

FINAL REPORT

**MID-TERM REVIEW – SUPPORT FOR INTEGRATED
WATER RESOURCES MANAGEMENT TO ENSURE
WATER ACCESS AND DISASTER REDUCTION FOR
SOMALIA’S AGRO-PASTORALISTS**

UNDP SOMALIA

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PROJECT DATA		
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This Mid-term Review report sets out findings, conclusions, lessons learnt and recommendations for the Support for Integrated Water Resources Management to Ensure Water Access and Disaster reduction for Somalia's Agro-Pastoralists (LDCF-II) project. The report is developed in compliance with the terms of reference for the assignment. The conclusions and recommendations set out in the following pages are solely those of the evaluators and are not binding on the project management and sponsors.

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ABBREVIATION & ACRONYMS

ASALs	Arid and Semi-Arid Lands
AWS	Automatic Weather Station
CCA	Climate Change Adaptation
CEO	Chief Executive Officer
CP	Country Programme
CPD	Country Programme Document
DIM	Direct Implementation Modality
EOP	End of Project
EWSs	Early Warning Systems
FAO	Food and Agriculture Organization
FGS	Federal Government of Somalia
FP	Focal Point
GEF	Global Environment Facility
GES	Gender Equality Strategy
GIS	Geographic Information Systems
GWP	Global Water Partnership
HEC-HMS	Hydrological Modeling System
IGAD	Inter-governmental Agency for Development
ISF	Integrated Strategic Framework
IWRM	Integrated Water Resource Management
LOA	Letters of Agreement
M&E	Monitoring & Evaluation
MoEACC	Ministry of Environment, Agriculture and Climate Change
MoECC	Ministry of Environment and Climate Change
MoERD	Ministry of Environment and Rural Development
MoEWR	Ministry of Energy and Water Resources

MoEWR-FGS	Ministry of Energy and Water Resources – Federal Government of Somalia
MoWRD	Ministry of Water Resources Development
MTR	Midterm Review
NDP	National Development Plan
NGO	Non-Governmental Organization
NHMS	National Hydro-Meteorological Service
NWRS	National Water Resource Strategy
O&M	Operations and Management
PENHA	Pastoral and Environmental Network in the Horn of Africa
PIR	Project Implementation Report
PIT	Project Implementation Team
PO	Project Officer
PSC	Project Steering Committee
PWDA	Puntland Water Development Agency
RBMA s	River Basin Management Authorities
RPO s	Regional Program Officers
RTA	Regional Technical Advisor
SAP	Strategic Action Plan
SCR P	Somalia Crisis Recovery Project
SEP	Stakeholder Engagement Plan
SES	Social and Environmental Standards
SESP	Social and Environmental Standards Plan
SIDA	Swedish International Development Agency
SNU	Somalia National University
SWALIM	Somalia Water and Land Information Management
TAC	Technical Advisory Committee
ToC	Theory of Change
ToTs	Trainer of Trainers

TPM	Third Party Monitors
TVET	Technical and Vocational Education Training
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
WEAP	Water Evaluation and Planning System
WQLs	Water Quality Labs

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1. EXECUTIVE SUMMARY

The *Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia's Agro-Pastoralists* project (also known as the LDCF II project) was launched in November 2019 as a 48-months project that is anticipated to close in October 2023. The project was financed through a full-sized GEF grant of USD 8,831,000 and USD 1,500,000 from UNDP TRAC resources, for a total budget of USD 10,331,000. The project is being implemented by UNDP Somalia using the Direct Implementation Modality (DIM). The overall objective of the project is to reinforce technical and operational capacities at the Federal, State, and local levels to manage water resources sustainably to build the climate resilience of agro-pastoralists in Somalia. The project is being implemented in all six states that de jure comprise the Federal Republic of Somalia, namely Puntland, Hirshabelle, Jubaland, Galmudug, Somaliland, and Southwest.

In line with GEF policies, all full-sized projects are required to undergo a Mid-term Review. Therefore, the objectives of the MTR were to independently assess the achievement of project results and outcome impacts, and to draw lessons that could improve the sustainability of benefits of the project, and aid in the enhancement of overall UNDP Programming. To that end, the scope of the MTR covered the whole duration of the project from its inception in November 2019 until September 2022, covering approximately 03 years of the project lifespan. The scope of the MTR included assessments of the project strategy, progress towards results, project implementation and adaptive management, and sustainability. The MTR was conducted through a consultative and participatory approach using a mixed-methods approach by assessing a combination of secondary data and primary data collected through Key Informant Interviews and Focus Group Discussions (FGDs). The Evaluation Team utilized a hybrid approach, wherein KIIs with institutional stakeholders were undertaken online, whereas interviews and FGDs with beneficiaries and local government officials were undertaken in-person by the National Consultant.

Overall, the MTR found the project's strategy to be well-aligned with major national priorities and strategies as well as the priorities set out by the UN Country Program for Somalia. At the global level, the project is also aligned with three Sustainable Development Goals (SDGs), namely SDG-2 (Food Security), SDG-5 (Gender Equality), and SDG-6 (Water Access), and UN Conventions ratified by Somalia since 2012, such as UNFCCC, the Convention on Biodiversity, the UNCCD, and the Kyoto Protocol. The MTR found the project's design to be comprehensive through its unique proposition of supporting developing policies, institutional development, and supporting agro-pastoralists on integrated water resource management. The MTR found that the project design was based on the lessons learned under the previous GEF-funded project, such as the need for strong community-level engagement and mobilization focus and clearer formulation of inter-activity/inter-component linkages. Moreover, the project design and its Theory of Change (ToC) was also found to be developed through an elaborate consultative process with key government and civil society stakeholders from all six Member States, which resulted in greater ownership of the project at all levels. Conversely, the MTR found that despite regional differences in the political and security situation, the project document provided a uniform implementation approach for all project regions, which affected the implementation of activities under Outcome 3. In addition, some of the project's activities were found to be highly ambitious in view of the limited available capacities in the country, namely the establishment of a nationally approved and capacitated National Hydro-Meteorological Service (NHMS).

The MTR also determined that Gender was well-mainstreamed in the project's design, activities and M&E. The project design aimed to promote gender empowerment and inclusion via IWRM by focusing on social equity and economic efficiency through the development of a gender-sensitive IWRM Strategy for Somalia, provision of trainings on water infrastructure O&M, and livestock value chains. In addition to gender mainstreaming, the project was also found to incorporate other cross cutting issues such as youth

empowerment, primarily through the development of IWRM curricula and launch of IWRM programmes at vocational institutions and universities.

With regards to the project's logical framework, the MTR found that while the project's logical framework was well-designed, comprising of activities relevant to the overall goals and objectives, the Results Framework did not follow a Results Hierarchy and only provided outcomes and associated indicators and not the outputs. Furthermore, it was also found that not all objective indicators were adequately reflected at the Outcome level and indicators presented in the results framework did not capture all project outputs. Nevertheless, progress indicators and targets in the results framework were found to be SMART and gender segregated.

With regards to **Progress Towards Result**, the MTR found that, under Outcome 1, the project was successful in developing a gender-sensitive National IWRM Strategy, accompanied by an implementation roadmap and strategic results framework through a multi-stakeholder consultative process. In addition, the project was also seen to undertake capacity building trainings on IWRM for multi-sectoral stakeholders at the Federal level and in Puntland. However, a key gap in the project's implementation was seen in the lack of capacity building of stakeholders on IWRM in Somaliland, despite the existence of significant demand for increased capacity building for government stakeholders. In addition, the project was also successful in developing and implementing an IWRM Master's Degree Programme at the Somalia National University. However, the project was unable to meet its mid-term targets for implementing the IWRM curricula at 03 universities and TVET institutions each. In addition, limited progress was made by the project towards the establishment of River Basin Management Authorities (RBMA) for the Juba and Shabelle river basins. Lastly, the project also faced challenges in the forms of delays in the establishment of Water Quality Labs (WQLs) in the Member States and the provision of training to water technician experts. Consequently, the MTR found that the project's performance under **Outcome 1 was Moderately Satisfactory**.

The MTR found that the project has made limited progress towards the achievement of results under Outcome 2, with key activities such as the procurement of groundwater and surface water data collection and equipment and weather forecasting software for the establishment of an Early Warning System facing continuous delays. The development of the Groundwater Development Action Plan envisioned under the current project was found to now be led under the World Bank's Horn of Africa – Groundwater for Resilience project. Having said that, the project was found to have undertaken trainings and capacity building of various stakeholders on the use of water resource modelling and rainfall runoff modelling. In addition, the project made progress towards the establishment of a NHMS by developing a NHMS Policy that was endorsed by multi-sectoral stakeholders at the Federal and Member States level. The MTR found the project's performance under **Outcome 2** to be **Moderately Unsatisfactory**.

Under Outcome 3, the project was seen to make substantial progress through the construction and/or rehabilitation of 13 water harvesting infrastructures across Somaliland (08) and Puntland (05). The water harvesting infrastructures included sand dams, earth dams, shallow wells, water reservoirs, and boreholes. Overall, the MTR found that the implementation of physical infrastructures was conducted in compliance with agreed design and Bill of Materials (BoMs). In addition, the delivery of various civil works and infrastructures benefited the local communities by contributing to the availability of rainwater for household and livestock use and mitigating flooding and degradation of community land, and were well received by local communities. While the majority of the project sites visited reported no challenges, the MTR in some instances found room for improvements in the design and implementation of water harvesting structures. In addition, the project also undertook significant rangeland rehabilitation in Somaliland (600 ha) and especially Puntland (5,685 ha). However, the MTR noted that progress differed

substantially across Somalia and was primarily achieved in Somaliland and Puntland, with activities related to construction of infrastructure and rangeland rehabilitation still pending implementation in the remaining 04 Member States. Lastly, a key activity under Outcome 3 related to capacity building and training of local community members on water resource management and agro-pastoral value chains through which 640 community resource persons (40% women) were trained. The MTR rated the performance of the project under Outcome 3 as ***Moderately Satisfactory***.

Regarding the **project implementation and adaptive management**, the MTR found that the project's **management arrangements** have served well to facilitate implementation. The Project Implementation Team (PIT) at UNDP Somalia, responsible for the day-to-day management of project, was found to be well-staffed and did not face any challenges around staff turnover. The project partnered with relevant government ministries and civil society through Letters of Agreements (LoAs) for the implementation of community-level activities which were found to be beneficial for not just implementation but also building capacities of government staff in various aspects of UNDP-GEF programming. However, the MTR noted some challenges with regards to the overstretched capacities of certain ministries such as the Puntland Water Development Agency (PWDA) which are actively engaged in projects with multiple development actors. Moreover, government partners also reported challenges associated with the short-term duration of the LoAs which did not afford sufficient flexibility and contingency in the fragile operation context of Somalia.

Indeed, the MTR noted that numerous factors have resulted in challenges and caused delays in the project's progress towards results. The COVID-19 pandemic affected the project's ability to undertake effective community engagements in certain areas; while the global economic downturn and rising inflation also increased energy and food prices necessitated the modification and adaptation of implementation of civil works in the face of budgetary constraints. These factors were also found to further exacerbated the challenges around the already complex processes involved in the procurement of equipment, goods, and materials from international sources. In addition, the fragile security situation in certain areas of Somalia, particularly its western and southern States also caused significant delays in the implementation of civil works. Lastly, the prolonged federal election process from the second half of 2020 to May 2022 also slowed down government processes as the Federal government agencies were extensively involved in the election and negotiation process to build consensus.

Despite these challenges, key successes of the project in terms of implementation and adaptive management, include its close coordination with stakeholders at the national, sub-national, and local levels, which has resulted in ownership by local entities and also helped develop capacities at all levels. Furthermore, the MTR also found that the project monitoring is being undertaken in line with UNDP-GEF Project monitoring guidelines, including direct and indirect monitoring methods being engaged by the PIT which include monitoring visits to sites by the UNDP, relevant government agencies, and through third-party monitoring. However, despite the elaborate monitoring mechanisms implemented by the PIT, the MTR mission found that there was additional room for improvements in the infrastructure schemes and other inputs. Overall, the MTR found the Implementation and Adaptive Management of the project to be ***Moderately Satisfactory***.

In terms of the project's sustainability, the MTR found that the project's strong social mobilization and community-level engagements at the selected project sites in Somaliland and Puntland bolstered the sustainability of its achieved results through increased community buy-in and ownership. In addition, the project's involvement of district government representatives alongside the community through signed agreements with relevant Member States ministries also facilitated in clarifying roles, responsibilities and expectations regarding the operation and maintenance of infrastructure implemented at project sites. In

addition, the project's capacitation of community users on the operation and maintenance of the water infrastructure also enables local communities to be better equipped to manage the infrastructure. At the national level, the development and endorsement of the National Water Resources Strategy and the National Hydro-Meteorological Services Policy also enhances sustainability by providing a framework for various government stakeholders and development actors to coalesce and coordinate current and future development actions on established priorities. In addition, the launch of a Master's Degree programme on IWRM provides an opportunity for the country to increase capacities of its human resource pool on IWRM. Having said that, the MTR noted significant risks to the project's sustainability in terms of environmental, socio-political, institutional and financial factors. Increased frequency of droughts and reduced volume and frequency of rainfall pose challenges for the project's implemented water harvesting infrastructure to capture water for communities. The fragile operating context in Somalia, particularly in the southern and western States, is exacerbated by sporadic and intermittent conflict which has caused and may continue to pose challenges in the project's ability to implement community-level activities. While significant capacity building activities have been undertaken for government partners, the MTR noted that capacities of certain departments and ministries are stretched due to their collaboration with various additional donor-funded programmes. Lastly, financial risks to sustainability were noted due to the global rise in inflation which increased the costs of food and energy. In light of these findings, the MTR rated the project's sustainability as ***Moderately Likely***.

Based on the findings of the MTR, the following ratings are provided for various project components.

Measure	MTR Rating
Project Strategy	N/A
Progress Towards Results	Objective Achievement Rating: Moderately Satisfactory
	Outcome 1 Achievement Rating: Moderately Satisfactory
	Outcome 2 Achievement Rating: Moderately Unsatisfactory
	Outcome 3 Achievement Rating: Moderately Satisfactory
Project Implementation & Adaptive Management	Moderately Satisfactory
Sustainability	Moderately Likely

Based on the detailed assessment of the LDCF II project, the MTR puts forth the following recommendations to improve future UNDP, GEF, and Government of Somalia programming:

1. **No-cost Extension:** Given the considerable delays in implementation of certain activities and the project's anticipated closure in October 2023, it is recommended that the project seek a one year no-cost extension to ensure that these activities are completed prior to the project's closure.
2. **Strengthen project-level M&E systems:** The MTR found that local communities faced some challenges with the installed and constructed civil works and water harvesting infrastructures, particularly in Puntland relative to Somaliland. It is therefore recommended that the project undertake more frequent monitoring field visits, particularly in Puntland, so that such issues are known to the PIT to be corrected in time. Similarly, it is also recommended that the project use more frequent third-party monitoring services, particularly at times of high workloads and overstretched capacities of the PIT and/or implementing partners' monitoring teams.
3. **Incorporate contingencies into LoAs:** In light of the challenging context in which the project operates, the MTR found that the duration of the LoAs with project implementing partners responsible for implementing civil works was short. Furthermore, the global economic downturn,

rising inflation, and occasional market shortages also posed financial challenges. It is thus recommended that future LoAs with implementing partners incorporate both budgetary contingencies and longer/flexible timeframes to enable implementing partners and subcontractors greater flexibility and adaptability.

4. **Partnerships with other development sector actors:** Given the increased number of donor-funded projects and activities related to IWRM being implemented by various actors, it is recommended that the project continue to remain highly engaged and proactive with different stakeholders and partners to synergize and build on existing activities and avoid duplication and overlapping of activities.
5. **Increased participation of women in project activities:** Overall, gender has been well-integrated into the overall design of the project, throughout the components and outcomes of the project, and gender disaggregated targets have met. However, the MTR noted that women's participation in the restoration of rangeland amounted to only 20%. The project may want to catalyze its impact on gender mainstreaming and women's empowerment by encouraging the participation of women in certain community-level implementation activities such as rangeland rehabilitation.
6. **Targeting People with Disabilities (PWDs):** While the project has addressed the needs of many marginalized groups in Somalia, the MTR found that support to people with disabilities, a highly marginalized group, has not prominently featured in the project activities. It is therefore recommended that going forward, the project includes the needs of PWDs in community-level assessments for the design and implementation of activities. For instance, the design of water harvesting infrastructures may need to incorporate access by physically disabled community members.
7. **Adopt a diversified and context-specific implementation approach:** As the project is operating across all 06 Member States with varying levels of socio-economic development, security contexts, and institutional capacities, it is recommended that the project develop a clear and realistic context-specific strategy to implement outstanding activities in the remaining 04 Member States of Galmudug, Hirshabelle, Jubaland, and Southwest. This may also include the reduction of targets or modification of activities and/or implementation approaches. Moreover, it is also recommended that the project explore alternative strategies such as collaboration with local NGOs, CBOs, and the private sector in the 04 Member States to fill any capacity gaps or support the activities of existing implementing partners.
1. **Undertake capacity building on IWRM for government sector stakeholders in Somaliland:** Although the project has targeted a significant number of stakeholders through trainings on IWRM (150 stakeholders) at the Federal level and in Puntland, a critical gap in the project's implementation of capacity building on IWRM was found to be the absence of similar trainings for stakeholders in Somaliland. In light of significant interest and demand for such trainings from stakeholders in Somaliland, it is recommended that the project plan for and implement such capacity building trainings on IWRM for public sector stakeholders in Somaliland

2. INTRODUCTION

2.1 PURPOSE OF THE MTR AND OBJECTIVES

The ‘Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia’s Agro-Pastoralists Project’ also known as ‘LDCF II’ is a full-sized project, funded by the GEF and UNDP. The overall objectives of this Midterm Evaluation (MTR) were to independently assess the achievement of project results and outcome impacts, and to draw lessons that could both improve the sustainability of benefits of this project, and aid in the enhancement of overall UNDP programming. While focusing on relevance, effectiveness, efficiency, sustainability, and impact of the project, the evaluation was carried out with the **objectives** to:

1. **Identify the required adjustments** that must be made to get the project back on track to produce the desired results. **Evaluate the progress** made towards achieving the project objectives and outcomes as outlined in the project document.
2. Review the project's **sustainability** risks and plan. The MTR report seeks to offer management, the project team, the Implementation Agency (UNDP-Somalia Country Office), and Implementing partners at all levels strategic and policy choices for more effectively and efficiently attaining the project's anticipated objectives and for duplicating those results. The report will also include preliminary **project management, implementation**, and design **lessons** learned.

