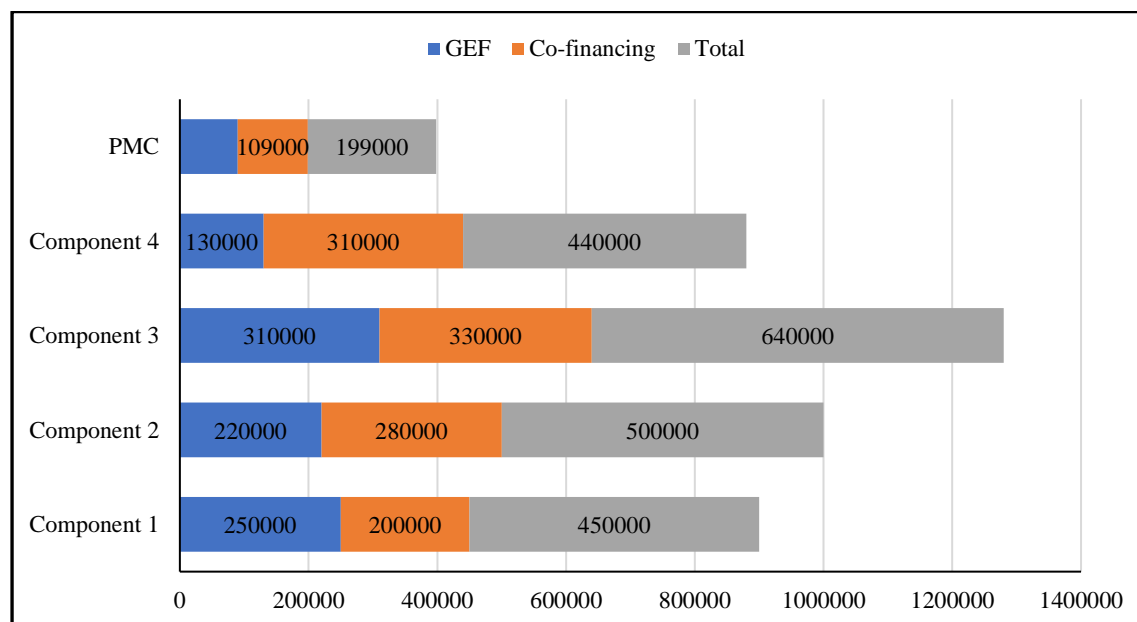


Figure 1: Disaggregation of CCCD project budget across components

Financial Management

The project followed strict procurement policies during implementation ensuring value for money and transparency in procurement and management of funds. Procurement conducted by the PMU/Ministry

of Environment followed the national procurement guidelines²¹. UNDP Djibouti country office provided support to the project relating to financial services, contracting of service providers and procurement in line with relevant procedures of UNDP and the applicable national implementation modality (NIM) for the CCCD project. Precisely, UNDP supported the project in the following ways: recruitment of independent evaluators and financial auditors; provision of financial and audit services to the project; overseeing financial expenditures against approved project budgets; and ensuring that all procurement and financial services are delivered in a manner that is compliant with GEF and UNDP procedures.

The project built on existing national structures for the establishment of the EMIS. The functioning of the EMIS relies on data and information on environmental issues and some of this data was available in different government ministries or institutions. The project leverage on this existing data to meet some of the data needs of the EMIS. Cooperation agreements were established between the Ministry of Environment and other ministries in order to facilitate data access. This promotes cost-efficiency as existing data was put to use as opposed to extra money being spent to generate the needed data for the EMIS.

The project management unit was composed of three staff with clear roles and responsibilities and the size of the PMU team was adequate for the size of the project. With the advent of the Covid-19 pandemic, UNDP embarked on budget re-alignment to take into account changes in the timeline for the implementation of project activities. UNDP equally secured a six-month no-cost extension of the project in order to compensate for the implementation time lost during the pandemic.

3.3.5. Overall Outcome

Based on the assessment/rating of efficiency, effectiveness and relevance, the overall outcome rating is **Satisfactory**.

3.3.6. Country ownership

Country ownership of the CCCD project was ensured through the involvement of national stakeholders from project design to implementation. The project was aligned with the needs and priorities of Djibouti relating to the Rio Conventions and implementation of project activities involved the implication of decision-makers at the Central and regional levels and this is key to ensuring country ownership of the project. The project supported the review of policy, laws and codes and the drafting of application decrees pending promulgation in October 2022, for key activities driving environmental degradation in the country.

Country ownership of the project was also demonstrated through the integration of some of the project's outputs into existing government structures. Within component 3 of the project for instance, an EMIS was established for Djibouti. The Ministry of Environment provided a room for the installation of the procured equipment for the EMIS and the online platform was equally hosted on the Ministry of Environment's website.

3.3.7. Gender

Gender mainstreaming is rated **Highly Satisfactory**.

The project did not have a dedicated gender action plan (GAP) and this could be because a gender-related risk was not triggered during the social and environmental risk screening. However, gender considerations were mainstreamed into project implementation in several ways. Firstly, in 2020, 45 National Steering Committee on Climate Change members were trained on the 3 Rio conventions and on gender aspects in environmental projects and at the end of the project, participants were awarded gender and climate training certificates. Secondly, the project took deliberate steps to foster the participation of women in the project activities. These steps included:

²¹Interview with a staff of PMU

- Encouraging women to participate fully in trainings and workshops through inclusive advocacy;
- Workshops were conducted using interactive techniques in order to address the barriers impeding women to comment publicly on environmental issues; and
- Creation of an inclusive working environment where men and women can interact and work effectively together to achieve the goals set by the project

Women took part in project activities and project progress reporting took gender into account as project results were disaggregated by gender where applicable (**Table 15**).

Table 15: Participants at project events disaggregated by gender

Component	Activity	Participants disaggregated by gender
Objective	First learning-by-doing trainings for key stakeholders to understand best practices for decentralized global environmental governance (July 2019)	70 individuals (14% were women)
	Consultation and training on decentralized environmental governance (November 2019)	150 individuals (including 30 women)
	Number of project beneficiaries	822 beneficiaries (including 38% women)
Component 4	First sub-national awareness-raising workshop (April 2019)	472 individuals (including 30% women)
	Regional workshops with local associations	150 associations (40% women)

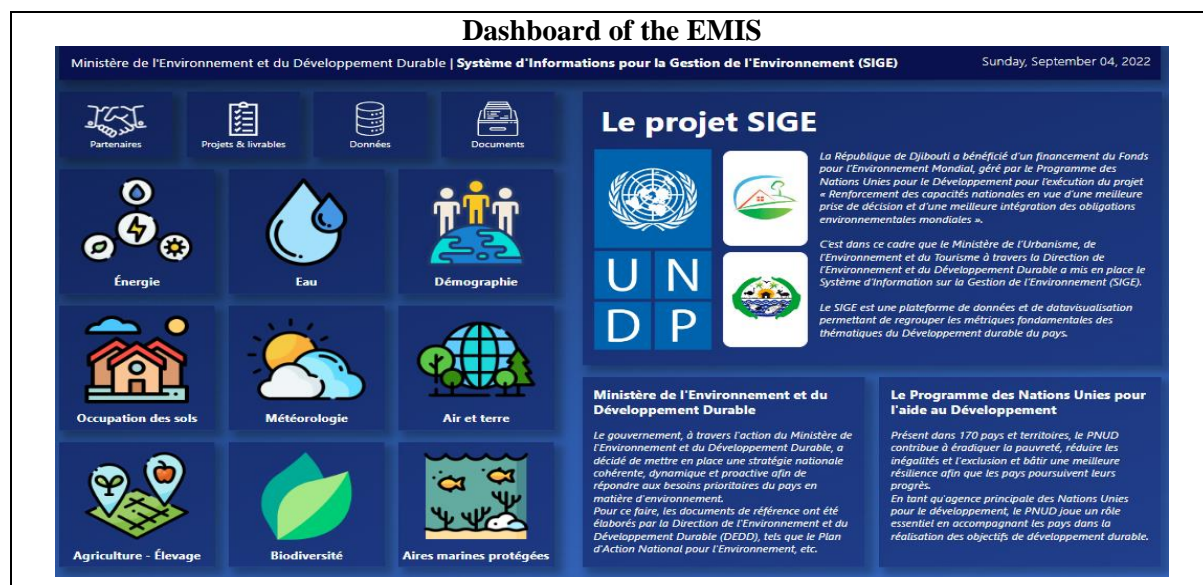
3.3.8. Other Cross-cutting Issues

Disability

During the TE, evaluators conducted an assessment to understand the implication of persons with disability in the project design and implementation phases. The evaluation revealed that no deliberate attempts were made by the project to involve persons with disabilities during the design and implementation of the project.

Knowledge Management

Knowledge management constituted an integral part of the CCCD project as its component 4 pertains to knowledge management. The project generated an information platform (EMIS) launched and operationalised in June 2022 and is hosted within the Ministry of Environment's website.



Under this component, over 10 publications were made in the nation's newspaper and online. Other knowledge management products generated from the project and published on the ministry's website include:

- Inception note for the Establishment of an Environmental Management and Information System (EMIS) in Djibouti: https://environnement-gouv.org/wp-content/uploads/2022/07/L1_SIGE_Note_demarrage_03092020.pdf
- Feasibility study for the establishment of EMIS: https://environnement-gouv.org/wp-content/uploads/2022/07/L2_FAISABILITE_SIGE_01052021.pdf
- National Plan of Environmental Indicators: https://environnement-gouv.org/wp-content/uploads/2022/07/L3_PLAN_NATIONAL_ENVIR_02052021.pdf
- Procedures and User Manual for the EMIS (updating of data): https://environnement-gouv.org/wp-content/uploads/2022/07/L4-Manuel_Procedures_complet_15052022.pdf
- Technological requirements for the collection, storage, sharing of data and information: https://environnement-gouv.org/wp-content/uploads/2022/07/L5_EXIG_TECHNIQUES_DESIGN_SIGE_15052022.pdf
- Training Programme – Use of the EMIS Software: https://environnement-gouv.org/wp-content/uploads/2022/07/L7-Programme_Formation_10062022.pdf

News coverage

- Validation workshop of the legal and political analysis report of the Rio conventions in Djibouti: <https://environnement-gouv.org/index.php/2020/05/27/atelier-de-validation-du-rapport-d-analyse-juridique-et-politique-des-conventions-de-rio-a-djibouti/>
- Training workshop on EMIS: <https://environnement-gouv.org/index.php/2022/07/14/atelier-de-formation-du-sige/>

At the end of the project, a knowledge sharing and lessons learned dissemination workshop is planned to share the results and expected impact of the project.

3.3.9. Social and Environmental Standards

The overall environmental and social safeguard rating is **Highly Satisfactory**.

Environmental and social considerations were integrated into the project from its design phase demonstrated through the screening of the project for environmental and social risks using the UNDP Social and Environmental Screening Procedure (SESP). Only a single risk emerged from the screening and this was triggered under principle 1 (human rights) of the screening tool. The identified lone risk is related to duty-bearers not having the capacity to meet their obligations in the project. The evaluators are of the opinion that the safeguard screening for the CCCD project was appropriate since the project is oriented towards capacity building and does not involve the implementation of activities that may negatively impact on the natural environment. The evaluators rate the environmental and social safeguards of the CCCD project as Highly Satisfactory.

Accountability and Grievance Mechanism (AGM)

The existence of a functional AGM system is a GEF requirement for its funded projects. At TE, the evaluators did not identify the existence of an AGM conceived for the project and consequently, a rating could not be attributed by the evaluators. However, during consultations with project stakeholders and beneficiaries as part of the TE, no grievance emerged from the project implementation.

3.3.10. Sustainability

The Sustainability of the CCCD project is rated **Moderately Likely**. The risks to the sustainability of project results are discussed below.

Financial risk

Consultations with stakeholders as part of the TE indicated that financial sustainability of the project is ensured, since the project is anchored on the three Rio Conventions representing national environmental priorities of Djibouti. However, financial resources will be needed to ensure the functionality of some of the project results. The EMIS was established by the project and the equipment is currently lodged in a room within the Ministry of Environment. The project procured a one-year licence for the EMIS which is due for expiration after project closure. Hence the lack of funds to renew the licence will culminate in the non-functioning of the EMIS. While no written or formal commitment relating to the renewal of the EMIS licence was identified by the evaluators, the Secretary General (SG) at the Ministry of Environment stated that the Ministry will take charge for renewing the licence once it is expired²².

The trainings and capacity building activities of the project conducted at the regional levels enhanced the understanding of actors (including associations) on environmental issues. TE respondents in the regions voiced concerns that associations have been capacitated by the project but they lack the required financial resources to translate the acquired skills and knowledge into concrete actions that will protect the environment. The project selected four micro-projects from four regions of the country for financing, to be implemented for a period of three months (August-November 2022). While this was a good initiative of the project to enable trained associations to put to use acquired skills and knowledge through the implementation of environmental actions, only four of the over 150 trained associations were funded.

The evaluators rate the financial risk to project sustainability as **Moderately Likely**.

Socio-economic risk

The Covid-19 pandemic presents a socio-economic risk to the sustainability of the project. Lockdown measures imposed by the Government of Djibouti during the heart of the pandemic retarded the organization of in-person events. The recurrence of such lockdown measures in the future could impede national actors to engage in outdoor environmental actions relating to the Rio Conventions. The Covid pandemic-associated lockdowns could also undermine the implementation of the drafted application decrees for the most pressing drivers (sand extraction, wood cutting, pollution and charcoal trade) of environmental degradation in Djibouti. In the event of a lockdown, staff of the competent law enforcement agency may relax their efforts on the assumption that agents of environmental degradation are observing the lockdown whereas it is not the case. While project beneficiaries have been sensitized on environmental issues and now have a better understanding on the impacts of their activities on the environment, it is challenging for them to abandon their environmentally unfriendly livelihood activities due to the lack of viable alternatives²³.

The project's socio-economic risk to sustainability is rated **Moderately Likely**.