2.2 SCOPE AND METHODOLOGY

The MTR covered the whole duration of the project from its inception date in **12 November 2019 until 30 September 2022**, covering approximately 3 years of the project lifespan. The scope of the MTR covers the: **Project Strategy, Progress Towards Results, Project Implementation and Adaptive Management**, and **Sustainability**, while focusing on the entire project and its components. The evaluation report also includes a chapter providing a set of conclusions, recommendations and lessons. A detailed scope of the assessment criteria is provided in Annex 01.

The Evaluation Team comprised of Ms. Umm e Zia as the International Consultant/Team Leader and Mr. Mohamud Adan Kalmoy as the National Consultant in Somalia. This was an independent, in-depth evaluation using a collaborative and participatory approach, whereby all key parties associated with the project were engaged with over the course of the evaluation. The evaluation utilized a mixed-methods approach by assessing a combination of secondary data from project documents (see Annex 02 for list of documents reviewed) as well as primary data collected through key informant interviews (KIIs) and focus group discussions (FGDs).

Inception Stage of the MTR: The Evaluation Team utilized the inception stage of the evaluation to develop a comprehensive understanding of the various dynamics of the project by undertaking

a detailed desk review of project documents and undertaking scoping interviews with the UNDP Somalia Office. During the inception phase, the Team Leader developed the Evaluation Design Matrix which served to provide the main analytical framework for the MTR and identified key evaluation questions against each of the evaluation criteria and outlined the data collection methods and data sources to be used in answering the evaluation questions. Annex 07 provides the Evaluation Design Matrix used to undertake the MTR.

Development of Evaluation Tools: On the basis of the desk review and scoping interviews, the Evaluation Team developed the evaluation tools consisting of key informant interview guide sheets and focus group discussion guides. Separate key informant interview guides were developed for each type of stakeholder, namely: UNDP Project Management, development sector partner organizations, and the FGS and Member State governments and other national implementing partners. In addition, the focus group discussion guides were specific to the community-based organizations and community members at the project sites selected for field visits. These tools were developed using semi-structured interview formats which included both open and closed-ended questions which allowed interviewees to respond to standardized questions while concurrently providing ample room for background information and personal perspectives. The evaluation tools developed for undertaking data collection are provided in Annex 06.

Approach to Data Collection: Overall, the Evaluation Team utilized a gender-sensitive, evidence-based, participatory and consultative approach for undertaking the MTR. Particular attention was paid to ensure that a gender-sensitive approach to data collection was utilized by gathering gender-disaggregated information on the various aspects of the project from interviewees, ensuring the representation of women in FGDs and by incorporating questions related to gender aspects over the course of each KII and FGD.

The Evaluation Team used a hybrid model for collecting primary data through a combination of online interviews with certain stakeholders such as government representatives, donors, and the UNDP Somalia Project Team; data collection from sub-national level stakeholders such as regional government ministries and local communities in Somaliland and Puntland was undertaken by the National Consultant through field visits to project sites in Ainaba, Beer, Celbicile, and Habarhesdhay in Somaliland and Haji Kheir, Hodoboho, Jedad, and Qardo in Puntland. A summary breakdown of the number of interviews and focus group discussions conducted is provided in the table below, while a detailed field plan along with list of persons interviewed are provided in Annex 03 and Annex 04 respectively.

TABLE 1 OVERVIEW OF DATA COLLECTION ACTIVITIES

Data Collection Method	Number of Interviews	Type of Stakeholders
Key Informant Interviews	14	UNDP Somalia, donors, Federal and Member State government representatives, and civil society
Focus Group Discussions	08	Local communities (04 in Puntland; 04 in Somaliland) 72 respondents (58 men and 14 women (19%))
Total	22	

Approach to Data Analysis: The Evaluation utilized a mixed-methods approach by analyzing both the secondary data sources as well as primary data collected through KIIs and FGDs. Data collected from one source was triangulated with others to ensure the accuracy and validity of the data and strengthen the robustness of findings. All data gathered over the course of the MTR, from primary as well as secondary sources, was tagged and coded against the key evaluation questions presented in the Evaluation Design Matrix. These aggregated data formed the basis of the qualitative data analysis. The data analysis approach involved undertaking a thematic review of the aggregated data set and coding of data according to emerging themes. In addition, the Evaluation Team analyzed the depth of the evidence of the broad effects of the project's intervention and triangulation was undertaken by identifying whether certain themes were identified through multiple sources. This approach also enabled the Evaluation Team to find outliers and identify emerging themes and evidence not supported by multiple data sources. The Evaluation Team paid particular attention to gender throughout data analysis to ensure that gendered aspects of the intervention in terms of impact and perspectives of women, youth, and other vulnerable groups were highlighted in the MTR.

Challenges and Limitations: The MTR Field Mission covered a total of 12 sites across two Member States (06 each) – Puntland and Somaliland. The required logistical arrangements and preparations resulted in a longer timeframe to cover the field mission than had originally been anticipated. In addition, the drought was found to have resulted in population migration of pastoralist communities in some areas which also resulted in some challenges around arranging focus group discussions with beneficiaries. Lastly, despite significant efforts for greater gender inclusion, 19% of the respondents in FGDs comprised of women.

3. PROJECT DESCRIPTION AND BACKGROUND CONTEXT

This section provides an overview of the project in terms of its development context, including the threats and barriers it seeks to address, as well as a description of the strategy it utilizes to address the development challenges, the project's implementation arrangements, and the main stakeholders involved in the project.

3.1 DEVELOPMENT CONTEXT

Somalia ranks as the worst country of all Arab states in terms of access to drinking water, as less than 30% of the population has access to clean water. Throughout the country, renewable water resources have reduced dramatically over the past 50 years and storage of water is another challenge due to the annual evapotranspiration rate ranging from 1.5 to 6 times greater than the amount of annual rainfall. Moreover, over 80% of the country's northern landmass is classified as Arid and Semi-Arid Land (ASAL), which makes it relatively unproductive for agriculture, leaving nomadic pastoralism the only potential livelihood option.

Water and climate trends show reduced surface water availability, reduced groundwater reserves, and increased occurrences of drought and flood events. These issues are expected to be aggravated by impacts of climate change as future scenarios predict more frequent dry periods that are less prolonged. An estimated 75% of Somalia's population is located in rural areas, with approximately 60% practicing pastoralism and 15% practicing agriculture. For a population that is heavily dependent on pastoralism and agriculture, climate change is a serious threat to the lives and livelihoods of millions of people, who are dependent upon rain-fed rangeland grazing and subsistence farming and tend to have very few fixed assets.

A key factor compounding the negative impacts of climate change on agro-pastoralism in Somalia is the **lack of basic water governance structures**. The Government of Somalia requires significant institutional building to establish the basic governance structure for the water sector and related departments. Moreover, there is an **urgent need to build the skills of water professionals** and develop their vocational skills to ensure water sector service delivery. Furthermore, due to the fact that an estimated 60% of Somalia is arid or semi-arid and the availability of water resources is uneven and irregular, adequate **hydrogeological and hydro-meteorological data is required** to be monitored to guide sustainable water capture techniques. Mechanisms to disseminate **timely early warnings** and accurate hydrological information to enable efficient and economic management of water resources are also lacking.

In summary, there are a number of institutional, financial, technological and informational **barriers** to an efficient, equitable, and integrated approach to water resources management, namely:

- The lack of water governance frameworks and fragmented water resources management and planning;
- Unsustainable water management practices;
- Limited hydro-geo-meteo monitoring and weak flood and drought warning capacities;
- Limited technical capacities for decentralized operation and maintenance of water infrastructure; and

- Limited diversification of livelihoods for Somalia’s agro-pastoralists

Moreover, the problems outlined above are also compounded by several human-induced **root causes** such as:

- Marginalization of rural and nomadic populations’ rights to use water since these rights are often linked with land tenure;
- Limited physical, human, and financial resources to cope with water issues;
- Significant population growth, causing rural water points to become stressed and serve as a source of conflict; and
- Poor sustainable land use management as evidenced by the proliferation of charcoal production.

3.2 PROJECT DESCRIPTION AND STRATEGY

The current UNDP-implemented and GEF-financed ‘Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia’s Agro-Pastoralists’ project (henceforth, ‘the Project’) seeks to address the limited technical and operational capacities on national and local levels to support an efficient, equitable, and integrated approach to water resources management by emphasizing the integration of agro-pastoral needs and building resilience to the impacts of climate change. The project was designed by UNDP Somalia in 2018 and endorsed by GEF in July 2019. Subsequently, the Local Project Appraisal Committee met in September 2019 and implementation commenced in November 2019. The Project is planned to be implemented over a 48-month period and is anticipated to close in October 2023.

The Project has been financed through a full-sized GEF grant of USD 8,831,000 and USD 1,500,000 from UNDP TRAC resources, for a total budget of USD 10,331,000. Moreover, the Project also received in-kind co-financing of USD 68,244,000 from the Ministry of Energy and Water Resources (MOEWR)– Federal Somalia (USD 8,000,000), the EU (USD 60,144,000), and the Global Water Partnership (GWP) (USD 100,000).

The **overall objective of the Project** is to reinforce technical and operational capacities at the federal, state and local levels to manage water resources sustainably to build the climate resilience of agro-pastoralists in Somalia. The project seeks to benefit approximately 357,000 Somali agro-pastoralists within the 17 most water-scarce, climate vulnerable provinces in the Federal Member States which are particularly vulnerable to flood-induced erosion and water shortages during periods of droughts. Agro-pastoralists, including nomadic agro-pastoralists, represent the key vulnerable population group that the project targets as their face disproportionate adverse impacts of climate change. In addition, the project also has a strong focus on women, rural and youth populations who represent the most vulnerable groups facing the brunt of the adverse effects of droughts and floods. The achievement of the project objective is undergirded by three outcomes which further comprise of key activities/indicators within each outcome as shown in the table below:

TABLE 2: PROJECT COMPONENTS, OUTCOMES, AND OUTPUTS

Project Objective: Reinforced technical and operational capacities at federal, state and local levels to manage water resources sustainably to build the climate resilience of agro-pastoralists in Somalia

Outcomes	Activities/Indicators
Outcome 1: National water resource management policy establishing clear national and district responsibilities	<ol style="list-style-type: none"> 1. A <u>National IWRM Strategy</u> is developed supporting a decentralized approach to water governance that is gender-sensitive and integrated traditional, customary water resources management practices and governs water extraction/access rights, water conservation, water quality, and pro-poor water supply 2. Enhanced <u>curricula and programmes</u> at educational and vocational institutes on water resource management and reflective of Somalia's gender dynamics 3. Enhanced <u>water quality analysis equipment</u> and trained technicians in 5 states (Puntland, Hirshabelle, Jubaland, Galmudug, and Southwest states)
Outcome 2: Transfer of technologies for enhanced climate risk monitoring and reporting on water resources in drought and flood prone areas	<ol style="list-style-type: none"> 1a. <u>Procurement and installation</u> of river gauges, flow meters and rain gauges to improve groundwater and surface water data collection in the ASALs and in the Juba and Shabelle river basins 1b. <u>National Groundwater Development Action Plan</u> that supports sustainable and cost-effective groundwater extraction 2. Number of people/geographical area with access to improved climate-related <u>early warning information</u> 3. Establishment of a <u>National Hydro-Meteorological Service</u>
Outcome 3: Improved water management and livelihood diversification for agro-pastoralists	<ol style="list-style-type: none"> 1. Number and type of <u>physical livelihood assets</u> constructed to reduce the impacts of floods and droughts 2. Number of <u>trainer of trainers</u> with reinforced capacities to disseminate and sensitize communities on exploitation of the mild and hide value chains 3. Number of <u>hectares of rangeland</u> revegetated and managed sustainable under a conservation scheme

The Project is being implemented in all six states that de jure comprise the Federal Republic of Somalia, namely **Puntland, Hirshabelle, Jubaland, Galmudug, Somaliland, and Southwest**.

A Theory of Change (TOC) figure, representing the project objective, components and outcomes is presented in Figure 01 below¹.

FIGURE 1: THEORY OF CHANGE

¹ The TOC was designed as part of the Project Design and is provided in the Project Document.

Title	Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia's Agro-Pastoralists						
Objective	Reinforced technical and operational capacities to manage water resources sustainably to build the climate resilience of agro-pastoralists in Somalia						
Partnerships	<div> <div> Component 1 <ul style="list-style-type: none"> • UNJPLG III • GWP • EU </div> <div> Component 2 <ul style="list-style-type: none"> • ICPAC IGAD • FAO- SWALIM • Red Cross Red Crescent Climate Centre </div> <div> Component 3 <ul style="list-style-type: none"> • EU Restore • AfDB RLACC and DRSLP II </div> </div>						
Outcomes	<div> <div>National water resource management policy establishing clear national and district responsibilities</div> <div>Transfer of technologies for enhanced climate risk monitoring and reporting on water resources in drought and flood prone areas</div> <div>Improved water management and livelihood diversification for agro-pastoralists</div> </div>						
Barriers	<div> <div>Lack of water governance frameworks and fragmented water resources management and planning</div> <div>Unsustainable water management practices</div> <div>Limited climate monitoring and weak flood and drought warning capacities</div> <div>Limited capacities for decentralized water operation and management</div> <div>Limited socio-economic development and diversification of livelihoods for Somalia's pastoralists</div> </div>						
Timeliness	<div> <div>New, stable Somali government</div> <div>National Development Plan</div> <div>Somaliland Development Plan - II</div> <div>Somalis' new way of thinking</div> <div>WB Project supporting ministries to design, site and implement water infrastructure</div> </div> <div> <div>Preliminary NHMS within Ministry of Water</div> <div>Regional DRSLP II program</div> <div>Successes of the JLPG</div> <div>EU RESTORE Project</div> </div>						
Development Challenges / Root Causes	<div> <div>Limited data sharing</div> <div>Gender Issues</div> <div>Large nomadic population</div> <div>New governance at national / subnational level</div> <div>Limited means to disseminate early warnings to rural populations</div> <div>Rural plight</div> </div> <div> <div>Loss of livelihoods in drylands</div> <div>Over-use and degradation of water points</div> <div>Floods in riparian areas</div> </div>						
Climate change Impacts	<div> <div>Destruction by floods</div> <div>Water scarcity</div> <div>Desertification / Loss of arable land</div> <div>Food insecurity</div> <div>Limited ecosystem services</div> <div>Water quality issues</div> </div>						
Climate change Hazards	<div> <div>Increasing temperature and evapotranspiration</div> <div>Shifts in rainfall patterns</div> <div>Increased frequency of extreme events (rainfall / hot days)</div> <div>Continued episodes of drought</div> <div>Sea level rise</div> </div>						

3.3 PROJECT IMPLEMENTATION ARRANGEMENTS

The project is executed by UNDP through Direct Implementation Modality (DIM), in collaboration with the concerned Federal Ministries, State Governments, and the private sector stakeholders.

Project Implementation Team (PIT), at the UNDP Country Office is responsible for: i) hiring project staff, consultants, and service providers; ii) monitoring project implementation, making sure that all activities, including procurement and financial management, are carried out in a manner that is consistent with the Project's objectives; iii) providing financial management and oversight to the project against the work plans and budgets approved by the Project Board (PB); and (iv) appointing independent financial auditors and evaluators.

The Project Board, (also known as the Project Steering Committee) is responsible for making management decisions by consensus to provide direction to the Project Manager, including recommendations for and approval of project plans and amendments, and handling any project-level grievances.

The Executive, presides over the Project Board, and is the Country Director for UNDP in Somalia. Project management is ultimately the Executive's responsibility, with assistance from the Senior Beneficiary and Senior Supplier. The Executive's responsibility is to make sure the project stays on track to meet its goals and produce results that will help achieve higher-level outcomes over its entire life cycle.

Senior Beneficiary - The GEF Focal Point is the Senior Beneficiary. The Senior Beneficiary's main responsibility on the Board is to see that project results are realised from the point of view of the Government of Somalia and other beneficiaries.

Project Manager - On behalf of the Project Board, the Project Manager has the authority to manage the project on a daily basis. The project manager's main duty is to make sure the project delivers the results outlined in the project document, to the required level of quality, and within the predetermined budget and schedule restrictions. Accordingly, the project's daily management and decision-making are the responsibility of the project manager.

Implementing Agencies – Over the course of its implementation, the project has engaged a number of government ministries and agencies and civil society organizations (CSOs) as implementing partners who are tasked with implementing various project activities.