Institutional framework and governance risk

The EMIS system established, launched and operationalised by the project requires regular updating of the data. The lack of a dedicated team within the Ministry of Environment to take charge of the proper functioning of the EMIS may jeopardise the functionality of the system as it may be void of recent information. To meet the data needs of the EMIS, data is required from key sectorial ministries and institutions such as the Ministry of Agriculture, Ministry of Energy and Ministry of Decentralization among others. In the absence of good inter-ministerial coordination or cooperation, it will be challenging for the EMIS designated team within the Ministry of Environment to have access to required data in the keeping of the other institutions. The lack of up-to-date information may render the EMIS obsolete.

The project supported the training of regional authorities and the development of regional development plans. Some of these regional authorities like the president of the regional councils are elected into their positions with a mandate of a fixed term. In the event that they are voted out of their positions and new individuals are voted in, the new authorities may lack knowledge and awareness on environmental

²² Interview with SG of the Ministry of Environment

²³ Interview with a beneficiary from Tadjourah

issues and may not be committed to the implementation of the regional development plans and environmental roadmap.

The Institutional framework and governance risk is rated **Moderately Likely** by the evaluators.

Environmental risk

The project was focussed on strengthening national capacity on the three Rio Conventions and the evaluators did not identify any environmental risk which may jeopardise the sustainability of the project. The Environmental risk of the project is **Likely**.

Table 16: CCCD sustainability rating

Sustainability dimension	Rating
Financial risk	Moderately Likely
Socio-political risk	Moderately Likely
Institutional risk	Moderately Likely
Environmental risk	Likely
Overall Sustainability ranking	Moderately Likely

3.3.11. GEF additionality

The GEF resources was instrumental in achieving the project results. The GEF funds enabled the purchase and installation of equipment, launching and operationalization of the environmental management and information system for Djibouti. The co-financing provided by the government to the project was in kind and this could be an indication that the country did not have financial resources allocated for the establishment of the EMIS. Hence, in the absence of the GEF funding, it could be unlikely for the EMIS system to see the light of day.

3.3.12. Catalytic Role / Replication Effect

Funding from GEF enabled awareness raising throughout Djibouti and engagement with a panoply of stakeholders including NGOs and CSOs actively engaged in environmental issues in the country. Four selected micro-projects are under implementation (August – November 2022), serving as pilots relating to best environmental practices. The piloting and the lessons to be drawn from the process could support replication and scale-up of such actions across the four regions where they are implemented. This will however depend on the availability and access to material and financial resources by associations or proponents of micro-projects/actions.

3.3.13. Innovation

The project demonstrated innovation through the establishment of application degrees to address existing pressing drivers of environmental degradation in Djibouti. The establishment and operationalization of the EMIS is equally an innovative aspect of the CCCD project. The EMIS now serves as a source of environmental data relating to the three Rio Conventions in Djibouti.

3.3.14. Progress to impact

As a capacity building project, the impact of the project is not expected to be visible immediately after the end of the project. However, a number of impact indicators or potentials were identified at TE. Once promulgated and appropriately enforced, the drafted decrees for addressing existing environmental degradation drivers could go a long way to significantly reduce activities including but not limited to charcoal trade, sand and wood extraction, thereby curbing environmental degradation in Djibouti. The launched and operationalized EMIS has resulted to the availability of reliable environmental data for improved decision-making in the country. In the course of consultation with project beneficiaries in the regions during the TE, it came out strongly that skills and knowledge on environmental issues relating to the three Rio Conventions have been enhanced while perceptions have been changed in a positive way. *“Prior to the commencement of the project, waste generated in the hospital in Dikhil was disposed unsustainably in the environment without the application of required procedures. Thanks to the*

sensitization conducted by the CCCD project, the hospital waste is now properly disposed through incineration”, reported a respondent from Dikhil²⁴.

Unintended impacts

No unintended impact was attributed to the project.

4. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS

4.1. Main findings

The main findings from this TE are presented below.

Relevance: the objective and design of the project demonstrates strong alignment with Djibouti's national priorities. Djibouti is a signatory to all the three Rio Conventions and consequently, have international commitments to respect under the different conventions. The CCCD project supported the strengthening of the capacity of national stakeholders relating to the Rio Conventions.

Effectiveness: notwithstanding the outbreak of the COVID-19 pandemic and its associated negative impacts, the CCCD project made some progress towards the attainment of its objective and outcomes. At TE, over 63% of the of the outcome indicators had their targets achieved.

Efficiency: the project was efficiently delivered in a satisfactory manner. The project management team followed strict procurement guidelines for procuring goods and services within the framework of the project. In the wake of COVID-19, workplans and budgets were revised accordingly and a six-month no-cost extension was secured for the project as an adaptive management measure to make up for the time lost during lockdowns associated to the pandemic.

Sustainability: the sustainability of the project is moderately likely. Financial, socio-economic and institutional framework and governance risks were identified that could hinder the sustainability of the project outcomes.

Environmental and social safeguards: an environmental and social safeguard screening was conducted during the project design phase using the UNDP SESP and the screening process culminated in the identification of one social risk. No AGM mechanism was identified for the project during the terminal evaluation.

Gender: while a gender action plan was not elaborated for the project, gender was adequately mainstreamed into the project implementation. Deliberate steps were taken by the project to ensure the participation of women in the sensitization and training activities conducted by the project. Project report paid attention to gender through the presentation of project results in a sex-disaggregated manner where relevant.

Impact: while it takes time for the impact of capacity building projects to manifest, indicators of impacts could be identified. Instances of positive changes have been recorded such as in Dikhil where hospital waste was better managed due to the sensitization and trainings delivered by the project.

4.2. Conclusions

The Djibouti CCCD project was aimed at strengthening national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The project is very relevant to the country as it anchored on the three Rio Conventions to which the nation is a signatory. The project was implemented by MHUPE with oversight provided by the UNDP Djibouti country office. A PMU was established within the Ministry of Environment which took charge for the

²⁴ Interview with a member of a trained association

day-to-day implementation of the project activities. A project steering committee was equally set up that approved annual workplans, took stock of implementation progress and provided recommendations for improved project delivery.

The project is will be closing in December 2022 and at TE, over 63% of the outcome indicator targets have their targets attained while the targets for the indicators are yet to be achieved pending project closure. Efforts were made by the project to ensure the participation of women in the project and the reporting of indicators data was presented in a sex-disaggregated manner where relevant. Environmental and social risk was integrated into the project design through the use of the UNDP SESP risk screening tool which led to the identification of a single risk.

The CCCD project is portraying some indicators of impact although for a capacity building project of this nature, the impacts of the project are expected to be visible in the medium to long-term. Positive perception changes relating to the environment was identified in the course of the TE. The established and operationalized EMIS by the project now makes data more accessible in a timely manner for enhanced decision-making.

4.3. Recommendations

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
Sustainability - EMIS		
1.	Failure of licence renewal and lack of access to up-to-date data may jeopardise the functioning of the data	The EMIS system requires a valid licence to be functional. The current licence was procured by the project and will be due for renewal at a time when the project must have ended. It is important for the Ministry of Environment to demonstrate commitment by a written note attesting that the ministry will take charge for the licence renewals – discussions on this are ongoing. Responsibility: Government of Djibouti Timeline: By project closure
2.		For the EMIS to remain useful to its users, it must contain updated information lest it becomes obsolete. It is important that an inter-ministerial body or committee be established by the Prime Ministry to facilitate the provision of data to the EMIS team regularly. Responsibility: Prime Ministry Timeline: By the end of 2022
3.	The absence of a dedicated team for overseeing the functioning of the EMIS may result in its obsolescence.	The Ministry of Environment should issue a service note delegating a team of experts within the ministry to take charge for the updating/maintenance of the EMIS. Responsibility: Ministry of Environment Timeline: By the end of 2022
4.	The EMIS could suffer from cyber attack culminating in loss of valuable data	Appropriate measures should be put in place to ensure that the EMIS is protected from cyber attack. While the hosting of the EMIS on the centralized government site could ensure security, the Ministry of Environment should take adequate steps to ensure protection of the EMIS hosted on its website. Responsibility: Ministry of Environment Timeline: By the end of 2022
Capacity building		
5.	The environmental roadmap developed in each of the five	The Ministry of Environment should explore options to ensure that the developed environmental roadmaps are implemented beyond the life of the

NO.	FINDING/CHALLENGE	RECOMMENDATIONS
	regions may not be acted upon after project closure	project. This could include securing an MoU with the regional councils / Ministry of Decentralization. Responsibility: Ministry of Environment/PMU, Regional Councils / Ministry of Decentralization Timeline: Before the end of the project (December 2022)
6.	There could be need for further capacity building at the regional level taking into account that regional decision-makers are elected and have a fixed mandate.	For subsequent project of this nature, it will be important for the project to partner with the National School of Public Administration (ENAP) which has the mandate to provide capacity building to public institutions. In this way, ENAP could continue to build capacities beyond the project based on the request of institutions. For the CCCD project, the PMU/Ministry of Environment could explore the option of entering into a collaborative agreement with ENAP so that the latter could take the relay in providing capacity building to the regional councils on environmental issues beyond the life of the project. Responsibility: Ministry of Environment, ENAP, UNDP Timeline: Before end of 2022 (for CCCD project), for future projects

4.4. Lessons learned

The lessons drawn from the CCCD project are presented below:

Use of case-studies in capacity building stimulates learning

In capacitating decision-makers and planners at the national and local levels on best approaches of integrating environmental priorities into the decentralized institutional arrangements, the project employed best practices from Senegal, Kenya, Burkina Faso, Sudan and Morocco for the purpose of demonstration to the decision-makers. This gave a good picture to the participants and enabled them to assess the feasibility of adopting the demonstrated best-practices in Djibouti.

Establishment of agreements fosters access to data

In the establishment of the EMIS, data was required to be introduced into the online system. The system required data sets which were in the keeping of other institutions. With prevailing weak institutional collaboration/coordination, it was challenging for the Ministry of Environment to have access to the needed data sets. With the establishment of cooperative agreements between the Ministry of Environment and other government institutions, access to required data sets was achieved.

An ecosystem approach is required

This project demonstrated an ecosystem approach for advancing environmental issues. The project did not only focus on capacity building of national actors through the organization of awareness raising and training workshops, but also on the strengthening of regulatory frameworks and the setting up of an online information system to enhance access to data relating to the three Rio Conventions. The knowledge transmitted by the project to the beneficiaries is expected to lead to a positive change in perceptions and reduce environmental degradation while the strengthened regulatory frameworks will improve environmental policing.

Leveraging on existing infrastructures is beneficial to project success

Most projects tend to have an established website for increased project visibility but in most cases, these sites become obsolete after project closure as they are not updated. Under the CCCD project, a dedicated website was not established for the project and for hosting the EMIS but rather, the website for the Ministry of Environment was used for publishing project materials and for hosting the EMIS. This is not only cost-effective but ensures the continuity of the EMIS as the website hosting it will continue to exist beyond the life of the CCCD project.

ANNEXES

Annex A: Terms of reference of the Terminal Evaluation

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-financed projects

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *medium-sized* project titled “*Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations 5894*” implemented through the Ministry of Environment and Sustainable Development. The project started on the July 2018 and is in its 4 years of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’.

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

2. PROJECT BACKGROUND AND CONTEXT

This project strengthens targeted policy, institutional, and technical capacities within the existin baseline of current capacity development efforts. This project is in line with the GEF-6 CCCD Strategic Objectives 1, 2, 3, and 4. The goal of this project is that Djibouti will be better enabled to meet and sustain global environmental priorities within the framework of national socio-economic development priorities. The immediate objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance. This requires the country to have the capacity to coordinate efforts, as well as be able to adopt best practices for integrating global environmental priorities into decentralized planning, decision-making, and reporting processes.

The project began in 2018 and will end in December 2022. The total cost of the project is US\$ 2,229,000. This is financed through a GEF grant of US\$ 1,000,000 in cash, with an additional cash co-financing of US\$ 100,000 from UNDP and US\$ 1,129,000 as in-kind co-financing from the Government of Djibouti. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

The project is carried out through 4 related components.

- **Component 1** calls for enhancing capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions.
- **Component 2** focuses on decentralization of global environment governance, specifically to strengthen targeted institutional arrangements for the cost-effective and streamlined application of better natural resource management practices that meet dual national socio-economic and global environmental objectives.
- **Component 3** will focus on setting up and initiating the early implementation of an environmental management information system for improving the country’s monitoring and assessment of global environmental impacts and trends.
- **Component 4** are a suite of knowledge management exercises that set out to improve environmental attitudes and values for the global environment. The project takes an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to

take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

The CCCD project began in 2018 and will end in December 2022. It is implemented by the Ministry of Environment and Sustainable Development in partnership with UNDP. A request for a 6-month extension of the project has been accepted. The implementation of the project was affected to some extent by the COVID-19 pandemic, as the country was placed under lockdown. Indeed, the project includes activities primarily related to workshops and trainings: this was not possible because of Covid, and with limited internet access throughout the country, the digital option was not feasible

At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national and global level. The expected outcome of the project is that Djibouti will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. By the end of project implementation, it is expected that Djibouti will: a) improve access to best practices and best available knowledge, including innovative research; b) improve coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhance institutional and technical capacities; d) improve awareness of global environmental values; and e) improve decentralization. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. The project will achieve this by mainstreaming global environment into planning and decision-making process (i.e., integrating environmental-development best practice. Project activities will be carried out strategically so that they are both cost-effective and capture synergies. Project activities are a mix of efforts to strengthen targeted systemic, institutional, and individual capacities, and will be largely undertaken through learning-by-doing workshops. Representatives from numerous government agencies and departments will be invited to participate in all relevant project activities, paying close attention to ensure adequate gender representation and recognition of traditional and indigenous communities. Assessments will benefit from independent peer reviews, to control for quality products, as well as validation workshops to further validate their legitimacy and relevance. The Project Results Framework in Section F provides further details on the activities and target indicators.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The final evaluation report will assess the progress and achievement of the project's objectives and outcomes as specified in the project document. The TE will also examine the project strategy and its risks to sustainability.