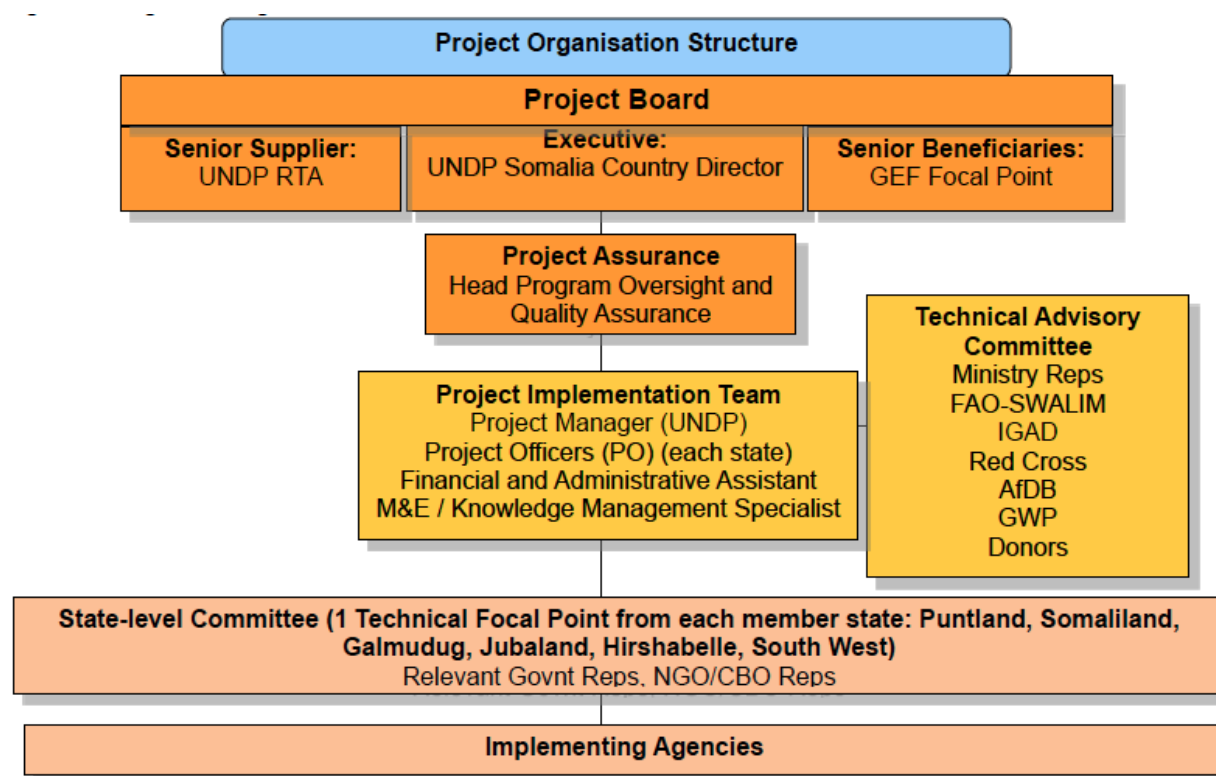
At the **Federal** level, the project signed an LoA with the Ministry of Energy and Water Resources for the development of the National Hydro-Meteorological Policy, development of curricula and program for educational institutions and vocational centers on IWRM, undertaking needs assessments on water quality labs in each of the 05 Member States, and undertaking capacity building trainings on NHMS aimed at national and district level stakeholders.

In **Puntland**, the project has engaged the Puntland Water Development Agency (PWDA) to implement various water harvesting infrastructures across selected project sites. While the Ministry of Environment, Agriculture, and Climate Change (MoEACC) is engaged to undertake capacity building training on NRM for agro pastoralist communities as well as rangeland rehabilitation activities in the State.

In **Somaliland**, the Ministry of Environment and Climate Change (MoECC) has been engaged for the construction of nurseries, distribution of tools and equipment to nurseries, distribution of seedling trees, and provision of capacity building and technical training on natural resource management (NRM). In addition, the Ministry of Environment and Rural Development (MoERD) has also been engaged for the preparation of 300 ha of unused land for fodder production, including the removal of velvet mesquite, the rehabilitation of feeder water canal for fodder production irrigation, and the construction of a fodder storage hangar at Beer village; while the Ministry of Water Resources Development (MoWRD) was responsible for the rehabilitation of 03 water shallow wells in Habariheshay village² and the construction of three new community water berkads in Beer village³. Lastly, the project has also engaged the Pastoral and Environmental Network in the Horn of Africa (PENHA) for conducting capacity building trainings on various agro-pastoralist value chains for local communities across Somaliland.

The following figure demonstrates the project’s organogram and implementation structure.

FIGURE 2: PROJECT ORGANOGRAM



² Ainabo district in the Sool region

³ Burao district

4. MTR FINDINGS

4.1 PROJECT DESIGN

This section provides a critical assessment of the project design with regard to the problems addressed by the Project, relevance of the project strategy, alignment with country priorities, involvement of stakeholders in design, and mainstreaming of gender and cross-cutting issues. In addition, key program and operational aspects presented in the project design were also reviewed, including monitoring and evaluation, partnership, and finance.

4.1.1 RELEVANCE OF THE PROJECT STRATEGY

With the main goal to reinforce official capacities for sustainable water resource management (WRM) towards increasing the climate resilience of agro-pastoralists, the Project's multi-pronged focus on creating an Enabling Environment for IWRM, technology transfer, and investment in infrastructure was found to be comprehensive. Furthermore, considering the presence of numerous other donor-funded projects in the country on IWRM, the MTR found that the unique proposition of this Project lies in its support to policy (Component 1) and institutional development (Component 2), while linking these efforts to on the ground action by supporting agro pastoralists in sustainable water resource management (Component 3). The Project's Theory of Change (ToC) that was developed as part of the design further demonstrates the linkages of the five key barriers to IWRM (governance, unsustainable practices, limited climate monitoring, limited capacities, and limited socio-economic development) with the three proposed Project Components.

However, despite stark differences in the political and security situation with grave implications for implementation in the South Central as compared to the other two regions, the Project document provides a uniform implementation approach for all three project regions. The evaluation team found this to be a major shortcoming in the design as it affected the implementation of activities to a large extent under Outcome 3.

4.1.2 ALIGNMENT WITH COUNTRY PRIORITIES

The Project was found to be aligned with major national priorities. In particular, the project strategy supports the new 2012 Constitution, which places a strong emphasis on environment, land rights, and natural resources. Furthermore, the design is aligned with various Government policies and strategies as well as SDGs, the UN strategy in Somalia, and GEF priorities. In particular, the project's objective is in line with Somalia's National Development Plan (NDP) 2017-2020 as well as Somaliland's National Development Plan (NDP) (2017-2021) and Puntland's 5-year Development Plan (2014 – 2018). Similarly, the Project is consistent with Somalia Integrated Strategic Framework (ISF) (2014 – 2017), Somalia's National Adaptation Plan of Action (2013), Somalia's Guiding Framework for Disaster Management (2016-2018), and Somaliland's Food and Water Security Strategy (FWSS) of 2012.

Moreover, the Project is aligned with three SDGs, including SDG 13 on Climate Action, SDG 2 on Food Security, SDG 6 on Water Access, and SDG 5 on Gender Equality. At the country level, the project also corresponds to priorities of UN Country Programs (CPD) for Somalia, including

Program Priority 3 ‘Sustainable Natural Resource Management for Inclusive Economic Growth’ of CPD 2021-2025 and Program Priority 3 ‘Development priority 3. Progress from protracted socioeconomic and environmental fragility and recurrent humanitarian crises’ of CPD 2018-2020.

Similarly, by focusing on sustainable water management, reforestation, and re-seeding measures, the project contributes to the UN Conventions ratified by Somalia since 2012, such as the UNFCCC, the Convention on Biodiversity, the UNCCD, and the Kyoto Protocol, etc.

4.1.3 INCORPORATION OF LESSONS LEARNED AND INVOLVEMENT OF STAKEHOLDERS IN DESIGN

The project design was based on the lessons learned and experiences of its predecessor GEF-funded project, entitled ‘Enhancing Climate Resilience of the Vulnerable Communities and Ecosystems in Somalia’ that was implemented between 2015 – 2019. In particular, the current project’s design was seen to include a strong community-level engagement and mobilization focus as a direct result of the lessons learned from the previous project which found that community-level partnerships and ownerships were lacking. Moreover, based on recommendations from the Terminal Evaluation of the previous project, the current project was designed using a Theory of Change approach which clearly articulated and formulated inter-activity/inter-component linkages. In addition, the project design also included an entire component devoted to M&E and Knowledge Management to ensure the ready availability and access to various knowledge products developed under the course of implementation.

Furthermore, the MTR team learned that various meetings and consultations with key government and civil society stakeholders were carried out representing all six States to inform the project design in terms of activity identification, site selection, and stakeholder analysis; while the project’s Theory of Change (ToC) was also developed in a consultative manner. The MTR determined that in the unique context of Somalia, this engagement and due diligence resulted in minimizing conflict in competition for project resources as well as for obtaining ownership for the project at all levels.

4.1.4 GENDER MAINSTREAMING AND CROSS-CUTTING ISSUES

The evaluation determined that Gender has been mainstreamed in the project design, activities, and M&E. The project design aimed to promote gender empowerment and inclusion via IWRM by focusing on social equity and economic efficiency. More specifically, the design stipulated the development of Somalia’s gender-sensitive IWRM strategy. Similarly, in accordance with the UNDP’s Somalia Gender Equality and Women’s Empowerment Strategy II (2015 – 2017) and the UN’s Gender Equality Strategy (GES) (2018-2020), the design specified at least 30% women participation in all training activities. Whereas, training on water infrastructure Operations and Maintenance (O&M) and the value chain of livestock products were also intended to be geared towards women.

Gender Mainstreaming was further warranted in the project design by the inclusion of the said topic in Project Component 4 ‘Gender mainstreaming, knowledge management (KM) and Monitoring and Evaluation (M&E)’. Accordingly, where applicable, indicators in the project’s

Results Framework were gender disaggregated. Moreover, a gender analysis and gender action plan were also included in the project document.

In addition to gender mainstreaming, the project was also found to incorporate other cross cutting issues such as youth empowerment. To that end, a key component of the project pertained to the development of IWRM curricula and the launch of IWRM programmes at vocational institutes and universities. Through this, the project aims to increase the capacity, skills, and technical education of youth and enable them to be in a better position to serve public sector institutions addressing water and climate-change challenges.

4.1.5 MONITORING AND EVALUATION

Monitoring and Evaluation was integrated into the project strategy through incorporation of M&E into Project Component 4. Furthermore, the Project Document provided an elaborate Monitoring and Evaluation (M&E) Plan that is based on UNDP and GEF project M&E guidelines. Accordingly, the M&E Plan outlined the roles and responsibilities of the various entities to be involved in monitoring, including Project Manager, Project Board, Project Implementation Partner, UNDP Country Officer, and third party monitors. The project document also stated that government line ministries were to be also responsible for results monitoring.

Major M&E mechanisms outlined in the project document were Inception Workshop and Report, GEF Project Implementation Report (PIR), Lessons Learned and Knowledge Generation, GEF Focal Area Tracking Tool, and Independent MTR and Terminal Evaluation. A designated budget of USD 308,600 (including USD 59,000 in co-financing), which is well within the GEF allowance of 5% of the total project budget, was assigned to M&E activities.

In addition, the project also utilized the GEF Tracking Tool for climate change adaptation which measures the project's contribution towards the goals, objectives and outcomes as defined in the GEF Programming Strategy on Adaptation to Climate Change for Least Developed Countries Fund. The MTR noted that the Tracking Tool was structured around three strategic objectives and their associated outcomes and indicators, namely: a) reducing vulnerability and increasing resilience through innovation and technology transfer for climate change adaptation (CCA); b) mainstreaming CCA and resilience for systemic impact; and c) fostering enabling conditions for effective and integrated CCA. The Tracking Tool was found to be sufficient in capturing a number of project activities and indicators, such as direct beneficiaries of physical assets, rangeland rehabilitation activities, diversified and strengthened livelihoods, etc.

Considering the extensive geographic outreach and multi-faceted activities of the project, the management arrangements set out in the Project Document were considered adequate by the MTR team. Moreover, the presented monitoring framework was found to be in line with UNDP-GEF project monitoring guidelines, and therefore sufficient to meet the project's M&E requirements.

4.1.6 PARTNERSHIPS

The project document identified various stakeholders from the Government (Federal Sector and State Members), Regional Sectors, technical/research agencies, NGOs/CSOs, communities, and donor partners as potential partners for LDCF 2 implementation. Moreover, the design document

elaborated a Stakeholder Engagement Plan (SEP) developed in accordance with the UNDP's Social and Environmental Standards (SES), providing details of the expected roles of the respective institutions to be involved in implementation at the national, sub-national, and local levels.

The evaluation found the respective organizational mandates of these stakeholders to be aligned with the objectives of the LDCF 2 project. Moreover, the stakeholder engagement plan provided the project management team flexibility in the highly volatile and uncertain political and security environment that the project was to be implemented in.

4.1.7 FINANCE

According to the Project Document, the total allocated resources for the project were USD 78.575 million, as shown in table 3.

This included USD 10,331,000 to be administered by UNDP, including cash contribution of USD 8.831 Million from GEF/LDCF/SCCF and USD 1.5 Million from UNDP TRAC. In addition, the Federal Government of Somalia through its Ministry of Energy and Water Resources (MoEWR) pledged in-kind contribution of USD 8 Million. Furthermore, parallel initiatives being implemented by the EU (USD 60.14 Million) and GWP (USD 100,000) also constituted project co-financing at the time of design.

TABLE 3: TOTAL ALLOCATED RESOURCES

Sources	Amount (USD)
GEF Trust Fund/LDCF/SCCF	8,831,000
UNDP TRAC Resources	1,500,000
Total Budget Administered by UNDP	10,331,000
Co-Financing	
Ministry of Energy and Water Resources – Federal Somalia (In-kind)	8,000,000
EU	60,144,000
GWP	100,000
Total Co-Financing	68,244,000
Total Allocated Resources	78,575,000

4.2 RESULTS FRAMEWORK/LOGFRAME

Overall, the **project's logical framework** was found to be well designed, comprising of activities relevant to the overall goals and objectives. However, the Results Framework did not follow the Results Hierarchy, as it only provided outcomes and associated indicators without providing outputs. Instead, outcome indicators were worded similar to output statements. Furthermore, not all objective indicators were adequately reflected at the Outcome or Outcome level. Specifically, while the objective indicator 1 (a) stated the establishment of River Basin management Authorities (RBMA), the RBMA establishment was not reflected in any of the project outcomes or outputs.

Moreover, it was observed by the MTR that the indicators presented in the results framework did not capture all project outputs. For instance, although Indicator 2 under Outcome 1 was to measure the number of educational institutes in which advanced IWRM curricula was to be developed and applied, there were no indicators for the number of students supported to attend IWRM higher degree programs, as reflected in Output 1.5.

Nevertheless, progress indicators and targets in the Results Framework were found to be SMART, and also gender segregated, where possible. Furthermore, in addition to the End of Project (EOP) targets, the Results Framework also provided targets for mid-term, thereby providing a benchmark against which progress could be measured halfway through the project. However, indicators and targets were mostly reflective of quantitative progress, e.g. number of trainees, etc., and were not designed to provide insight into qualitative aspects/impact indicators of the project's progress, e.g. increase in income, savings on water purchases, etc.

Finally, a number of the indicative activities outlined in the project document were found to be highly ambitious, especially in view of the limited available capacities in the country. For instance, under Component 2, the design planned the establishment of a nationally approved and capacitated National Hydro-Meteorological Service (NHMS). Similarly, under Component 1, the Project also sought to establish the first water quality laboratories in Member States where such facilities did not currently exist, namely Puntland, Galmudug, Jubaland, Hirshabelle and Southwest, but without explicit feasibility assessments for their long-term sustainability. Nevertheless, as highlighted in the section on Effectiveness, the project has been able to deliver a number of these planned outputs, mostly owing to the due diligence conducted during design and stakeholder engagement during implementation.

4.3 PROGRESS TOWARDS RESULTS

The following section presents an outcome-level analysis of the progress made by the project towards achieving mid-term targets for outcome-level indicators. Moreover, this section also provides an analysis of the key challenges and opportunities faced by the project since its inception, while elaborating key barriers towards achieving the project objectives.

4.3.1 OUTCOME 1

Through Outcome 1, the Project seeks to develop a National Integrated Water Resource Management (IWRM) Strategy with clearly established national and district responsibilities to support a decentralized approach to water governance that ensures equitable water access for vulnerable populations and sectors. In addition, the Project also aims to integrate IWRM into universities and TVET curricula through development and application of water resources management curricula and programmes at educational and vocational institutes. Lastly, under Outcome 1, the Project seeks the provision of enhanced water quality analysis equipment and capacity building of technicians in five States. Annex 05 provides an assessment of the results achieved under Outcome 1 against the outcome-level indicators and the objective-level indicators, the midterm targets, and level of achievement at MTR, along with the achievement rating and justification.

A. DEVELOPMENT OF A NATIONAL IWRM STRATEGY

The MTR assessment revealed that the Project has been successful in developing a gender-sensitive National IWRM Strategy. Over a series of three coordination and stakeholder

consultation workshops held in March, October and December of 2020, a National Water Resource Strategy (NWRS) was developed with the Strategic Goals of: i) Establishing a functional water sector governance framework; ii) Operationalizing integrated water resources management; and iii) Improving the provision of priority water services. The Strategy is accompanied by a Strategic Results Framework outlining strategies and corresponding actions to achieve Strategic Goals, as well as an implementation approach for a 05 and 10 year Road Map. The NWRS was finalized and approved by the Federal Government of Somalia (FGS) in August 2021.

The development of the NWRS was facilitated by UNDP's support to the FGS through the recruitment of four experts consisting of two international and two national staff working in different departments of the Ministry of Energy and Water Resources (MoEWR). The MTR found that the development of the NWRS was an outcome of an extensive and inclusive consultative process which brought together more than 334 stakeholders (with women representing 42% of the participants) from various sectors, including representatives from the Federal Government, Federal Member States, media, private sector, civil society, inter-governmental organizations, academia, donors, and the UN Agencies.