This evaluation is the first one, in this regard, the results and recommendations of the final review will be essential to know the achievements and main accomplishments of the project. The TE report will assess the achievement of the project results against what was planned and draw lessons that can both improve the sustainability and benefits of this project. This evaluation will also contribute to improving overall UNDP programming.

Completion of the final evaluation process is scheduled for **September 2022**.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the following list of executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to 5 regions in Djibouti, including the following project sites (Djibouti ville, Tadjourah, Dikhil, Ali-Sabieh, Arta).

List 1: Stakeholders to be consulted/interviewed:

1. Directorate of Environment and Sustainable Development (DEDD) / MEDD.
2. Directorate of Fisheries / Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR) ;
3. Minister of Decentralization
4. Risk and Disaster Management Secretariat.
5. Expertise France.
6. National Scientific Research Institution: CERD / Ministry of Higher Education and Research.
7. Prefecture councils of Djibouti, Arta, Tadjourah, Ali-Sabieh, Dikhil ;
8. Cooperation international.
9. Minister of energy.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

Suggested methodological tools and approaches may include:

- **Document review.** (see annex B Project Information Package to be reviewed by TE team)

- **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners:
 - **Semi-structured interviews**, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
 - Key informant and **focus group discussions** with men and women, beneficiaries and stakeholders.
 - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Surveys and questionnaires** including male and female participants in development programmes, UNCT members and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions as mentioned above.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring; financial and funding data, and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluator will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

- i. Project Design/Formulation
 - National priorities and country driven-ness
 - Theory of Change
 - Gender equality and women's empowerment
 - Social and Environmental Standards (Safeguards)
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design

- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations 5894

Monitoring & Evaluation (M&E)	Rating ²⁵
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 30 working days over a 3-month period beginning July 15, 2022. The tentative schedule for the EA is as follows:

Timeframe	Activity
8 May 2022	Application closes
15 June 2022	Selection of TE team
25 June 2022	Preparation period for TE team (handover of documentation)
30 June 2022	Document review and preparation of TE Inception Report
10 July 2022	Finalization and Validation of TE Inception Report; latest start of TE mission
25 July 2022	TE mission: stakeholder meetings, interviews, field visits, etc.
30 July 2022	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
05 September 2022	Preparation of draft TE report
10 - 25 September 2022	Circulation of draft TE report for comments
30 September 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
30 October 2022	Preparation and Issuance of Management Response
05 November 2022	Concluding Stakeholder Workshop (optional)
10 November 2022	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

²⁵ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	10 July 2022	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	30 July 2022	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	05 September 2022	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	30 September 2022	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²⁶

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is *the UNDP Country Office*

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

The consultants will report directly to the designated evaluation manager and focal point and work closely with the project team. Project staff will not participate in the meetings between consultants and evaluands. Limited administrative and logistical support will be provided. The consultant will use his own laptop and cell phone.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and the project stakeholders. The evaluation manager will convene an evaluation reference group comprising of technical experts from UNDP, donors, GEF RTA and implementing partners. This reference group will review the inception report and the draft evaluation report and provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the GEF, UNDP and UNEG standards. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments (audit trail). The ERG will also provide input to the development of the management responses and key actions recommended by the evaluation.

²⁶ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

9. TE TEAM COMPOSITION

A team of *two independent evaluators* will conduct the TE. The international consultant will be the team leader. He/She will be responsible for conducting interviews with stakeholders, conducting field visits, and preparing and finalizing the inception and final evaluation reports in English. The international consultant is responsible for the timely delivery of the report and will ensure the quality of the report as per GEF and UNDP Evaluation Guidelines.

The national consultant will be responsible for consolidating existing documentation, conducting interviews with stakeholders, participating in the field mission, and writing and finalizing the field mission analysis report. He/she will support the international consultant in the evaluation process.

The CO's office will assist in identifying stakeholders and organizing bilateral and group consultations with stakeholders.

The international consultant may not have been involved in the preparation, formulation and/or implementation of the project (including the drafting of the project document) and must not have any conflict of interest with the project activities. The international consultant will aim to maximize the overall qualities of the "team" in the following areas:

Education

- Master's degree in natural resource management/environmental management/business/public administration, forestry/agriculture/or economy or other closely related field.

Experience

- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to Climate Change, and Biodiversity;
- Experience in evaluating GEF projects.
- Experience working in east Africa.
- Experience in relevant technical areas for at least *7 years*.
- Demonstrated understanding of issues related to gender and environment, experience in gender responsive evaluation and analysis.
- Excellent communication skills.
- Demonstrable analytical skills.
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.
- *Proficiency in French*

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%²⁷:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance and addressing all the required quality criteria.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS²⁸

Recommended Presentation of Proposal:

- Letter of Confirmation of Interest and Availability** using the [template](#)²⁹ provided by UNDP;
- CV and a Personal History Form** ([P11 form](#))³⁰;
- Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of *Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations 5894*” or by email at the following address ONLY: proc.dji@undp.org by **08 june 2022 12:00 PM New York time**. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

²⁷ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit’s senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details: https://poppp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

²⁸ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://poppp.undp.org/SitePages/POPPRoot.aspx>

²⁹ <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

³⁰ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Annex B: TE Mission Itinerary
Field visit and Stakeholder Consultation Program

S/N	Program	Purpose	Dates
1	Djibouti	Interview with member of the PMU (Coordinator) Interview with a staff of the Ministry of Decentralization (virtually) Interview with the Secretary General of the Ministry of Environment Interview with CERD	24 th – 25 th July 2022
2	Visit to Arta (Djibouti-Arta-Djibouti)	Interview with the Regional Councillor Interview with a member of the fishermen association Meeting with staff of the Divisional Office (this was not achieved as they were out of office)	25 th July 2022
3	Visit to Ali Sabieh (Djibouti-Ali Sabieh)	Meeting with Regional councilors, trained associations and Assistant Divisional Officer	26 th July 2022
4	Visit to Dikhil (Ali Sabieh – Dikhil)	Interview with a regional councillor and a member of a trained association	26 th July 2022
5	Visit to TADJOURAH (Dikhil-Tadjourah)	Meeting with members of an association trained Interview with a representative of the regional council	26 th and 27 th July 2022
6	Visit to Obock (Tadjourah-Obock-Tadjourah)	Meeting with the SG of the regional council Meeting with members of an association trained	27 th July 2022
7	Return to Djibouti (Tadjourah-Djibouti)		27 th July 2022
8	Djibouti	Restitution	28 th July 2022