MTR interviews further revealed that the NWRS has filled the critical gap of a unified direction for IWRM in the Federal Member States. In fact, representatives of the Federal Government of Somalia (FGS) were highly appreciative of the practical guidance provided by the strategy and have already started taking measures to implement parts of the NWRS. For instance, in accordance with the Strategy, which underscored the need to shift from fragmented programs led by humanitarian and development partners to a country-led system, the FGS established a National Task Force for Flood and Drought, in July 2022, focused on mitigating water resource management risks affecting lives and livelihoods of communities in Somalia. The Task Force is to focus on three key strategic areas: a) Strategic financing and alignment of funds; b) Harmonization and coordination of initiatives and projects; and c) Production of knowledge, information sharing, and monitoring progress. The five issues around which the Task Force will work on pertain to: i) River Management (peak river flows and embankment protection); ii) Irrigation (canal irrigation systems); iii) Water Reserve (productive, large-scale ponds, construction/rehab, maintenance, and payment); iv) Water Supply (human or household demand); and v) Environmental Management (related to water infiltration, and top-soil management/erosion). Similarly, as of the MTR, some of the projects included in the NWRS were being actively proposed to potential donors for funding.

B. ESTABLISHMENT OF THE RIVER BASIN MANAGEMENT AUTHORITIES

Additionally, in response to the poor water management in the riverine areas, the Project aims to establish River Basin Management Authorities (RBMA) for the Juba and Shebelle river basins in order to ensure fair access to water by upstream and downstream communities as well as maintaining river infrastructure. To that end, the MTR noted that the Project has made some progress in the form of conducting a comprehensive study for Basin Diagnostic and Strategic Action Plan for the Shabelle River through a consultative process engaging a diverse set of stakeholders from key line ministries at the Federal and Member States, researchers, academia, development organizations, and donors who are active in the basin. The comprehensive report

identified issues and challenges pertaining to flooding, irrigation and river basin management, water governance, and transboundary issues through the development of a 5-year strategic action plan. A similar comprehensive study for Basin Diagnostic and Strategic Action Plan for the Juba Basin along with preparation of prioritized action projects is currently being developed through the WB-funded Somalia Crisis Recovery Project (SCRCP).

Although the preparatory work has been undertaken through the development of these studies, the MTR noted that no significant progress towards the actual establishment of the RBMAs had been made. A review of the study for the Shabelle River revealed that the Strategic Action Plan (SAP) identifies the establishment of the Shabelle Basin Authority to manage the barrage system and allocate resources as per agreed plans in the short to medium term.⁴ However, the MTR found that the SAP did not provide guidance on how the Basin Authority will be established, the institutional arrangements through which it will operate, the responsible leading party to develop it, or its anticipated roles and responsibilities.

C. CAPACITY BUILDING OF PUBLIC AND PRIVATE SECTOR STAKEHOLDERS ON IWRM

In addition, the MTR found that the Project partnered with the Swedish International Development Agency (SIDA) to conduct a series of capacity building trainings to increase the capacity of the FGS and the Federal Member States. A training at the national level, with 60 participants, was conducted in September 2021, with representation of stakeholders from the Federal and Member States governments, and served to improve stakeholders' knowledge and understanding of IWRM concepts, and strengthen capacities in water governance, planning, adaptive management and IWRM in local, regional, and transboundary water resources system. The MTR found that the participants selected to undergo the training represented a wide-ranging group of individuals from the federal and member state government ministries and institutions, academia and research centers, local communities, civil society, and the private sector. Moreover, the training integrated gender mainstreaming and gender-sensitive considerations in the IWRM training topics and included 30% women amongst the participants. Participants who attended these meeting were found to report an overwhelmingly positive experience, with 83% of respondents strongly agreeing that the training will be helpful for them in their work.

A subsequent training was conducted at the Puntland-level in December 2021, with participation of 65 individuals from several line ministries and autonomous institutions, academia, local communities, civil society, and the private sector in Puntland. In addition to lecture, videos, group discussions, and case studies, the training also involved practical field visits to sites selected for IWRM projects in order to supplement theoretical learning with practical and on-the-ground experience related to IWRM implementation.

On the other hand, the MTR found that no capacity building of stakeholders on IWRM has been undertaken in Somaliland. Interviews with relevant government ministries in Somaliland have reported the lack of capacity building as a critical gap in the project's implementation as there is significant demand for increased capacity building for government stakeholders in Somaliland.

⁴ Ministry of Energy and Water Resources. Federal Government of Somalia. *Shabelle Basin Diagnostic and Strategic Action Plan*. 2021. p. 87

D. DEVELOPMENT AND IMPLEMENTATION OF IWRM CURRICULUM IN EDUCATIONAL INSTITUTES

The MTR assessment also revealed that the Project, in collaboration with the Ministry of Energy and Water Resources – Federal Government of Somalia (MoEWR-FGS) and the SIDA-funded Water, Environment and Disaster Management project, resulted in the development of national-level curriculum and syllabus for the implementation of a IWRM Masters Programme in Somalia. Comissioned by the MoEWR-FGS, Waternet developed the curriculum for a two year Master’s Degree Programme to be implemented by the Somalia National University (SNU) in Mogadishu, which was approved in February 2022. Following the approval, the IWRM MSc Programme was rolled out at the SNU with applications for the first batch of students received in August 2022.⁵ Although important progress has been made through the development and implementation of the IWRM curriculum and programme at an educational institution, the Evaluation found that the mid-term target of implementation at 03 universities and 03 vocational institutes (TVETs) was not reached.

E. ESTABLISHMENT OF WATER QUALITY LABS IN 05 MEMBER STATES

Lastly, the MTR found that the implementation of Water Quality Labs (WQLs) and the provision of trainings to water technicians under this Outcome faced delays due to the COVID-19 pandemic as well as the national elections process which disrupted work flow and necessitated additional time for planning and setting up the labs. An additional challenge faced in FY21 included the lack of capacities within relevant institutions in the Member States to assess the needs for fully functional WQLs. Consequently, while the project was unable to meet the mid-term target of establishing WQLs in at least one Member State, the Project has planned to conduct one preliminary water quality assessment in Q3 of FY22, which will cover all Member States. Moreover, a national consultant has been earmarked to support training at the district and village levels to provide awareness on IWRM as well as specific training for women on community water management.

In summary, under Outcome 1, the project was successful in developing a gender-sensitive National IWRM Strategy through a multi-stakeholder consultative process, which was accompanied by an implementation roadmap and strategic results framework. Furthermore, while the project has undertaken capacity building trainings on IWRM for multi-sectoral stakeholders at the Federal level and in Puntland, there have been no similar capacity building trainings conducted for stakeholders in Somaliland. Moreover, while the project was also successful in developing and implementing a IWRM Master’s Degree Programme at the Somalia National University, the Project was unable to meet its mid-term targets for implementing the IWRM curricula at 03 universities and TVET institutions each. The Project also made limited progress towards the establishment of a River Basin Management Authority (RBMA) for either the Juba or Shabelle river basins. Lastly, the Project has also faced challenges in the form of delays in the establishment of WQLs in the Member States and the provision of training to water

⁵ Source: <https://snu.edu.so/application-for-master-of-sciences-in-integrated-water-resources-management/?fbclid=IwAR0LNwTx3UoSFmia9X3hTjpzbtPcPW69Y7OkQYrRBrAVUbY0E47gDbhgGxo&mibextid=n8mXaU>

technician experts. Consequently, the MTR found that the Project's performance under Outcome 1 was ***Moderately Satisfactory***.

4.3.2 OUTCOME 2

Outcome 2 pertained to the transfer of technologies for enhanced climate risk monitoring and reporting on water resources in drought and flood prone areas. The key activities under this Outcome relate to the:

- a) Improvement of groundwater and surface water data collection in the Arid and Semi-Arid Lands (ASALs) and in the Juba and Shabelle river basins through the procurement and installation of river gauges, flow meters, and rain gauges;
- b) Development of a National Groundwater Development Action Plan that supports sustainable and cost-effective groundwater extraction; and
- c) Establishment of a National Hydro-Meteorological Service (NHMS)

Annex 05 provides an assessment of the results achieved under Outcome 2 against the outcome-level indicators, the midterm targets, and level of achievement at MTR, along with the achievement rating and justification.

A. PROCUREMENT AND INSTALLATION OF WATER DATA COLLECTION EQUIPMENT

The MTR found that the procurement process for obtaining the various groundwater and surface water data collection equipment such as river gauges, flow meters, and rain gauges was still underway. In FY22, the Federal MoEWR submitted the standardized requirements and technical specifications for the procurement of Automatic Weather Station (AWS) equipment for enhanced climate risk monitoring and reporting on water resources in drought and flood-prone areas. In addition, the Project has also initiated the process for procuring weather forecasting software for hydrological hydraulic modelling and warning system package, which is planned to conclude at the end of FY22. Progress against this Outcome has been slow due to the complexity involved in procurement from international sources. Consequently, as a result of the delays in procurement, the Project was not successful in meeting its mid-term targets of procuring 50% of the various water monitoring equipment as envisioned in its results framework.

Also, although, the Project commissioned a comprehensive assessment of existing centralized and decentralized early warning systems (EWS) in Somalia, which was concluded in November 2021, the delays in the procurement of the various groundwater and surface water data collection equipment as well as the weather forecasting software have delayed the establishment of an EWS through which weather alerts to agro-pastoralists were to be issued. It is envisioned that the Early EWSs will become fully operational by mid 2023, and beyond.

Despite the procurement of weather forecasting software still underway, the Project was found to have undertaken sensitization and capacity building sessions for provision of trainings to 67 stakeholders, with 30% representation of women, on water resource modelling and rainfall-

runoff modelling using GIS analysis, Hydrological Modeling System (HEC-HMS), and Water Evaluation and Planning System (WEAP) Modelling techniques.

The MTR found that the development of the Groundwater Development Action Plan framework is now being led under the WB's 'Horn of Africa –Groundwater for Resilience' Project.

B. ESTABLISHMENT OF A NATIONAL HYDRO-METEOROLOGICAL SERVICES

Lastly, the Project was found to have made progress towards the establishment of a National Hydro-Meteorological Service (NHMS) by collaborating with UNICEF Somalia on the development of a policy for NHMS in Somalia with clear principles, objectives, and an action plan. The NHMS Policy was developed through a consultative process involving government representatives from the Federal and Member States ministries, civil society, donors, and academia. The Policy was subsequently endorsed by various stakeholders from Federal as well as Member States government at a validation workshop in July 2022. The NHMS Policy was seen to embed a broad range of measures and actions to address key hydrological and meteorological issues and challenges, while providing a framework for an integrated approach to planning and implementation of measures as well as a legal and institutional framework to support the achievement of desired goals.

In conclusion, the MTR found that the project has made the least progress towards the achievement of results under Outcome 2. The key activities undertaken by the project under this outcome include the provision of training and capacity building to various stakeholders on the use of water resource modelling and rainfall runoff modelling as well as the development and endorsement of the NHMS Policy. However, key activities pertaining to the outcome such as the procurement of groundwater and surface water data collection equipment and weather forecasting software for the establishment of an EWS have faced delays and are still ongoing. Moreover, the development of a Groundwater Development Action Plan has also not been undertaken. Consequently, the MTR rated the performance of the Project under Outcome 2 as ***Moderately Unsatisfactory***.

4.3.3 OUTCOME 3

Outcome 3 relates to improved water management and livelihood diversification for agro-pastoralists. Key activities under Outcome 3 involved the construction and/or rehabilitation of physical livelihood assets such as boreholes, sand dams, earth dams, shallow wells, berkedes, among others, to reduce the impacts of floods and droughts. In addition, the Project also includes the provision of training of trainers to reinforce their capacities to disseminate and sensitize communities on various value chains, such as milk, hide, meat, cheese, among others. Lastly, Outcome 3 involved the reforestation of rangelands in each of the six target states. Annex 05 provides an assessment of the results achieved under Outcome 3 against the outcome-level indicators, the midterm targets and level of achievement at MTR, along with the achievement rating and justification.

A. CONSTRUCTION AND/OR REHABILITATION OF CIVIL WORKS AND INFRASTRUCTURES

Overall, the Project had made significant progress towards constructing and rehabilitating physical assets to reduce the impacts of floods and droughts. Across Somalia, a total of 13 water harvesting infrastructures and nature-based solutions have been constructed and/or rehabilitated, serving an estimated 170,500 households (91,598 HH in Somaliland; and 78,902 HH in Puntland). However, the MTR found that the Project's implementation of physical assets has primarily been undertaken in Somaliland and Puntland, with construction of physical assets still pending for the Galmudug, Hirshabelle, South West, and Jubaland States. A breakdown of the implementation of physical infrastructure completed as of the MTR is provided in the table below.

TABLE 4: LIST OF PHYSICAL ASSETS CONSTRUCTED AND/OR REHABILITATED

Member State	Type of Physical Asset	Number of Physical Assets	Total
Somaliland	Sand Dam	01	08
	Earth Dam	01	
	Water Reservoir	03	
	Shallow Well	03	
Puntland	Borehole	02	05
	Shallow Well	01	
	Surface Sand Dam	01	
	Earth Dam	01	
Total		13	13

In Somaliland, the Project signed an LoA with the Ministry of Environment and Rural Development (MoERD) and the Ministry of Water Resources Development (MoWRD) in 2021 for the implementation of different components of the Project. The MoWRD was responsible for the rehabilitation of 03 water shallow wells in Habariheshay village⁶ and the construction of three new community water berkads in Beer village⁷ between May 2021 and October 2021. Whereas, the MoERD was responsible for the preparation of 300 ha of unused land for fodder production, including the removal of velvet mesquite, the rehabilitation of feeder water canal for fodder production irrigation, and the construction of a fodder storage hangar at Beer village. In addition, the MoERD was also responsible for the construction of flood control structures at Habariheshay by installing stone gabions. A review of the available implementing progress reports revealed that the MoERD was successful in completing its assigned activities. However, a shortage of gabion wires in Somaliland necessitated the procurement of gabion wires from China, which extended the timeframe of the LoA from October to December 2021.

Overall, the MTR found that the delivery of various civil works and infrastructures have benefited local communities in Somaliland. For instance, interviews with local communities in Ainaba, Beer,

⁶ Ainabo district in the Sool region

⁷ Burao district

Celbicile, and Habariheshay revealed that the successful installation or rehabilitation of rainwater harvesting facilities, such as shallow wells, dams and berkads contributed to the availability of rainwater for household and livestock use. In addition, the installation of floodwater diversion structures in Beer, Celbicile, and Habariheshay will also benefit the communities by mitigating flooding and degradation of community land.

In addition to the construction and rehabilitation of civil works, the Project also undertook afforestation activities in Somaliland. In 2022, the Project signed an LoA with the Ministry of Environment and Climate Change (MoECC) for the construction of nurseries, distribution of tools and equipment to nurseries, distribution of seedling trees, and provision of capacity building and technical training on natural resource management (NRM), between April 2022 and December 2022. As of September 2022, the MoECC reported that a total of 32,164 seedling trees, 100 shovels, 19 wheelbarrows, 40 hoes, 40 rakes, and 13 plastic pipes, and 467 kg of plastic bags were distributed across 07 districts of Somaliland. In addition, one technical training on natural resource management has been provided to 40 community members (26 men; 14 women) in Habariheshay, with more trainings in other locations planned for the remaining duration of the LoA.

In Puntland, the Project signed an LoA with the Puntland Water Development Agency (PWDA) in June 2021 for the implementation of water infrastructure in Puntland. It was noted that prior to initiating any on-site construction activities, the PWDA conducted community mobilization and consultation activities by briefing local communities and village administration on the project's components, intended objectives, and expected benefits. These community engagement and consultation activities also facilitated the Project in aligning its implementation of infrastructure with community needs. As a result, interviews with local communities in Puntland revealed an improved awareness and understanding of the expected long-term impacts of the Project's activities as well as greater ownership of the Project at the local levels. In addition, the PWDA also conducted Environmental Impact Assessments (EIAs) with local communities during the project's initiation phase.

While the construction of physical infrastructure was completed in March 2022, the MTR noted that the Project faced a few challenges. A major challenge faced by the Project in its implementation of physical infrastructures related to fluctuation in prices of construction materials due to global financial conditions, which necessitated revisions to the size of infrastructure and scope of work, in consultation with the UNDP, in order to manage the planned activities within the allocated budget.

Overall, the MTR found that implementation of the physical infrastructures in Somaliland and Puntland was conducted in compliance with the agreed design and the Bill of Quantities (BoQs). In addition, field missions to project sites found the infrastructure design to be appropriate and installed strategic locations within the communities allowing easy access. While the majority of the project sites visited reported no challenges, a review of the project's monitoring mission reports and TPM documents along with the MTR field mission found that there was some additional room for improvements with the constructed physical infrastructure in Puntland and Somaliland. In Somaliland, the MTR Mission observed that one of the three constructed underground berkad in Beer lacked proper fencing and wire mesh at the inlet of the tank which

presents a hazard for children. In addition, one of the berkad structures was reportedly damaged, which necessitated its repair prior to the beginning of the rainfall season. With regards to Puntland, the TPM conducted in June 2022 in Puntland reported that access to the elevated water tanks installed was hindered due to the absence of strong and stable stairs, which posed challenges for its maintenance. In addition, community members in Puntland (Bixin and Jidad) noted risks to the water pipelines due to their placement on the surface, which could place them at risk of damage or vandalism. In Jidad, the MTR Mission found that one of the water kiosks was installed inside a building, which resulted in challenges for the community's access to it. Furthermore, visits to sites in Jidad revealed that one of the animal water troughs was inappropriately installed and difficult for shoats to access due to the elevated height of the structure. In fact, the MTR noted a higher number of such challenges in Puntland, in comparison to Somaliland. A likely reason for these challenges may be the change in the focal government ministry from Ministry of Environment to the newly formed PWDA whose capacities are already stretched due to its involvement on numerous other IWRM projects implemented by development sector donors.