Annex C: Stakeholders consulted

S/N	Région	Name	Organization	Email/Mobile Number
1	Djibouti	Mme Hibo Mohamed	PNUD	hibo.mohamed@undp.org ; 77281420
2		Mr Abdourahman Ali	PNUD	abdourahman.alibrahim@undp.org ; 77100070
3		Mr Mouktar	UNDSS	
4		Mr. Houssein Rirache	Ministry of Environment (Director of Environment and Sustainable Development)	
5		Mr Djillani Youssouf	Ministry of Environment	djilanisiberia@hotmail.fr ; 77 72.69.03
6		Dr Moussa Youssouf	Center of research (CERD)	77262108
7		Mr Dini Abdallah	Ministry of Environment (SG)	dini.omar12@gmail.com
8		Mr Gouled Saad	Ministry of Decentralization	
9	Arta	Mr Elmi Bouh	Regional Council (President)	
10		Mr Abdourahman Ibrahim	Fishermen's cooperative	
11	Ali-Sabieh	Mr Nouradine Mohamed	Association APSER	apseras@gmail.com
12		Mme Hawa Ismail	Chargé des Associations du CRA	Hawa900@hotmail.fr
13		Mme Ifrah Isman	Élue du Conseil Régional Alisabieh (CRA)	Ifrahosman77@gmail.com
14		Mr Mohamed Houssein	CRA employé	77366775
15		Mme Roda Aden	CRA employée	77601260
16		Mme Madina Hassan	CRA employée	77832662
17		Mr Hamza Hassan	CRA chargé des états civil	77023673
18		Mr Omar Idriss	Préfet Adjoint	77852666
19	Dikhil	Mr Abdi Mahamoud	Employé du CRD (Conseil Régional Dikhil)	77042187
20		Mme Halima Houmed	Association AJOD	77784026
21		Mr Ibrahim Gouro Abdallah	Vice-Président du CRD	77865471
22	Obock	Mr Omar Hassan	Secrétaire Général du CRO	
23		Mr Ali Dahelo	Comptable du Conseil Régional Obock (CRO)	77802018
24		Mme Fatouma Mohamed	Assistante du SG	77313686
25		Mr Mohamed Hamadou	Association ADISIYO	77814063
25	Tadjourah	Mr Ali Hamadou	Association ADRA	
27		Mr Ali Nouradine	Association ABOYA	77682608
28		Mr Maki Houmed	Employé du CRT (Conseil Régional Tadjourah)	77747484

Annex D: List of documents reviewed

Project Document (ProDoC)

Annual PIRs

Project steering committee meeting reports

Workshop reports

Reports of conducted studies

GEF co-financing table

Capacity Development scorecard

Project Website

Annex E: Evaluation Question Matrix

Evaluation Questions	Sub-Questions/Indicators	Sources	Methods/Informants
1. Relevance: The extent to which project objectives and design meet the needs of the country/recipient and continue to do so if circumstances change; the degree of alignment with country needs, UNDP, GEF mandates, existing national strategies and policies, international conventions and SDGs Was project design/conception appropriate to reach intended results ?			
Question 1.1: Has the program responded to the country's main development priorities as defined in the country's development plans on low carbon transition in the transport sector, UNDP-GEF mandates, SDGs, sectoral policies and international conventions?	1a. Was the project design appropriate to achieve the intended results?	Project documents, Inception reports National policy documents GEF strategic goals and objectives	Documentary review and thematic analyses
	1b. Was the project design consistent with the GEF focal area objective and program, country priorities, and the UNDP portfolio of actions in Djibouti?		
	1c. Was the project design consistent with the SDGs?		
Question 1.2: Did the project respond to needs of beneficiaries and evolving context?	1d. Was the project design relevant to the final beneficiaries?	Interviews and FGDs with beneficiaries and stakeholders	Thematic analysis of primary data from interviews and FGDs
Question 1.3: Is the programme sensitive to gender development concerns?	1f. To what extent has the program addressed immediate and long-term gender development concerns?	Gender action plan Results framework Project stakeholders	Documentary Review: Interviews with beneficiary groups and stakeholders
2. Effectiveness: To what extent has the intervention met or is expected to meet its objectives and outcomes			
Question 2.1: How has or will the project objective be achieved?	2a. To what extent and how effectively has the project objective " to strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance " been achieved? 2b. Did the project produce any positive or negative unintended/unexpected results? (applicable equally to each outcome)?	PIRs Project teams, partners, beneficiaries	Documentary review: comparison of project targets (indicators) and level of realization Interviews and FGDs

Question 2.2: Does the project add value to ongoing efforts at the country level, and to what extent?	<p>2c. What is the added value of the project's approach?</p> <p>2d. To what extent can the achievement of these outcomes (including any spillover effects) be attributed to the GEF funding: GEF additionality)?</p> <p>2e. Were there synergies between the project and other initiatives in the same country and/or region? If so, to what extent and how did the project take advantage of them (e.g., by establishing partnerships)?</p> <p>2f. What other contextual factors and actors contributed to the results achieved and how?</p> <p>2g. Did the project develop or adopt innovative solutions to achieve its results?</p>	<p>Prodoc</p> <p>Stakeholder engagement plan</p> <p>PIRs, progress reports</p> <p>Project stakeholders</p>	<p>Documentary review</p> <p>FGDs</p> <p>Interviews:</p>
Results, Outcome level			
3. Efficiency: To what extent was the project delivered in an efficient manner in terms of outcomes, outputs and goals			
Question 3.1: How did government agencies deliver on their mandates and what was the impact of their actions (inaction)?	<p>3a. To what extent did the government deliver on their roles and responsibilities in terms of management and project management.?</p> <p>3b. To what extent was the project implemented in an efficient and valuable manner ?</p>	<p>MHUPE and relevant government agencies</p> <p>Project team members</p> <p>Financial reports</p>	<p><u>Documentary review – Interviews:</u></p>
Question 3.2: How did the project adapt to evolving external context and how did this affect implementation?	3c. To what extent was the leadership able to adapt to changing context to improve on the efficiency of delivery ?		
Question 3.3: To what extent was the project budget realistic and co-financing mechanisms realistic and how did this impact project delivery?	<p>3d. Was the budget sufficient to deliver on the objectives of the project?</p> <p>3e. Were the co-financing arrangements feasible and how did this affect delivery?</p> <p>3f. What budget adjustments have been made and why?</p>		
Question 3.4: Were the human and material resources sufficient in quality and quantity and how did this inform delivery?	<p>3g. Did the project team have sufficient technical, financial and human resources?</p> <p>3h. What is the level of participation of beneficiaries and external stakeholders in the project and what was the impact?</p>		

4. Sustainability: To what extent are project achievements likely to continue beyond the project and what risks could constrain extension, replicability and up scaling of this project			
Question 4.1: Are project achievements likely to live beyond the project initial period?	4a. What is the likelihood that the results of the project will continue to be useful or remain even after the project has ended?	Government agencies Project team and GEF focal point UNDP team Project stakeholders Project reports	<u>Documentary review</u> – <u>Interviews:</u> <u>Focus group discussions</u>
	4b. What results, lessons or experiences have been replicated?		
Question 4.2: Does the government demonstrate ownership and commitment to securing project gains?	4d. To what extent can the government of Djibouti ensure wider adoption of project activities and results (through sustaining progress, scaling up, mainstreaming, replication and market change) after the project ends? (applies to all results)?		
Question 4.3 What factors are likely to impact the sustenance of project achievements?	4e. What are the main risks that may affect the sustainability of the project benefits (considering financial, socio-economic, institutional and environmental and governance aspects)?		
5. Factors affecting performance: To what extent did the M&E design and implementation, and management and supervision mechanisms affect project performance? How did the project document best practices, manage knowledge and ensure inclusive participation of beneficiaries and stakeholders			
Question 5.1: To what extent did the M&E design and implementation, and management and supervision mechanisms affect project performance? How did the project document best practices, manage knowledge and ensure inclusive participation of beneficiaries and stakeholders?	Monitoring and evaluation (M&E) 5a Was the monitoring and evaluation plan practical and sufficient? 5b. Did the monitoring and evaluation system function according to the M&E plan? Was information systematically collected and used to make timely decisions and promote learning during project implementation?	Prodoc M&E Plan and results framework MTR management response Interviews with project teams	<u>Documentary review</u> <u>Interviews:</u>
	Project supervision, implementation role : 5c. To what extent did UNDP provide project identification, concept preparation, appraisal, preparation, approval and start-up, monitoring and supervision (technical, administrative and operational)?	Project team Prodoc Stakeholders	<u>Documentary report:</u> <u>Interviews:</u>
	Project implementation and management :	Project team Stakeholders	<u>Documentary report:</u>

	5d. How effectively did UNDP carry out its role and responsibilities in the management and administration of the project? What were the main challenges in terms of project management and administration? To what extent were risks identified and managed?	Progress reports, PIRs, prodoc	<u>Interviews:</u>
	Financial management and mobilisation of expected co-financing 5e. To what extent did the expected co-financing materialise and did this affect the project results? 5f. What funding management challenges did the project face?	Co-financing table Project team	<u>Review:</u> <u>Interviews</u> with all stakeholders on the funding management challenges of the project
	Knowledge management, communication and public awareness 5g. How does the project evaluate, document and share its results, lessons learned and experiences? 5h. To what extent are communication products and activities likely to support the sustainability and scaling up of project results?	PIR reports, training reports, publications, studies, project website (if exist)	<u>Documentary report:</u> <u>Interviews:</u>
	Project partnership and stakeholder engagement (including the degree of stakeholder ownership of project results) : 5i. Which stakeholders were involved in the design and/or implementation of the project? What was the effect of this involvement on the project results and to what extent do the project results belong to the stakeholders involved?	Project document, PIR,	<u>Review:</u> <u>Interviews</u> with all stakeholders
6. Social and environmental safeguards: To what extent were environmental safeguard concerns effectively identified and addressed during project implementation?			
Question 6.1: To what extent were environmental safeguard concerns effectively identified and addressed during project implementation?	6a. To what extent were environmental and social concerns taken into account in the design and implementation of the project? 6.b. where there unintended impacts created by this project? 6c. Was there a complaints and redress mechanism and how did it work?	Project document, PIR	<u>Review:</u> <u>Interviews</u> with all stakeholders

7. Gender and rights based approaches: To what extent were gender, vulnerable or marginalised groups involved in project implementation?			
Question 7.1: To what extent were gender, vulnerable or marginalised groups involved in project implementation?	7a. To what extent have gender equality and women's empowerment considerations been taken into account in the design and implementation of the project, and has the project been implemented in a way that ensures equitable participation and benefits for both sexes?	Project document, PIRs Project stakeholders	<u>Documentary review</u> <u>Interviews</u> <u>Focus group discussions</u>
	7b. Were there any missed opportunities or lessons learned with regard to gender mainstreaming?		
	7c. To what extent were vulnerable and marginalized groups involved in the project?		
	7d. Has there been any unintended effects on women, men and vulnerable groups		
Disability	7e. Were people with disabilities consulted and meaningfully involved in project planning and implementation?		
	7f. What proportion of the project beneficiaries were persons with disabilities		
	7.g What barriers did the project face in this process and what actions were undertaken by the project		
8. Progress to Impacts: What evidence exists that the project is contributing to project and GEF strategic goals and targets			
Question 8.1: What evidence exists that the project is contributing to project and GEF strategic goals and targets?	8a. Is the project contributing to expected impacts?	GEF tracking tools PIRs Prodoc	Compare trends regarding GEF indicators
9. Lessons to be learned to inform future programming: To what extent have the lessons learned been documented and available to inform future project design?			

Question 9.1: To what extent have the lessons learned been documented and available to inform future project design?	9a. What lessons learned from the design and implementation of the project could be useful for improving the implementation and/or design of future projects?	Project stakeholders Project teams PIRs, progress reports	<u>Interviews:</u> <u>Documentary review</u>
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Annex F: Questionnaire used for data collection

Data collection protocol for UNDP/ MHUPE Teams/PMU

Respondent's Information

Respondent's Name:

Institution:

Job title:

Email:

Gender:

Country of institution:

What has been your institution's role in the project?

Relevance

1. How appropriate was the project design in delivering the expected outcomes?
2. Has the evolving project context affected the relevance of the project in anyway? (for instance Covid-19)?
3. If so in what ways and how did the project adjust?
- 4.

<i>Relevance</i>	<i>Level of achievement</i>	<i>Explanation/justification of factors that affected achievement</i>
The extent to which program objectives and design meet UNDP, GEF mandates, and international environmental conventions to which the government is engaged	Highly Satisfactory Satisfactory Moderately Satisfactory Moderately Unsatisfactory Unsatisfactory Highly Unsatisfactory	

Effectiveness:

5. What types of innovations were introduced by this project – *could be in terms of products, services, processes, organizational, marketing etc.*)?
6. To what extent can the achievement of these outcomes (including any spillover effects) be attributed to the GEF funding: GEF additionality) – 1 to the least extent and 5 to a great extent
7. Please give an example of GEF additionality if at all
8. What were the contributing factors to project success?
9. What were the constraining factors to project success (*internal or external to the project – political, economic, social, technological, environment, environmental?*)
10. What measures were taken to address shortcomings?
11. What synergistic relationships were established with other ongoing initiatives? Give examples
12. Were there any modifications or changes to proposed outputs and why?

Efficiency

13. How would you assess the role of government in the delivery of this project and how did it affect the achievement of the project objectives. Please kindly explain briefly.
14. Did the project team have sufficient human resources for efficient delivery of project outcomes?
15. Was the budget sufficient in line with the expected results?

16. What financial management controls³¹ were in place to ensure good financial management of project funds and timely submission of financial management reports to the GEF?
17. How did the project adjust and adapt to the changing context (Covid, war in Ukraine, fuel price increases etc.) and how did this affect project results?

Sustainability

18. Was there an exit strategy?
19. How do you assess the likelihood of the achievements of this project to continue beyond the end of the project – give some examples of why you think so?
20. What are the most likely risks to sustainability?
21. How would you assess the level of government ownership and commitment to this project?

Impact

22. What in your view are the long term impacts of this project:
 - a. At individual level
 - b. at the level of your community?
 - c. at national level?
23. Are there any negative or unintended consequences of this project at any of these levels? Please explain

Performance Factors

Assessment of Monitoring & Evaluation Systems

24. Did the M&E system operate as per the M&E plan?
25. Did the M&E plan undergo revision in the course of the project implementation? If yes, comment on the timeliness of the revisions.
26. Were the resources allocated for M&E sufficient?
27. Have the recommendations of the MTE been implemented? If no, why not?