On the other hand, the MTR found that the Project faced significant disruptions in implementation in the southern states due to the fragile operating context, the lockdowns and restrictions on gatherings as a result of the COVID-19 pandemic, as well as the delayed national election process, which limited community engagements and social mobilizations. Nevertheless, it was observed that while the implementation of major works were still pending in the remaining 04 Member States, the Project was seen to have undertaken preparatory work in the form of site assessments in Jubaland and Hirshabelle States. These also included the designs and bill of quantities (BOQs) for canal rehabilitation and small-scale fodder in Jubaland, as well as the development of flood protection structures and large-scale fodder schemes in Hirshabelle, while the procurement process was underway.

B. CAPACITY BUILDING TRAININGS AND RESTORATION OF RANGELANDS

With regards to the provision of trainings on various agro-pastoral value chains and land management, the Project undertook 04 Training of Trainers (TOTs) in Somaliland and Puntland. These trained trainers in turn conducted trainings in 06 villages in Somaliland and Puntland, each (12 in total). As a result, approximately 640 community resource persons (40% women) were trained on sustainable water resource management and livestock value chains, such as milk, butter, and hide, to increase the efficiency of their delivery to the markets. Nevertheless, some communities in Puntland (Qardo) reported challenges with the training activities in the form of limited community mobilization prior to the launch of trainings and the limited number of participants offered trainings due to the disruption caused by the surge of the COVID-19 at the district, which limited movement and gatherings.

Lastly, the Project was also found to have undertaken significant rehabilitation of rangelands. In total, the Project has rehabilitated 6,285 hectares of rangelands, with 600 ha in Somaliland and 5,685 ha in Puntland. In Puntland, the rangeland rehabilitation activities were undertaken by the Ministry of Environment, Agriculture and Climate Change (MoEACC) through an LoA between May to December 2021. The Project facilitated camel herders in Puntland to protect their land and livestock from soil erosion and flash floods through the construction of 12 rangeland and

check dam structures to control gully erosion. Consequently, about 50,000 households benefitted from the enhanced resilience and improved livelihoods.

Moreover, the MTR also noted the participation of communities in rangeland restoration activities in which 350 local community members (with 20% participation of women) benefited from short-term employment linked to rangeland restoration and construction of physical infrastructures. In particular, women benefited from increased economic activity through setting up small-scale businesses, such as food and beverage stalls to sell goods to short-term laborers and construction workers. However, while the overall targets have been significantly exceeded, the MTR noted that due to issues of access and security, the rehabilitation of rangelands was still pending in the remaining 04 Member States of Jubaland, Galmudug, South West, and Hirshabelle.

In conclusion, the Project was seen to have made significant progress in the construction and/or rehabilitation of physical water resource infrastructures, provision of trainings to community resource persons on IWRM and agro-pastoral value chains, and rehabilitation of rangelands. However, the MTR noted that the progress differed substantially across Somalia and was primarily achieved in Somaliland and Puntland, with major aforementioned activities still pending implementation in the remaining 04 Member States. Moreover, the MTR also noted that relatively more challenges with the implementation of civil works and water harvesting infrastructures as well as capacity building trainings were reported in Puntland compared to Somaliland, which indicates that is a need for additional or strengthened M&E.

Consequently, the MTR rated the performance of the Project under Outcome 3 as ***Moderately Satisfactory***.

In conclusion, the MTR rated the overall progress towards results as ***Moderately Satisfactory***. The project has successfully implemented a number of project activities, including the development and endorsement of the NWRS, development of IWRM curriculum and launch of a Master's Degree Programme on IWRM, the construction and/or rehabilitation of civil works and water harvesting infrastructure in Somaliland and Puntland, the rehabilitation of rangelands in Somaliland and Puntland, the development of a NHMS Policy, and the provision of trainings to public sector stakeholders on IWRM and water resource management and agro-pastoralist value chains to local communities. However, key strategic project activities which are the unique contributions under the LDCF-II project have seen limited progress and are significantly delayed. These activities include: a) the establishment of the first ever Water Quality Labs in 05 States; and b) critical expansion and improvement of Somalia's Early Warning System through installation of water collection equipment for automatic weather stations. In addition, the MTR also found that implementation of civil works and water harvesting infrastructure, rangeland rehabilitation, and the trainings on water resource management and agro-pastoralist value chains (for local communities) have been limited to Somaliland and Puntland, with implementation pending in the other 04 Member States.

4.3.4 REMAINING BARRIERS TO ACHIEVING PROJECT OBJECTIVE

The MTR has revealed the following key barriers that pose challenges for the achievement of the project's objectives:

1. **Fragile Operating Context:** The MTR has found that virtually all of the project activities pertaining to community-level implementation of civil works and infrastructures as well as trainings on IWRM and agro-pastoralist value chains have been undertaken in Somaliland and Puntland. The fragile operating context and security challenges have consistently posed significant constraints for the project's implementation in the Member States of Jubaland, Hirshabelle, Southwest, and Galmudug. The continued prevalence or exacerbation of security challenges are expected to pose a significant challenge for the timely implementation of planned project activities in these States.
2. **Complex international procurement processes:** The complexity involved in procuring goods, supplies, and equipment from international sources has also resulted in prolonged processes that have caused delays in progress towards key project activities. For instance, the procurement of groundwater and surface water data collection equipment from international sources was found to still be ongoing. As a result, the establishment and operationalization of the early warning systems has also faced delays as it relies on the installation of the equipment being procured.
3. **Limited capacities:** The project's progress is likely to continue being affected by the limited operational and human resource capacities, with potential for causing further implementation delays. For instance, the Puntland Water Development Agency is a newly formed entity with limited technical resources that are in high demand by multiple other development agencies. While, assessments for Water Quality labs have also suffered due to limited local capacities.
4. **Project activities implemented under other development partner projects:** The MTR found that the development of a Groundwater Development Action Plan as envisioned under the current project has now shifted to and is being implemented by the World Bank through its Horn of Africa Groundwater Resilience project. However, as the current project was designed with this activity as a key output, the project should establish a clear strategy to ensure the achievement of this activity within the project timeframe.

4.4 PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

This section provides a detailed assessment of the processes and structures involved in project implementation and adaptive management. Specific aspects analyzed include: Management Arrangements, Work Planning, Financial Management and Co-Financing, Project-level Monitoring Systems and Reporting, Safeguards, Stakeholder Engagement, and Communications and Knowledge Management.

4.4.1 MANAGEMENT ARRANGEMENTS

The project was designed to be implemented by UNDP Somalia using the Direct Implementation Modality (DIM)⁸, the principal implementation modality under the 2021-2025 Country Programme Document (CPD) of Somalia. Accordingly, the project's management is based on an elaborate organizational structure, as shown in the organogram in Figure 01.

The **Project Implementation Team (PIT)** is responsible for the day-to-day implementation, planning, and oversight of the project, and consists of ten personnel as outlined in Table 05 below.

TABLE 5: PROGRAMME IMPLEMENTATION TEAM STAFF COMPOSITION

#	Title/Position	Location
1	Portfolio Manager, Resilience and Climate Change	Country Office, Mogadishu
2	Project Engineer	
3	M&E Officer	
4	Project Assistant	
5	Finance Officer	Nairobi, Kenya
6	Project Officer	Puntland Field Office, Garowe
7	Project Officer	
8	Project Assistant	
9	Project Officer	Somaliland Field Office, Hargeisa
10	Project Assistant	

In addition to the core personnel based in the Country Office and the two Field Offices, the MTR also found that the PIT relied on administrative support from the UNDP Country Office from various functions such as procurement, finance and program partnerships to support the ministries at the federal and member states level who were engaged as implementing partners. Also, a **Technical Advisory Committee (TAC)** consisting of Ministry and donor representatives has been formed to support the PIT. Furthermore, the **Project Board/ Project Steering Committee (PSC)**⁹ is responsible for making management decisions when guidance is required by the Project Manager, including project plans and revisions, and addressing any project level grievances, etc. The project has also established **State-level committees** who have participated in Project Board meetings to present implementation updates and actions for Project Board members. The State-level committees also function to form linkages of the project with relevant line ministries and stakeholders at the State level and support regional level coordination and provide implementation oversight.

The PIT implements the project with support from relevant Government ministries through Letters of Agreement (LOA), while activities related to livelihoods have been implemented by

⁸ Under DIM, UNDP is accountable for the disbursement of funds and the achievement of the project goals, according to the approved work plan.

⁹ Members of the Project Board include: the UNDP/GEF Operational Focal Point, Ministry of Energy and Water Resources (MOEWR), Federal Government of Somalia, Ministry of Environment and Climate Change (MoECC), Federal Government of Somalia, and other UNDP Somalia Program Units.

sub-contracting the Pastoral and Environmental Network in the Horn of Africa (**PENHA**), an INGO. Among the government ministries, the MOEWR leads activities in the Federal Member States, whereas the MoECC, MOWRD, and Puntland Water Development Agency (PWDA) in Somaliland and Puntland are key implementing stakeholders. In accordance with their respective TORs, under the supervision of UNDP PIT, the MoECC Somaliland is responsible for the construction of nurseries, distribution of tools and equipment to nurseries, distribution of seedling trees, and provision of capacity building and technical training on natural resource management; while MoWRD Somaliland works to rehabilitate 03 water shallow wells in Habariheshay village and construct of three new community water berkads in Beer village. In addition to government ministries, the project has also engaged PENHA to provide agro-pastoralist value chain trainings to local communities in Beer, Celbicile, and Habarihishay in Somaliland. In Puntland, the project has primarily worked with the PWDA, responsible for the construction and/or rehabilitation of the civil works and water harvesting infrastructures. The ministries undertake these activities through provision of technical experts and hiring of sub-contractors.

Thus far, these management arrangements have served well to facilitate implementation. In particular, key PIT and technical staff at Focal Point ministries have been involved in the project since the design/inception of the current phase, while a number of staff were also engaged since as early as LDCF Phase I, the predecessor project. This has significantly facilitated implementation, as UNDP since the time of LDCF I has been working to build the capacities of government staff in aspects related to UNDP-GEF programming. Having said that, during implementation, the project saw a major change in Puntland due to reorganization within the ministries, where the project Focal Point was changed from the Ministry of Environment to the newly formed PWDA, thereby leading to capacity challenges and implementation issues. These challenges are further exacerbated by the focus of numerous development agencies, such as World Bank, FAO, and UNICEF, etc., on water-related issues, which require the PWDA's engagement, thereby over stretching its limited capacity.

4.4.2 WORK PLANNING

The MTR determined that the PIT involves various stakeholders in its work planning. In particular, staff from the Focal Point (FP) ministries are engaged in six-month reviews and annual planning and prioritization of activities. Furthermore, prior to finalizing annual plans, the project staff together with the local FP agency visits communities to discuss and validate upcoming, on the ground activities with community members and local authorities. MTR interviews determined that this consultative approach has led to buy in, transparency, and cooperation from local stakeholders. Furthermore, weekly and monthly progress review meetings of the UNDP project staff ensure cohesion among staff spread across the different States.

However, some exogenous factors have affected progress on implementation. Of these, key issues have included COVID-19, federal elections, fragile security situation in the Southern States, and limited stakeholder capacities. More specifically, as the project start coincided with the onset of COVID-19, a number of activities relating to stakeholder and community engagement had to await the return to normalcy. In this regard, the Project team's measures to circumvent the

situation by switching to digital platforms to hold meetings and consultations, etc. with organizational stakeholders, such as those for the formulation of National Water Resources Strategy and Road Map, resulted in positive progress. On the other hand, the lack of internet connectivity and computer literacy made it almost impossible to reach out to communities for activities such as trainings and awareness raising, etc. To overcome this challenge, LoAs with government counterparts at federal and federal member states were signed to decentralized implementation and expedite delivery.

Furthermore, since the second half of 2020 until May 2022, Federal government agencies were intensely involved in the election process that required negotiations to build consensus. The Federal government being a key stakeholder, this process further slowed down the project's progress. Issues related to the elections also resulted in fragility and insecurity.

Consequently, key planning and implementation activities that required broader stakeholder engagement and/or technology transfer were affected. For instance, the 2022 work plan and LoA signing with the government counterparts faced significant delays during the electioneering and transition times. As a matter of greater concern, the Project Board Meetings have also been affected by these issues, with only one meeting held since the start of the project until November 2022, thereby having deprived the project of strategic guidance on planning and adaptive management. At the activity level, the setting up of a WQ lab and establishment of National Hydro-Meteorological Service (NHMS), have been delayed due to elections, COVID-19, and limited capacities. Furthermore, technology transfer has also been delayed due to overly complex overseas procurement processes. Whereas, conflict and insecurity have affected community-level implementation progress in the four Member States.

In the context of timeliness, it is also important to note that as a number of the project's activities in Puntland and Somaliland are implemented through signing time-bound/annual LOAs with the government ministries, the abovementioned delaying factors as well as others, such as issues related to community engagement, procurement, and seasonality, etc., have also hampered progress against these LOAs. In general, evaluation interviews with such stakeholders revealed their suggestion to sign longer-term/multi-year LOAs as contingency measures to deal with such situations.

4.4.3 FINANCE AND CO-FINANCE

At the time of design, the project was provided USD 10.331 Million, including USD 8.831 Million from GEF/LDCF and USD 1.5 Million from UNDP. However, by the MTR the total available project resources had increased by 13% to USD 11.72 Million. These additional resources from the UNDP have not only facilitated operations by covering security and logistics, etc. in a highly fragile context, they have also helped enhance staffing resources beyond the GEF allocation. In particular, approximately 60% of the staff resources are provided by UNDP funds and the remaining 40% charged to GEF. Further, the additional funds have provided the project flexibility to build on the GEF project and substantially increase the scale of its activities beyond its agreed framework, and also it enabled to surpass the target for the number of communities to be reached. For instance, USD 400,000 of TRAC II resources have been used for rangeland

rehabilitation in Puntland, which has facilitated in increasing the total number of hectares of rangeland rehabilitated to 5,685 ha.

TABLE 6: TOTAL FUND ALLOCATION AND EXPENDITURE AT MTR

	Allocation at time of ProDoc (US\$)	Allocation at time of MTR* (US\$)	Expenditure at time of MTR* (US\$)	Percentage Expenditure at time of MTR (against allocation at time of MTR)
GEF/LDCF	8,831,000	8,831,000	3,650,379	41%
UNDP/TRAC – Regular	1,500,000	2,570,823	2,420,430	94%
UNDP/TRAC	-	314,350.00	11,001	03%
Total	10,331,000	11,716,173	6,081,810	

As show in table 7, of the total budget available from UNDP and GEF, 55% was allocated to the Component 3 for improved water management and livelihood diversification and 17% to the Component on national water resource management policy. While this proportional allocation was realistic with regards to the nature of activities under each component, the 12% contribution to project management is on the higher side and reflects the difficult operational context of Somalia.

TABLE 7: COMPONENT-WISE ALLOCATION AT MTR

Outcome	Total Budget Allocated at MTR GEF + TRAC + TRAC2	Percentage of Total Project Resources	Total Expenditure at MTR (USD)	Percentage of Allocated Budget Expended at MTR
Outcome 1 – National Water Resource Management Policy	1,968,349	17%	1,170,905	59%
Outcome 2 – Transfer of Technologies	1,422,013	12%	151,372	11%
Outcome 3 – Improved Water Management and Livelihood Diversification	6,494,739	55%	3,389,582	52%
Outcome 4 – Knowledge Management and M&E	467,700	04%	116,659	25%
Project Management	1,363,372	12%	1,253,292	92%
Total	11,716,173	100%	6,081,810	52%

Overall, as of the MTR, the project has spent a total of USD 6,081,810 (52%) of the total USD 11,716,173 allocation (including UNDP/TRAC and UNDP TRACK-2). Of the three programmatic Outcomes, the project has spent the highest proportion on Outcome 1 (59%) which is closely followed by Outcome 3 (52%). Indicative of its level of implementation, the project has expended only 11% of its allocated budget towards Outcome 2 (USD 151,372). Moreover, 92% of the allocated budget towards project management has been spent, and additional funds for this purpose are reportedly to be replenished through UNDP/TRAC. On the other hand, only 25% of the allocated budget towards Outcome 4 pertaining to knowledge management and M&E has been spent, which provides the project with a source to leverage additional funds for M&E.

The UNDP PIT is responsible for the disbursement of funds in accordance with approved work plans. Considering the complex operational context of Somalia, the project's financial disbursements are made using three different modalities, including: a) Cash Advance (paid after sharing progress report); b) Direct Payments (UNDP pays directly to vendors hired by project's government counterparts, etc.); and c) Reimbursements (after submission of progress reports). These modalities are utilized in accordance with the Risk Rating assigned to stakeholders engaged in implementation. For instance, the MOEWR is provided Cash Advance for conducting trainings, while its vendors are paid directly by the UNDP for activities related to civil works. Whereas, in Somaliland and Puntland, LoAs are signed with the MoECC, MOWRD, and PWDA to procure, deliver, and monitor services. Whereas, Direct Execution (DEX) modality is used in the other Federal Member States. However, in view of the insecurity in these States, implementation has been difficult considering UNDP's standard stringent financial processes, which are not feasible for fragile contexts.

With regards to the Annual Delivery Rate (ADR), while the project was able to spend 71% of the planned funds in 2020, the MTR noted that a considerable gap emerged in the amount of expenditure and planned funding in 2021 and 2022 as the project was only able to spend 54% and 42% of the planned funds in its second and third year of implementation. Interviews with the PIT revealed that the slowdown due to the COVID-19 pandemic combined with the prolonged election process significantly slowed down implementation. As a result of delays, the overall project delivery was found to be just 54%.

TABLE 8: PROJECT ANNUAL DELIVERY RATE

	2020	2021	2022	Total
AWP Budget (USD)	2,624,650	4,825,492	3,808,054	11,258,196
Total Expenditure (USD)	1,856,044	2,620,071	1,605,694	6,081,810
Percentage Delivery	71%	54%	42%	54%

Co-Finance: Moreover, the Government of Somalia had committed in-kind contribution of USD 8 Million and USD 60.14 million and USD 100,000 in in-kind contributions have been committed by the EU and Global Water Partnership (GWP) respectively. The local community contributes some co-financing in the form of labour to the project's infrastructure and rangeland activities,

as well as land in some cases for the construction of civil works and water harvesting infrastructures. However, the PIT does not track the utilization of these funds.