Assessment of Implementation and Execution

28. What can you recommend to improve UNDP's role?

Assessment of the Environmental and Social Safeguards

29. Please explain how environmental and social concerns were taken into account in the design and implementation of the project?

Gender

30. To what extent was gender mainstreamed into the project cycle?
 - a. At design phase? – 1 to the least extent and 5 to a great extent
 - b. During implementation: – 1 to the least extent and 5 to a great extent
 - c. During monitoring and evaluation: – 1 to the least extent and 5 to a great extent

Please explain with some examples.

31. To what extent has the project promoted positive changes in gender equality and women's empowerment
32. Has there been any unintended effects on women, men and vulnerable groups

Disability

31 For instance budget monitoring, timely flow of funds and payment of satisfactory project deliverables

33. Were people with disabilities consulted and meaningfully involved in project planning and implementation?
34. What barriers did the project face in this process and what actions were undertaken by the project

Stakeholder engagement

35. In what ways did the project engage with national stakeholders to deliver on this action? Were there any challenges?
36. What actions were taken to ensure no one was left behind?

Accountability and Grievance Mechanism (AGM)

37. What measures were put in place to ensure stakeholders were aware about the project's grievance mechanism if at all?
38. Were any grievances received and dealt with?

Other Assessments

Knowledge Management

39. Please kindly explain how knowledge management took place in this project.
40. Were there opportunities for experience sharing, were lessons documented?
41. How did the project share its results and lessons?

Lessons learned and recommendations

42. In your view, what are some of the lessons that can be learned from this project?
43. What are your recommendations for the future?

Data collection protocol for individual interviews – for Sectoral and stakeholders

Respondent's Information

Respondent's Name:

Institution:

Job title:

Email:

Gender:

Country of institution:

How did you first become aware of this project and how have you been involved?

Relevance

1. In what ways was the project trying to address national priority needs?
2. Do you think the project addressed your priority needs as an organization/community? In what ways if at all?

Effectiveness:

3. What types of innovations were introduced by this project – could be in terms of products, services, processes, organizational, marketing etc)?
4. What were the contributing factors to project success?
5. What were the constraining factors to project success (internal or external to the project – political, economic, social, technological, environment, environmental)?

Efficiency

6. How would you rate the overall efficiency of the project?

<i>Efficiency</i>	<i>Level of achievement</i>	<i>Explanation/justification of factors that affected achievement</i>
How satisfied are you with the use of project resources (financial, HR, material etc) to achieve project outcomes, outputs and goals?	Highly Satisfactory Satisfactory Moderately Satisfactory Moderately Unsatisfactory Unsatisfactory Highly Unsatisfactory	

Sustainability

7. In what ways do you think the achievements of this project will continue after it ends?
8. What are the most likely risks to sustainability?
9. Given another chance, would you still be interested to be involved?

Impact

10. What in your view are the long term impacts of this project:
 - a. At individual level
 - b. at the level of your community?
 - c. at national level?

11. Are there any negative or unintended consequences of this project at any of these levels? Please explain

Performance Factors

Assessment of Implementation and Execution

12. What can you recommend to improve UNDP's role?
13. Do you have any recommendations to improve the performance of the Project Management Unit?

Assessment of the Environmental and Social Safeguards

14. Please explain how environmental and social concerns were taken into account in the design and implementation of the project?

Gender

15. To what extent was gender mainstreamed into the project cycle?
- a) At design phase? – 1 to the least extent and 5 to a great extent
 - b) During implementation: – 1 to the least extent and 5 to a great extent
 - c) During monitoring and evaluation: – 1 to the least extent and 5 to a great extent

Please explain with some examples

16. To what extent has the project promoted positive changes in gender equality and women's empowerment
17. Has there been any unintended effects on women, men and vulnerable groups

Disability

18. Were people with disabilities consulted and meaningfully involved in project planning and implementation?
19. What barriers did the project face in this process and what actions were undertaken by the project

Stakeholder engagement

20. How would you assess the way in which the project brought in other stakeholders?
21. Are there any groups that were left behind or not involved – which ones?

Accountability and Grievance Mechanism (AGM)

22. Were you aware whether the project had an accountability and grievance mechanism?

Other Assessments

Knowledge Management

23. Did you take part in any training events?
24. Were there opportunities to share experiences and learn from others during this project?

Lessons learned and recommendations

25. In your view, what are some of the lessons that can be learned from this project?
26. What are your recommendations for the future of this project?

Annex G: TE Rating scales**Ratings Scale - Relevance, Effectiveness, Efficiency Rating Description**

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Rating scale for sustainability

Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Annex H: Co-financing Table

Please include evidence for co-financing for the project with this form (please add rows as necessary)

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount at CEO endorsement (\$)	Amount at TE(\$)
Government	Government	In-Kind	Recurrent expenditures	\$1,129,000	\$1,129,000
GEF Agency	UNDP	cash	Recurrent expenditures	\$100,000	\$0
Total Co-financing					1,129,000

- ***Investment Mobilized*** means Co-Financing that excludes recurrent expenditures (Different governments, companies and organizations may use different terms to refer to “recurrent expenditures”, such as “current expenditures” or “operational/ operating expenditures”).
- ***Recurrent expenditures*** can generally be understood as routine budgetary expenditures that fund the year-to-year core operations of the entity (they are often referred to as ‘running costs’ - they do not result in the creation or acquisition of fixed assets). They would include wages, salaries and supplements for core staff; purchases of goods and services required for core operations; and/or depreciation expenses. Some of the typical government co-financing we have previously included (such as routine budgetary expenses for Ministry of Environment operations) will no longer meet this new definition of investment mobilized for these specific countries).

Annex I: GEF Core Indicators (Capacity development scorecard)

This document is attached as a separate annex to the Terminal Evaluation report.

Annex J: TE Audit Trail

This document is attached as a separate annex to the Terminal Evaluation report.

Annex K: Signed Evaluation Consultant Agreement form and UNEG Code of Conduct

Evaluators/Consultants:

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

MTR Consultant Agreement Form

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

Name of Consultant: Kevin Enongene

Name of Consultancy Organization (where relevant): _____

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

Signed at Ottawa (*Place*) on June 30, 2022 (*Date*)



Signature: _____

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
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7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

MTR Consultant Agreement Form

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

Name of Consultant: Bouh Moussa

Name of Consultancy Organization (where relevant): _____

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

Signed at *Djibouti* (Place) on *July 20, 2022* (Date)

Signature: _____

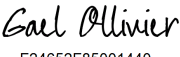


Annex L: Signed TE Report Clearance form

Evaluation Report Reviewed and Cleared by
UNDP Country Office

Name: _____Gael Ollivier , Deputy Resident Representative _____

DocuSigned by:



F24652F85001440...


Signature: _____

Date: _____10/10/2022_____

UNDP GEF RTA

Name: _____Mr. Stephen Gitonga_____

DocuSigned by:



C39750789BD44A7...

Signature: _____

Date: _____11-Oct-2022_____