4.4.4 PROJECT-LEVEL MONITORING AND EVALUATION SYSTEMS & REPORTING

The MTR team observed that project monitoring is being undertaken in accordance with UNDP-GEF project monitoring guidelines by multiple stakeholders, including PIT, Implementing Partners, and Third Party Monitors (TPM). In addition, the Project Board and the UNDP-GEF Regional Technical Advisor (RTA) carry out strategic monitoring and oversight.

A dedicated M&E Officer as a member of the PIT oversees regular monitoring and reporting. At the regional level, the Regional Program Officers (RPOs) in Puntland and Somaliland have been in direct contact with the implementing agencies and responsible for obtaining progress data as well as carrying out site visits, meetings, and observation. For instance, in the case of physical infrastructure schemes, the RPO accompanied by technical expert/representative from the implementing agency visits a site three times during the course of the activity, including initial consultations, during the construction, and at the time of handover to the community.

Also, the implementing partners are tasked to carry out monitoring in accordance with the guidelines established in the LOAs. Accordingly, monitoring was carried out using field visits to project locations and review meetings with RPOs and beneficiaries, and documentation of progress and lessons learned. The findings have been reported to the PIT in monthly and/or quarterly progress reports as well as a Project Completion Report highlighting challenges, lessons learned, and success stories. In addition, the IPs have been responsible for sharing with the PIT evidence such as complete lists of beneficiaries, contact details, and attendance sheets of trainings, workshops, and meetings, etc.

However, despite the elaborate monitoring mechanisms implemented by the PIT, the MTR mission found that there was additional room for improvements in the infrastructure schemes and other inputs. These included the need for fencing around underground berkad in Beer, and improper installation of animal water troughs and water kiosks which hindered access, as elaborated in the Progress towards Results section.

To monitor activities in the South, where UNDP staff have limited access due to insecurity, the UNDP rely on Third Party Monitors (TPM) and Implementing Partner (MOEWR). However, due to issues of access, the results of this monitoring cannot be independently validated by UNDP.

Moreover, the UNDP GEF RTA has been undertaking strategic project monitoring remotely in coordination with the PIT. On the other hand, as of the MTR, the Project Board met only once since the project inception, and has therefore been unable to deliver on its critical monitoring and oversight function. Furthermore, the project Mid-Term Review (MTR) was initially scheduled to be undertaken in November 2021, but in view of the activity delays caused by COVID-19 and election-related issues, the MTR was rescheduled for October 2022. In order to assess and measure impact, the project's design included a mid-term and final assessment to measure both the direct and indirect benefits of water provision and livelihood diversification, with an emphasis on women's empowerment in decision-making and planning. However, as of the MTR, the mid-

term assessment has not been undertaken by the project, which is likely a result of the lower level of delivery of results than planned.

Data collected through monitoring activities is presented in the form of standardized reports. While the implementing partners share monthly reports with UNDP according to the LOA requirements, the UNDP presents annual PIRs to GEF, documenting progress against the logical framework. The MTR found the PIRs submitted by UNDP to be detailed and comprehensive.

Overall, the Evaluation found that project monitoring is being undertaken in line with UNDP-GEF Project monitoring guidelines, including direct and indirect monitoring methods being engaged by the PIT. However, it was observed that some implementation issues in the field, such as those related to faulty infrastructure design, have been overlooked, therefore, necessitating closer monitoring by the UNDP.

4.4.5 STAKEHOLDER ENGAGEMENT

The MTR observed that the PIT has engaged several stakeholders of various categories, including government organizations, communities, academia, and development agencies. The PIT coordinates with relevant government agencies, civil society, and communities through planning, review, and monitoring activities. In addition, through activities that require coordination, such as the development of the National Water Strategy, the project has facilitated collaboration between ministries with similar mandates.

Furthermore, the MTR observed that the project has been able to build synergies by linking with initiatives of international development partners, such as FAO, UNEP, UNICEF, World Bank, African Development Bank, Inter-governmental Agency for Development (IGAD), GIZ and EU. For instance, the project has facilitated agreement between the World Bank, UNDP/GEF, and Federal Government of Somalia (FGS) to work jointly for strengthening the EWS. Whereas, participation by key relevant UN agencies, including UNICEF, UNEP, and FAO in the development of the Water Strategy has also been facilitated by the project. Similarly, in synergy with the SIDA-funded project focusing on water, environment, and disaster management that is being implemented by the UNDP, the project has developed national-level curriculum and syllabus for the implementation of the IWRM MSc program in Somalia.

In summary, the MTR found that close coordination with stakeholders at the national, sub-national, and local levels has resulted in ownership by local entities and also helped develop capacities at all levels. Whereas, engagement of key international development organizations has enabled support for key project activities, while also improving the potential for upscaling.

4.4.6 SOCIAL AND ENVIRONMENTAL STANDARDS (SAFEGUARDS)

This section outlines risks to the Project's progress towards results and assesses the environmental and social safeguards in place to mitigate risks.

In terms of social and environmental safeguards, the MTR found that the project planned for and implemented various measures to ensure sufficient environmental safeguarding of the Project's results. At the community level, the Project undertook participatory consultations and community sensitization activities before initiating the construction of civil works and water harvesting structures in an effort to increase community buy-in and inculcate greater ownership.

As part of its due diligence, the implementing partners were also found to have conducted environmental impact assessments at sites selected for implementation of civil works to ensure that any risks to the environment from the implementation are minimized. In addition, the Project also made provisions for the inclusion of clear specifications on climate-proofing the weather monitoring equipment that is currently being procured.

Although the project conducts its due diligence by consulting with local communities and undertaking EIAs before any major infrastructure construction, future flooding or droughts can have adverse implications for these structures. For instance, interviews with stakeholders in Puntland revealed that the reduced frequency and volume of rainfall around areas where the Project has implemented water harvesting infrastructures has resulted in water capture only once over a period of two years. Similarly, in areas where the project has constructed boreholes, it is also important for the project to pay attention to and make provisions for water recharge.

With regards to the social safeguards, the MTR found that gender mainstreaming and women's empowerment are very well-integrated and mainstreamed in the Project at both the design as well as the implementation levels. At the design level, the Project design included a gender analysis, which included the examination of the situational context of women in Somalia generally as well as specifically with regards to integrated water resource management. In addition, the Project developed and prepared a Gender Action Plan which it uses to track and monitor progress on indicators that have gender-disaggregated targets for women's participation and inclusion, and on project activities in which gender-sensitivities and considerations are intended to be incorporated. As a result, gender considerations and sensitivities are well represented throughout the Project's results framework at the output, indicators, and activity levels of all the three project components.

A review of the Results Framework revealed the presence of gender-disaggregated targets for all indicators pertaining to:

- training and capacity building of government stakeholders, water quality technicians, and agro-pastoralists;
- consultations and participations in the development of River Basin Management Authorities, National IWRM Strategy, and the National Hydro-Meteorological Service Strategy; and
- project beneficiaries of civil works and alerts for drought or floods

At the programmatic level, the Project was found to have developed the first Gender-focused National Water Resource Management Policy. The project also geared its trainings towards women by including trainings on milk and hide value chains and hydroponic fodder production, activities in which women are active and prevalent. In addition to trainings on livelihood diversification techniques, the Project also seeks to include women in trainings on IWRM at the community level as well as government stakeholders and policy makers. With regard to the development of policies and strategies, the Project also ensures that adequate participation of women in consultations takes place and that the policies, plans and strategies are developed in a gender-sensitive manner in which women's considerations are represented.

Moreover, as noted in the section on Progress towards Results, the Project was found to have consistently met its targets for participation of women in all major activities of the project, including trainings, consultations, and as beneficiaries of civil works. During implementation, the MTR found that women comprised an integral part of the consultations and sensitization activities conducted by the Project prior to the implementation of civil works and training activities at selected project sites. Moreover, interviews with local communities revealed that women also participated in construction and implementation of civil infrastructures through short-term employment.

4.4.7 COMMUNICATIONS AND KNOWLEDGE MANAGEMENT

The MTR also assessed the Project's communications and knowledge management approaches at the design level and during implementation. At the design level, the MTR found that Project Document combined the Monitoring and Evaluation function with that of Knowledge Management in its fourth component, which focuses on documenting best practices and disseminating lessons learned on the other components of the Project, such as IWRM, hydro-meteorological monitoring and early warning systems, and agro-pastoral livelihood value chains. To that end, the MTR noted that the Project allocated both human and financial resources through a planned hiring of an M&E/Knowledge Management Expert and allocation of budget for trainings, workshops, and conferences.

Due to the combined nature of the two functions, it is difficult to disaggregate budget expenditures towards M&E in comparison to knowledge management. Nevertheless, during the Project's implementation, the MTR found that the project team works closely with the Communications Team in the UNDP Country Office to document key project success, impacts and best practices across Somalia. The Project Team reported that a quarterly communication plan is available to effectively present results. Moreover, the Project has utilized a number of channels to disseminate key learnings and broadcast the Project's results on the ground. These channels include the:

- a) project's official website which details the project's components, outcomes, outputs;
- b) social media and blog sites such as UNDP Somalia's Medium page which publishes articles related to the project's activities on rangeland rehabilitation and early warning systems; and
- c) social media pages of the Federal MoEWR that broadcasts key successes such as the development and endorsement of the National Water Resources Strategy and the launch of the IWRM Masters Degree programme at the Somalia National University; and
- d) development of communication materials through brief videos on the project, which are published on the UNDP Somalia's YouTube account.

Furthermore, the MTR found that the key knowledge products developed throughout the Project's implementation, including training manuals on livestock value chains, Shabelle Basin Diagnostic Study, the National Hydro-Meteorological Services Strategy, the NWRS, among others are also stored on an open-access database which is easily accessible for relevant government representatives, universities, and NGOs/CSOs in Somalia. The project has used the UNDP's

Adaptation Learning Mechanism (ALM) as a dissemination and sharing tool which is accessible to stakeholders, and which is regularly updated. The project has contributed to ALM on a regular basis to document case studies, successes, and challenges.

In conclusion, the project rated the **Implementation and Adaptive Management** as ***Moderately Satisfactory*** given the challenging context in which the project operates. Key successes of the project include its close coordination with stakeholders at the national, sub-national, and local levels, which has resulted in ownership by local entities and also helped develop capacities at all levels. In addition, the engagement of key international development organizations has enabled support for key project activities, while also improving the potential for upscaling. The project's partnership with relevant government ministries and civil society through LoAs for the implementation of certain community-level activities, such as trainings on agro-pastoralist value chains and water resource management and civil works and water harvesting infrastructures, was also found to be beneficial in Puntland and Somaliland. The MTR also found that project monitoring is being undertaken in line with UNDP-GEF Project monitoring guidelines, including direct and indirect monitoring methods being engaged by the PIT. However, it was observed that some implementation issues in the field, such as those related to faulty infrastructure design, have been overlooked, therefore, necessitating closer monitoring by the UNDP. However, some exogenous factors such as COVID-19, federal elections, fragile security situation in the Southern States, and limited stakeholder capacities have caused significant delays in the implementation of key project activities, thereby indicating the need for renewed efforts to mitigate remaining challenges to implementation.

4.5 SUSTAINABILITY

This section assesses the overall risks to sustainability of the Project in terms of financial, institutional framework and governance, socioeconomic, and environmental factors. Overall, the project has made key progress towards creating an enabling environment which enhances the sustainability of the results achieved. However, the MTR also found significant risks to the Project's sustainability.

The sustainability of the Project has been bolstered by its strong social mobilization and community-level engagements at the selected project sites in Somaliland and Puntland, which were found to have increased ownership among communities in which the Project is being implemented. The increased community buy-in and ownership were seen through local community members' participation in rangeland rehabilitation activities as well as through short-term employment in construction of civil works at project sites. Another key step undertaken by the Project to enhance sustainability involves the community and district government representatives signing an agreement with the relevant Member State ministries, which specifically lays out their responsibilities for the operation and maintenance of the infrastructure once the Project ends. This agreement also outlines the role of the Ministry and the UNDP in undertaking quarterly field visits at the project sites for continuous monitoring of the infrastructure constructed by the Project.

In addition, the Project has delivered trainings on the operation and maintenance of the water infrastructures for the community users to equip them to better care for the infrastructure.

Interviews with local communities revealed that a majority of the communities were well aware of their responsibility for the upkeep and maintenance of the civil works and water harvesting infrastructures after the project ends. However, local communities were unanimous in reporting that flooding and damage to the constructed infrastructure could pose significant challenges for the project's sustainability and that they lacked the capacity to repair and maintain the infrastructure in the event of larger levels of damage from flooding.

Moreover, the National Water Resource Strategy (NWRS) and the National Hydro-Meteorological Services Policy, both of which were developed through a consultative and participatory process and endorsed at the Federal level, enhance the sustainability of the Project by providing a framework for various actors such as the Member States and development actors to coalesce and coordinate current and future development actions against established priorities. Furthermore, another key achievement of the Project entails the development of a curriculum on IWRM and the launch of a Master's Degree programme on IWRM at the Somalia National University (SNU), which provides an opportunity for the country to increase the capacities of its human resource pool on IWRM.

Conversely, the MTR found risks to the Project's sustainability in terms of environmental, socio-political, institutional, and financial factors. In terms of environmental risks to the Project's sustainability, interviews with stakeholders in Puntland revealed that the reduced frequency and volume of rainfall around areas where the Project has implemented water harvesting infrastructures has resulted in water capture only once over a period of two years. Similarly, due to increased frequency of droughts, there may also be a need to amplify livelihood support actions beyond trainings on livestock value chains to a more diversified and integrated livelihood support provision by including fisheries and production on farms in its ambit.

In addition, significant risks to the sustainability of the project also emerge from limited institutional capacities. For instance, interview with the UNDP Field Office In Garowe, Puntland revealed that the capacities of the Puntland Water Development Agency (PWDA), which is also collaborating with the World Bank and UNICEF on implementation projects, is stretched. As a result, the Project has reported some delays in the construction of infrastructure to align with the availability of the PWDA's human and material resources.

Crucially, the Project also faces significant socio-political risks, which have impacted its progress towards achieving its goals. The MTR found that virtually all of the capacity building, implementation of civil infrastructure, and rehabilitation of rangeland activities have been undertaken in Somaliland and Puntland. Due to the fragile operating context in other States, which includes sporadic and intermittent conflict with terrorists, the Project has made very little progress.

Lastly, the project also faces certain financial risks to its sustainability, which are exacerbated due to the global rise in inflation and increased costs of food and energy. For instance, the MTR noted that the fluctuation in prices of construction materials due to global financial conditions necessitated variations to the size of infrastructure and scope of work in order to manage the planned activities within the allocated budget. Consequently, given the global financial climate,

there may be a need for frequent monitoring and contingencies in the planning for the construction of the civil infrastructure for the remaining duration of the Project.

In conclusion, the MTR rated the project's sustainability as ***Moderately Likely***. Given that a number of key strategic project activities have seen limited progress, it is critical that the project prioritize the achievement to strengthen the sustainability of the project's activities aimed at reaching its goals and objectives.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

In conclusion, the MTR found that the LDCF-II project was highly relevant to the needs of Somalia, at both the government institutional level as well as the community level. In addition, the project was found to be well aligned with the major national priorities of the country as well as the SDGs and UN Conventions which Somalia is party to. The current project was designed based on the lessons learned and experiences of its previous GEF-funded project and through a multi-stakeholder consultative process that included key government and civil society stakeholders from all six Member States. Consequently, the MTR noted a high level of engagement and buy-in from representatives of government partners involved at various levels of the project.

However, the MTR revealed that despite the fragile operating context and security challenges posed in southern and western States, the project design adopted a uniform implementation approach, which was not conducive to effective implementation in these Member States. In addition, the MTR also found some of the project activities such as the establishment of a nationally approved and capacitated National Hydro-Meteorological Service (NHMS) as highly ambitious, especially in view of limited baseline capacities in the country. The project design was also found lacking in terms of an exit strategy and accompanying financial or feasibility assessments to ensure the long-term technical and financial sustainability of some project activities such as establishment of the NHMS and water quality labs.

In terms of project implementation and adaptive management, the MTR found that the project's management arrangements have served well to facilitate implementation. The project was designed to be implemented by UNDP Somalia using the Direct Implementation Modality (DIM), under which the UNDP is accountable for the disbursement of funds and the achievement of project goals. In addition, the Project Implementation Team (PIT) comprised on 10 personnel based within UNDP Somalia, including a Project Manager, Project Engineer, 03 Project Officers from Somaliland and Puntland, 03 Project Assistants, a Financial and Administrative Assistant and an M&E/KM specialist was found to be well-staffed.

The project's partnership with relevant government ministries and civil society through LoAs for the implementation of certain community-level activities, such as trainings on agro-pastoralist value chains and water resource management and civil works and water harvesting infrastructures, was also found to be beneficial in Puntland and Somaliland. In addition to facilitating implementation, this modality has also served to build capacities of government staff in various aspects of UNDP-GEF programming. However, a key challenge noted by the MTR pertained to overstretched capacities of certain organizations and ministries such as PWDA who are actively engaged on IWRM projects with multiple development actors such as the World Bank, FAO, and UNICEF, etc. In addition, government partners also reported that the short-term duration of the LoAs does not afford sufficient flexibility and contingency in the fragile operational context in which the project is being implemented.

Indeed, the MTR noted that several factors have caused delays in the project's progress towards results. Notably, the COVID-19 pandemic affected the project's ability to undertake effective community engagements in certain areas due to the restriction on movement and gatherings. The global economic downturn and rising inflation have also increased energy and food prices, which has necessitated in the project modifying and adapting its implementation of civil works and infrastructures in the face of budgetary constraints. These factors also placed additional challenges for the project, that is already impacted by the significant complexity involved in procurement of equipment, goods, and materials from international sources. Furthermore, the fragile security situation in certain areas of Somalia, particularly in its western and southern States has also caused significant delays in implementation of civil infrastructures. Lastly, the prolonged election process from the second half of 2020 to May 2022 also slowed down government processes as the Federal government agencies were intensely involved in the election and negotiation process to build consensus.

In light of the above highlighted challenges, the MTR found that while the project has achieved some planned milestones, certain key activities have faced considerable delays and limited progress. Under Outcome 1, a key achievement of the project pertains to the development and endorsement of a gender-sensitive National IWRM Strategy developed through a multi-stakeholder consultative process. In addition, the project undertook a series of capacity building trainings on IWRM in partnership with SIDA for representatives of government ministries, academia, and civil society at both the Federal level and in Puntland. However, a critical gap observed in the project's implementation of trainings on IWRM has been the lack of trainings for government sector stakeholders in Somaliland. The project also successfully developed and launched an IWRM Master's Degree Programme at the Somalia National University (SNU). On the other hand, limited progress has been achieved for key project activities such as the establishment of River Basin Management Authorities (RBMA) for the Juba and Shabelle river basins and the establishment of water quality labs in 05 Member States.

Under Outcome 2, the project has successfully undertaken a number of capacity building trainings on water resource modelling and rainfall-runoff modelling. However, the procurement process for obtaining various groundwater and surface water data collection equipment, such as river gauges, flow meters, and rain gauges is still underway and is facing considerable delays due to the complexity involved in procurement of equipment from international sources. Consequently, the establishment of an early warning system is envisioned to become operational in 2023. The project also reported progress towards the establishment of the National Hydro-Meteorological Services by developing a NHMS Policy which was endorsed at the Federal level.

Lastly, under Outcome 3, the project has successfully implemented a total of 13 civil works such as sand dams, earth dams, shallow wells, and water reservoirs in Somaliland (08) and Puntland (05). The construction and/or rehabilitation of various civil works and infrastructures was found to have benefitted local communities in Puntland and Somaliland by increasing the availability of rainwater for household and livestock use. In addition, the construction of floodwater diversion structures is also beneficial for mitigating flooding and degradation of community land. While the MTR found that the implementation of the physical infrastructures was conducted in compliance with the agreed design and the BOQs and that the majority of the project sites reported no

challenges, a few challenges were noted with regards to the infrastructure in the form of lack of fencing around the underground berkad in Beer, placement of water pipelines on the surface rather than underground, installment of water kiosks inside a building, and challenges to access to one animal water trough. In fact, the MTR found the existence of relatively more challenges with the physical infrastructure as well as the implementation of trainings in Puntland, compared to Somaliland. A likely reason for these challenges may be the change in the focal government ministry from Ministry of Environment to the newly formed PWDA whose capacities are already stretched due to its involvement on numerous other IWRM projects implemented by development sector donors.

In addition, the MTR found that while the implementation of major civil works was undertaken in Puntland and Somaliland, implementation was still pending in the remaining 04 Member States. Another key activity undertaken pertained to capacity building and training of local community members on water resource management and agro-pastoral value chains through which a total of 640 community resource persons were trained. Lastly, the project also undertook significant rangeland rehabilitation in Somaliland (600 ha) and especially Puntland (5,685 ha). However, the MTR noted that the rehabilitation of rangelands was still pending in the remaining 04 Member States.

In terms of stakeholder engagement, the MTR found that the close coordination with stakeholders at the national, sub-national and local levels resulted in ownership by local entities and also helped to develop capacities at all levels. Particularly, with regard to local community, the project was seen to take a proactive approach by engaging with local community and local government representatives during the site selection process as well as prior to the start of implementation. As a result of its significant community engagement efforts, the MTR noted a high level of buy-in and ownership among the community as well as a demonstrated understanding that upon the project's closure, they will be responsible for the maintenance and upkeep of the constructed civil works and infrastructures.

Overall, the project faces significant risks to its sustainability in terms of environmental, socio-political, institutional, and financial factors. Environmental factors that threaten the project's sustainability pertain to the increased frequency of droughts and reduced volume and frequency of rainfall, which has already posed challenges for the project's implemented water harvesting infrastructure to capture water for communities. Moreover, although the project has taken significant activities geared towards increasing stakeholder capacity, capacities of some government partners are stretched due to their collaboration with other development sector actors on additional projects. Lastly, the project also faces certain financial risks to its sustainability which are exacerbated due to the global rise in inflation and increased costs of food and energy.

Based on the findings of the MTR, the following ratings are provided for various project components.

Measure	MTR Rating
Project Strategy	N/A
Progress Towards Results	Objective Achievement Rating: Moderately Satisfactory
	Outcome 1 Achievement Rating: Moderately Satisfactory
	Outcome 2 Achievement Rating: Moderately Unsatisfactory
	Outcome 3 Achievement Rating: Moderately Satisfactory
Project Implementation & Adaptive Management	Moderately Satisfactory
Sustainability	Moderately Likely

5.2 LESSONS LEARNED AND RECOMMENDATIONS

5.2.1 LESSONS LEARNED

The in-depth review of the project has yielded the following major lessons learned:

1. A strong and proactive **approach towards community engagement** involving consultations at multiple stages of a program, from the initial site selection and needs assessment to consultations prior to and during implementation, are strong determinants of greater buy-in and sense of ownership among the community with positive implications for the sustainability of project activities.
2. The development of partnerships with and **involvement of government ministries** and civil society in implementation and monitoring of certain activities such as rangeland rehabilitation, construction of civil works, and capacity building of local communities can be effective methods of not just delivering results but also in building internal institutional capacities.
3. Developing **synergies and partnerships** with other development sector actors can be an effective and efficient implementation method as well as a means to avoid duplication of effort.
4. In contexts where **regional disparities** in level of development, institutional capacities, and security challenges exist, there is a need for a diversified implementation approach for community-level activities as a single unified approach for all regions may not be effective and efficient.
5. **Women and girls** have an important role to play in implementing and using IWRM projects. Therefore, it is critical to ensure their participation in project design and implementation.

5.2.2 RECOMMENDATIONS

Based on the detailed assessment of the LDCF II project, the MTR puts forth the following recommendations to improve future UNDP, GEF, and Government of Somalia programming:

1. **No-cost extension:** The MTR found that a number of key project activities, which are in fact the project's unique contribution as compared to many other projects in the country focused on IWRM, have faced considerable delays with limited progress made. These activities include: a) the establishment of RBMAs for the Juba and Shabelle river basins; b) the establishment and operationalization of an Early Warning System in Somalia; c) the establishment of 05 water quality labs in 05 Member States; d) the establishment of a NHMS; and e) the implementation of civil works and rangeland rehabilitation in 04 Member States. As the LDCF-II project is scheduled to close in October 2023, there is a significant likelihood that the project will be unable to complete most of these activities. As a result, it is recommended that the project seek a one year no-cost extension to ensure that these activities are completed prior to the project's closure.
2. **Strengthen project-level M&E systems:** The MTR found that local communities faced some challenges with the installed and constructed civil works and water harvesting infrastructure such as improper installation of animal water troughs and water kiosks, improper placement of water pipelines on the surface as opposed to underground which increases their susceptibility to damage, and lack of fencing around water harvesting structures which presents a risk to the water supply as well as local communities. In particular, the MTR noted that relatively more challenges were reported by communities in Puntland than Somaliland, likely a result of overstretched capacities of the PWDA. It is therefore recommended that the project and/or its implementing partners undertake more frequent monitoring field visits, particularly in Puntland, so that such issues are known to the project implementation team to be corrected in time. Moreover, it is also recommended that the project use more frequent third party monitoring services, in case of high workloads of the PIT or implementing partners' monitoring teams.
3. **Incorporate contingencies into LoAs:** The MTR found that the duration of the Letters of Agreement (LOAs) with project partners responsible for implementing civil works was short, between 8 and 12 months. Given the challenging context in which the Project operates, there may be a need to institute multi-year agreements with implementing partners to account for delays and contingencies in the implementation of civil works, especially given the limited resources and stretched capacities of implementing partners. Indeed, given the global economic downturn, rising inflation, occasional market shortages necessitating procurement from international sources, and fluctuations in price of construction materials and other raw materials, goods, and supplies, it is recommended that future LoAs with implementing partners incorporate both budgetary contingencies and longer/flexible timeframes to enable implementing partners and their subcontractors greater flexibility and adaptability to exogenous socio-economic factors that affect implementation.

4. **Partnerships with other development sector actors:** Given the increased number of donor-funded projects and activities related to IWRM being implemented by various actors, it is recommended that the project continue to remain highly engaged and proactive with different stakeholders and partners to synergize and build on existing activities and avoid duplication and overlapping of activities.
5. **Increased participation of women in project activities:** Overall, gender has been well-integrated into the overall design of the project, throughout the components and outcomes of the project, and gender disaggregated targets have met. However, the MTR noted that women's participation in the restoration of rangeland amounted to only 20%. The project may want to catalyze its impact on gender mainstreaming and women's empowerment by encouraging the participation of women in certain community-level implementation activities such as rangeland rehabilitation.
6. **Targeting People with Disabilities (PWDs):** While the project has addressed the needs of many marginalized groups in Somalia, the MTR found that support to people with disabilities, a highly marginalized group, has not prominently featured in the project activities. It is therefore recommended that going forward, the project includes the needs of PWDs in community-level assessments for the design and implementation of activities. For instance, the design of water harvesting infrastructures may need to incorporate access by physically disabled community members.
7. **Adopt a diversified and context-specific implementation approach:** As the project is operating across all 06 Member States with varying levels of socio-economic development, security contexts, and institutional capacities, it is recommended that the project develop a clear and realistic context-specific strategy to implement outstanding activities in the remaining 04 Member States of Galmudug, Hirshabelle, Jubaland, and Southwest. This may also include the reduction of targets or modification of activities and/or implementation approaches. Moreover, it is also recommended that the project explore alternative strategies such as collaboration with local NGOs, CBOs, and the private sector in the 04 Member States to fill any capacity gaps or support the activities of existing implementing partners.
8. **Undertake capacity building on IWRM for government sector stakeholders in Somaliland:** Although the project has targeted a significant number of stakeholders through trainings on IWRM (150 stakeholders) at the Federal level and in Puntland, a critical gap in the project's implementation of capacity building on IWRM was found to be the absence of similar trainings for stakeholders in Somaliland. Virtually all of the interviewed government ministries in Somaliland have identified this as a shortcoming of the project and have expressed keen interest in benefitting from capacity building on IWRM. It is therefore recommended that the project plan for and implement such capacity building trainings on IWRM for public sector stakeholders in Somaliland.

ANNEXES

ANNEX 01: SCOPE OF THE MTR

Major Category	Sub Category	Details
Project Strategy	Project design	<ul style="list-style-type: none"> • Review the problem addressed by the project and the underlying assumptions. • Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results • Review how the project addresses country priorities. • Review decision-making processes • Review the extent to which relevant gender issues were raised in the project design • Recommend areas for improvement for major areas of concern
	Results Framework/Logframe	<ul style="list-style-type: none"> • Undertake a critical analysis of the project's Logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are • Examine if progress so far has led to, or could in the future catalyze beneficial development effects • Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? • Ensure broader development and gender aspects of the project are being monitored effectively
Progress Towards Results	Progress Towards Outcomes Analysis	<ul style="list-style-type: none"> • Review the Logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix (Table 4) • Compare and analyze the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review. • Identify remaining barriers to achieving the project objective in the remainder of the project • By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits

Project Implementation and Adaptive Management	Management Arrangements	<ul style="list-style-type: none"> • Review overall effectiveness of project management as outlined in the Project Document • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement. • Review the capacity of the Executing Agency/Implementing Partner and/or UNDP and other partners to deliver benefits to women • Review the gender balance of project staff and project board?
	Work Planning	<ul style="list-style-type: none"> • Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Review the work-planning processes and the extent to which they were results-based • Examine the use of the project's results framework/ Logframe as a management tool
	Finance and co-finance	<ul style="list-style-type: none"> • Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions • Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. • Review the project's financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for a timely flow of funds. • Review the co-financing monitoring table and validate the extent to which co-financing is being used strategically to help the objectives of the project
	Project-level Monitoring and Evaluation Systems	<ul style="list-style-type: none"> • Review the monitoring tools currently being used in terms of provision of necessary information, involvement of key partners, alignment with national systems, use of existing information, are efficiency, cost-effectiveness, need for additional tools, participatory and inclusivity • Examine the financial management of the project monitoring and evaluation budget.

		<ul style="list-style-type: none"> Review the extent to which relevant gender issues were incorporated in monitoring systems.
	Stakeholder Engagement	<ul style="list-style-type: none"> Review the project's development of appropriate partnerships with direct and tangential stakeholders Review the support from local and national government stakeholders towards the objectives of the project Review the extent of how much stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives Review the project's engagement of women and girls
	Social and Environmental Standards (Safeguards)	<ul style="list-style-type: none"> Validate the risks identified in the project's most current SESP, and those risks' ratings Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to: The project's overall safeguards risk categorization, the identified types of risks (in the SESP), and the individual risk ratings (in the SESP) Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval
	Reporting	<ul style="list-style-type: none"> Assess how adaptive management changes have been reported by the project management and shared with the Project Board. Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable) Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners
	Communications & Knowledge Management	<ul style="list-style-type: none"> Review internal project communication with stakeholders Review external project communication List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

Sustainability		<ul style="list-style-type: none"> • Validate whether the risks identified in the Project Document, Annual Project Review/PIRs, and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date.
	Financial risks to sustainability	<ul style="list-style-type: none"> • Review the likelihood of financial and economic resources not being available once the GEF assistance ends
	Socio-economic risks to sustainability	<ul style="list-style-type: none"> • Review any social or political risks that may jeopardize the sustainability of project outcomes
	Institutional Framework and Governance risks to sustainability	<ul style="list-style-type: none"> • Verify the legal frameworks, policies, governance structures, and processes pose risks that may jeopardize the sustenance of project benefits
	Environmental risks to sustainability	<ul style="list-style-type: none"> • Review any environmental risks that may jeopardize the sustenance of project outcomes

ANNEX 02: LIST OF DOCUMENTS REVIEWED

- 1. UNDP Project Document**
- 2. Project Inception Report**
- 3. All Project Implementation Reports (PIR's)**
- 4. Quarterly progress reports and work plans of the various implementation task teams**
- 5. Audit reports**
- 6. Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement**
- 7. All monitoring reports prepared by the project**
- 8. Field Mission and Visit Reports**
- 9. Implementing Partner Reports**
- 10. Financial and Administration guidelines used by Project Team**
- 11. Project operational guidelines, manuals and systems**
- 12. UNDP country/countries programme document(s)**
- 13. Minutes of the Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)**
- 14. Project site location maps**

ANNEX 03: MTR FIELD ITENARARY

Puntland						
Departure			Arrival			Mode of Travel
From	Date	Time	To	Date	Time	
Mogadishu	11 Dec 2022	10:30am	Garowe	11 Dec 2022	2:00Pm	UNHAS
Garowe	12 Dec 2023	11:00am	Haji kheyrr	12 Dec 2022	2:00 Pm	Road
Haji Kheyrr	12 Dec 2022	3:00Pm	Qardo	13 Dec 2023	5:00 Pm	Road
Qardo	13 Dec 2022	9:00pm	Jedad	13 Dec 2022	12:00	Road
Jedad	14 Dec 2022	9:00am	Bixin	14 Dec 2022	1:00 Pm	Road
Bixin	16 Dec 2022	10:00 am	Hodobohol	16 Dec 2022	2:00 Pm	Road
Hodobohol	17Dec 2022	10:00 am	Qardo	17 Dec2022	3:00 pm	Road
Qardo	18 Dec 2022	11:00 am	Garowe	18 Dec2022	4:00 Pm	Road
Somaliland						
Garowe	18 Dec2022	10:00am	Hargeisa	18 Dec 2022	3:30pm	UNHAS
Hargeisa	20 Dec 2022	9:00am	Burco	20 Dec 2022	4:00pm	Road
Burco	21 Dec 2022	9:00am	Celbicile	21 Dec 2022	11:00 am	Road
Ceelbicile	21 Dec 2022	3:00 pm	Burco	21 Dec 2022	5:00 pm	Road
Burco	22 Dec 2022	9:00 am	Beer	22 Dec 2022	10: 55 am	Road
Beer	22 Dec 2022	3:00 am	Burco	22 Dec 2022	4:00 pm	Road
Burco	24 Dec 2022	8:00 am	Ainabo	24Dec 2022	1:00 Pm	Road
Ainabo	25 Dec 202	8:00 am	Habariheshay	25 Dec 2022	11:30 am	Road
Habariheshay	26 Dec 2022	8:00 am	Ainabo	26 Dec 2022	12:00pm	Road
Ainabo	27 Dec2022	10:00 am	Burco	27 Dec 2022	3:00 pm	Road
Burco	28 Dec 2022	9:00 am	Hargeisa	28 Dec 2022	1:40 pm	Road
Hargeisa	29 Dec 2022	10:00 am	Mogadishu	29 Dec 2022	5:30 pm	UNHAS

ANNEX 04: LIST OF STAKEHOLDERS INTERVIEWED

Key Informant Interviews					
#	Name	Position/Title	Organization	Location	Date Interview Conducted
1	Abdul Qadir Rafiq	Portfolio Manager	UNDP Somalia Country Office	Mogadishu	24 November 2022
	Mohamed Aden	Project Engineer			
	Beatrice Gitongori	Project Finance Officer			
	Salah Dahir	M&E Officer			
2	Awil Abdinor	Project Officer	UNDP Somalia Garowe Field Office	Garowe, Puntland	06 December 2022
	Zeytun	Project Assistant			
3	Ms. Shukri Haji Ismail	Minister	Ministry of Environment and Climate Change	Hargiesa, Somaliland	07 December, 2022
4	Abdirashid Mohamed	Project Focal Point	Ministry of Water and Rural Development	Hargiesa, Somaliland	07 December, 2022
5	Abdihakim Ahmed	Project Focal Point	PENHA	Hargiesa, Somaliland	07 December 2022
6	Kamau Waithaka	Programme Manager – Environment, Climate Change, Water and Energy	Embassy of Sweden/SIDA	Nairobi, Kenya	08 December 2022
7	Mohamed Abdulqadir	Director (Water)	Puntland Water Development Agency	Garowe, Puntland	08 December 2022
8	Mr. Abdirizack Mohamed Muhumed	Director General	Ministry of Energy and Water Resource, Federal Government of Somalia	Mogadishu, Somalia	05 January 2023
	Mr. Ahmed Mohamed Hassan	Director, hydro-metrology			
Key Informant Interviews Undertaken by National Consultant					
1	Mohamed Isee	Project Coordinator	Ministry of Environment and Climate Change	Garowe, Puntland	12 December 2022

2	Abdirashid	WASH Project Coordinator	Ministry of Water and Rural Development	Garowe, Puntland	12 December 2022
3	Adan Jamac Dimbil		Ministry of Environment and Climate Change	Hargeisa, Somaliland	27 December 2022
4	Abdi Yussu Abokar	Project Officer	UNDP Somaliland Field Office	Hargiesa, Somaliland	27 December 2022
Focus Group Discussions Undertaken by National Consultants					
1	Local communities			Ainaba, Somaliland	27 December 2022
2	Local communities			Beer, Somaliland	
3	Local Communities			Ceelbicile, Somaliland	21 December 2022
4	Local Communities			Habariheshay, Somaliland	
5	Local Communities			Haji Kheir, Puntland	13 December 2022
6	Local Communities			Hodobohol, Puntland	15 December 2022
7	Local Communities			Jedad, Puntland	14 December 2022
8	Local Communities			Qardo, Puntland	16 December 2022

ANNEX 05: PROGRESS TOWARDS RESULTS MATRIX

OBJECTIVE-LEVEL INDICATORS AND OUTCOME 1 INDICATORS

Project Strategy	Indicator ¹⁰	Level in 2 nd PIR (self-reported)	Midterm Target ¹¹	Midterm Level & Assessment ¹²	Achievement Rating ¹³	Justification for Rating
Objective: Reinforced technical and operational capacities at federal, state and local levels to manage water	Indicator 1a: Number of RBMAs (River Basin Management Authorities) established	0 RBMAs established or revived	01 RBMA is created and/or revived for the Juba and Shebelle river basins (with 30% participation of women)		Moderately Satisfactory	The project has not been successful in establishing an RBMA for either the Juba or Shabelle river basins.

¹⁰ Populate with data from the Logframe and scorecards

¹¹ If available

¹² Colour code this column only

¹³ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

resources sustainably to build the climate resilience of agro-pastoralists in Somalia	Indicator 1b: Number of coordination workshops at the national and regional level building capacities on IWRM	At least 07 stakeholder coordination workshops conducted	2 Two (2) coordination workshops building IWRM capacities at the national and regional levels (at least 30% women participation)			The project has been proactively engaged with key stakeholders in the government at the Federal level and the Member States level through conducting at least 07 coordination workshops for the development of key policy and strategy outputs such as the NWRS and the NHMS Policy, achieving 350% of the mid-term target.
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	<p>Indicator 2: Number of direct project beneficiaries that have improved water management and agro-pastoral production capacities</p>	<p>170,500 (50% women) who have improved access to water and livelihoods. This represents Somaliland: 91,598; and Puntland: 78,902</p>	<p>Approximately 148,000 agro-pastoralists across all states have enhanced livelihoods through access to water, diversified livelihoods and access to early warnings (50% women)</p>		<p>The project has benefitted 170,500 beneficiaries (Somaliland: 91,598; Puntland: 78,902) through its implementation of water harvesting and other civil works in Somaliland and Puntland and undertaking rehabilitation of rangelands, achieving 115% of the mid-term target.</p>
	<p>Indicator 3: Number of policymakers and planners at national, state and district levels with awareness of climate-induced impacts on water resources and Integrated Water Resource Management (IWRM) principles</p>	<p>Over 150 participants (with 30% women) trained on IWRM principles of managing water in the context of climate change</p>	<p>75 policy makers and planners (at least 30% women)</p>		<p>The project has trained over 150 policymakers and planners on IWRM principles, achieving 200% of its mid-term target. However, the MTR noted that these trainings have been conducted at the Federal level and in Puntland, with no capacity building on IWRM undertaken in Somaliland.</p>

Outcome 1: National water resource management policy establishing clear national and district responsibilities	Indicator 1: A National IWRM Strategy is developed supporting a decentralized approach to water governance and that is gender-sensitive and integrates traditional, customary water resources management practices and governs water extraction / access rights, water conservation, water quality, and pro-poor water supply	A gender-sensitive National IWRM Strategy and Road Map to support investment planning in the water sector across Somalia prepared and endorsed by the Federal Government of Somalia	A framework for a gender-sensitive National IWRM Strategy is developed and an update is made to one of the Water Resources Policies for either Somaliland or Puntland.		Moderately Satisfactory	A national IWRM strategy has been successfully developed through a multi-stakeholder consultative and participatory manner and endorsed by the Federal Government of Somalia.
	Indicator 2: Enhanced curricula and programmes at educational and vocational institutes on water resource management and reflective of Somalia's gender dynamics	A national-level curriculum and syllabus for implementation of IWRM Masters Degree Program has been developed. The IWRM Master's Degree Program was launched in Somalia National University	Development and application of water resources management curricula at 3 universities and 3 vocational institutes (TVETs)			While an advanced curriculum for an IWRM Masters Degree Programme has been developed, it has only been launched in one institute, thus only meeting 33% of the mid-term target.

	Indicator 3: Enhanced water quality (WQ) analysis equipment and trained technicians in 5 states (Puntland, Hirshabelle, Jubaland, Galmudug and Southwest states)	0 Water Quality Labs established.	WQ laboratories in 1 Federal Member state of Somalia is established each with 5 trained water technicians (at least 30% of training recipients will be women)		The project has made very limited progress towards meeting its targets for the establishment of water quality labs across 05 Member States, as no labs have been established as of the MTR.
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OUTCOME 2 INDICATORS

Project Strategy	Indicator ¹⁴	Level in 2 nd PIR (self-reported)	Midterm Target ¹⁵	Midterm Level & Assessment ¹⁶	Achievement Rating ¹⁷	Justification for Rating
Outcome 2: Transfer of technologies for enhanced climate risk monitoring and reporting on water resources in drought and flood prone areas	Indicator 1a: Procurement and installation of river gauges, flow meters and rain gauges to improve groundwater and surface water data collection in the ASALs and in the Juba and Shabelle river basins	Procurement of equipment is under process	Densification of water resources monitoring by 50%. Procurement and installation of 6 AWS, 5 manual rain gauges, 4 synoptic stations, 2 radar river level sensors and 3 groundwater sensors to improve groundwater and surface water data collection		Moderately Unsatisfactory	The MTR noted that the project had made the least progress under Component 2. As of the MTR, the procurement of various groundwater and surface water data collection equipment was subject to a prolonged process and procurement is still underway

¹⁴ Populate with data from the Logframe and scorecards

¹⁵ If available

¹⁶ Colour code this column only

¹⁷ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

	Indicator 1b: National Groundwater Development Action Plan that supports sustainable and cost-effective groundwater extraction	No Groundwater Development Action Plan framework has been developed	Development of a Groundwater development action plan framework			The development of a Groundwater Development Action Plan has also not been completed and is anticipated to be developed under the World Bank's Horn of Africa Groundwater Resilience project, instead.
	Indicator 2: Number of people/geographical area with access to improved climate-related early warning information	The Early Warning System is not yet operational due to delays in procurement process	Alerts for droughts or floods are used by 25,000 agro-pastoralists (50% of the alert recipients will be women)			As a result of the delays in the procurement of various data collection instruments and equipment, the establishment of an early warning system has also been delayed.

	Indicator 3: Establishment of a National Hydro-Meteorological Service (NHMS)	A National Hydro-Meteorological Services Policy is developed and endorsed by the Federal Government of Somalia	Framework to establish a nationally approved and capacitated National Hydro-Meteorological Service (NHMS) is developed (participation of at least 30% women)		The project has achieved the development of a National Hydro-Meteorological Services Policy which was also endorsed by the Federal Government of Somalia, as a first step towards the establishment of a NHMS.
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OUTCOME 3 INDICATORS

Project Strategy	Indicator ¹⁸	Level in 2 nd PIR (self-reported)	Midterm Target ¹⁹	Midterm Level & Assessment ²⁰	Achievement Rating ²¹	Justification for Rating
Outcome 3: Improved water management and livelihood diversification for agro-pastoralists	Indicator 1: Number and type of physical livelihood assets constructed to reduce the impacts of floods and droughts	Across Somalia, 13 water harvesting infrastructures were constructed and/or rehabilitated (Puntland: 08; Somaliland: 08). However, no civil works have been implemented in the remaining 04 Member States	1 new borehole and 1 rehabilitated borehole, 2 earth dams and 2 rehabilitated earth dam, 3 new berkedes, and 1 canal rehabilitation		Moderately Satisfactory	Overall, the mid-term targets for the construction and/or rehabilitation of civil works and water infrastructure has been overachieved in aggregate (130%). However, the MTR noted that the implementation of the infrastructures has been limited to Somaliland and Puntland only, with no implementation done in the remaining 04 Member States. Since this indicator pertains to all 06 Member States, the MTR considers the target for this indicator to be partially met.

¹⁸ Populate with data from the Logframe and scorecards

¹⁹ If available

²⁰ Colour code this column only

²¹ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

	<p>Indicator 2: Number of trainer of trainers (TOTs) with reinforced capacities to disseminate and sensitize communities on exploitation of the mild and hide value chains (disaggregated by gender)</p>	<p>4 TOTs conducted (02 in Somaliland and Puntland each). These trainers then conducted training in 06 villages each in Somaliland and Puntland (total: 12). As a result, 640 community resource persons trained on IWRM and agro-pastoralist value chains (40% of trainees were women)</p>	<p>Three TOTs trained on agro-pastoral value chain exploitation nominated in each village (22 training recipients initially, at least 30% women)</p>		<p>The project has significantly overachieved its mid-term targets on the training of trainers and overall number of beneficiaries of trainings on IWRM and agro-pastoralists value chains. The gender disaggregated targets for this indicator have also been achieved.</p>
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	<p>Indicator 3: Number of hectares of rangeland revegetated and managed sustainably under a conservation scheme</p>	<p>A total of 6,285 ha of rangeland has been rehabilitated, with 600 ha in Somaliland and 5,685 ha in Puntland. No rangeland rehabilitation activities have been undertaken in the remaining 04 Member States</p>	<p>100 ha reforested in each state</p>		<p>Overall, the mid-term targets for the rehabilitation of rangelands has been overachieved in aggregate (1048%). However, the MTR noted that the implementation of the rangeland rehabilitation activities has been limited to Somaliland and Puntland only, with no implementation done in the remaining 04 Member States. Since this indicator pertains to all 06 Member States, the MTR considers the target for this indicator to be partially met.</p>
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ANNEX 06: QUESTIONNAIRES

UNDP Project Management

Date:

Location:

Meeting Participants: (Name and Designation)

Contact Information:

PROJECT DESIGN

1. What major learnings from the previous project incorporated into the project design?
2. What challenges were faced during the design phase?
3. In the retrospect, was the project design realistic or ambitious? What are the reasons?

ADAPTIVE MANAGEMENT

4. What were the major activities undertaken during the Inception phase?
5. What were the major decisions made during Inception phase?
6. Was a review of project logical framework undertaken at any time during the project? If yes, what were these changes? Why?
7. Were these changes formally integrated into the project logical framework or project design?
8. What was the process of seeking approval for these amendments to the original design?

PMU AND STAFFING

9. How many staff are working to manage the project? And what are the roles and responsibilities of these staff members?
10. Have there been any changes in staffing during the period of implementation? E.g. change of staff, staff turnover, or addition/elimination of positions, etc.

11. Did the project face any challenges in engaging good quality technical experts/consultants? If yes, what were the key challenges and how were these mitigated?
12. What were the major challenges faced by the PMU during the course of the implementation?
13. How were some of these challenges mitigated? Please provide details.

PLANNING AND M&E

14. What challenges has the project management faced when using the logical framework as a monitoring tool? E.g. ambitious or non-SMART indicators, etc.?
15. How is the M&E data collected (**especially for community-level activities**), stored, and analyzed?
16. What are the major challenges faced with regards to M&E?
17. Have progress reports been submitted on time? If no, why not?
18. How was M&E helpful in timely indication of critical gaps in implementation? Please provide examples.

PROJECT BOARD (PB)

19. What is the purpose of the Project Board (PB)?
20. Have all PB meetings taken place on time?
21. What have been some of the major decisions taken by the PSC that were instrumental in either helping the project achieve its intended outcomes OR changing the course of the project/selected activities?
22. What, if any, have been the major challenges faced by the PB to perform its functions effectively?
23. How could the role of the PB be further improved?

STATE-LEVEL COMMITTEES

24. What is the role played by the State-level committees?

25. How effective have these committees been in undertaking their functions? Please provide examples.
26. Do these committees have any coordination with each other? If yes, what have been the coordination mechanisms?
27. What have been the major challenges faced by these committees to perform their functions effectively?
28. How could the role of these committees be further improved?

TIMELINESS

29. Have all project activities been delivered on time and according to the AWP?
30. If not, which activities were delayed?
31. How have these delays affected progress of the overall project?
32. What mitigation measures have been taken to bring these activities back on track?
33. Which project targets have been achieved and over achieved so far?
34. What were the supporting factors responsible for meeting or exceeding these targets?

BUDGET

35. What have been the major challenges, if any, with availability of funds? E.g. delayed transfers, insufficient funds for activities, etc.
36. How has the co-financing from GoS been tracked?
37. What are the challenges in tracking co-financing?
38. Is the co-financing from community and any other stakeholders tracked? If yes, how?

PARTNERSHIP AND COORDINATION

39. Who are the major project partners and stakeholders?
40. Have any additional key stakeholders been engaged since the time of project design? If yes, who are these?

41. How are activities of partners monitored? E.g. through signed agreements, etc.

42. Which of the stakeholders have played a key role in ensuring that the project objectives are met? And what are some examples of activities undertaken by these stakeholders?

43. How do stakeholders collaborate/coordinate? And how often? Activity-wise and Region-wise.

44. What are the major challenges faced by the project when working with stakeholder organizations?

COLLABORATION

45. Are there any other international development agencies/projects which have delivered the same or similar activities as that of the project?

46. If yes, how has the project collaborated with these for synergistic implementation?

47. Which of these have significantly helped to contribute to the project outcomes?

48. What problems did the project face in collaborating with these other initiatives?

Role Played by Government/Role Played by Other Development Partners/Role Played by UNDP and GEF

49. What, if any corrective measures were taken by the UNDP RTA to ensure that the project achieves its objectives?

ATTAINMENT OF PROJECT OBJECTIVES

POLICY DEVELOPMENT

50. Will the project be able to attain its objective of establishing two National River Basin Management Authorities during its lifetime?

51. What are the potential challenges in the establishment of the RBMAs?

52. What have been the major outcomes of the coordination meetings conducted for the capacity building on IWRM?

53. Since the National IWRM Strategy has been developed now, is the project supporting its implementation? E.g. the coordination dashboard?

54. Overall, what major challenges has the project faced during implementation? E.g. country ownership, political instability, etc.
55. As the project has already achieved some of its targets, e.g. development of national IWRM strategy and streamlining curricula, and establishment of water infrastructure etc., what are the major activities foreseen to be undertaken during the remaining life of the project?
56. What potential challenges do you foresee in the delivery of these remaining/planned activities?
57. How is the local ownership of the project demonstrated?
58. Who are the major development sector partners? And how have these partnerships helped the project leverage its resources/find synergies?

IMPROVED WATER MANAGEMENT AND LIVELIHOODS DIVERSIFICATION

59. What was the process of identifying the geographic locations/communities for provision of pilot activities?
60. How was the community involved in making these decisions and plans?
61. What challenges were faced in selection of sites and activities? E.g. lack of community cohesion, local conflict, lack of technical knowhow, etc.
62. What challenges were faced during implementation and how were these mitigated? E.g. community conflict, availability of raw material, etc.
63. Since targets such as those for water infrastructure have been exceeded, what has been the financial implication of this?
64. Beyond surpassing the mid-term targets for the number of beneficiaries, what are the project's major successes with regards to improved water management at the community level?
65. Also, what are the project's achievements with reference to the livestock value chains?
66. What has been the role of community in implementing and managing these projects?

67. What measures have been undertaken to ensure sustainability, e.g. sustainable O&M of the infrastructure/sustainability of market linkages, etc.?

68. How has the project enhanced the capacity of the local communities to replicate some of the project activities?

69. What are the potential challenges for replication? E.g. limited knowhow, budget, etc.

2.

GENDER

70. What major measures have been taken to ensure inclusion/mainstreaming of women's concerns in policy documents and curricula, etc.?

71. What have been the challenges in engaging women at the policy and community level?

72. How were these challenges dealt with to ensure the achievement of project outcomes?

3.

SUSTAINABILITY

73. What are the most sustainable activities of the project? Why?

74. What are least sustainable activities of the project?

75. What are the actual or potential threats to the sustainability of these activities?

LESSONS and RECOMMENDATIONS

76. What have been the major lessons learned from implementation of the project? E.g. implementation arrangements (NEX vs. DEX), stakeholder selection, activity design, etc.

77. What are your recommendations for design of similar future projects?

STAKEHOLDER ORGANIZATIONS, e.g. World Bank and AfDB

Date:

Location:

Meeting Participants: (Name and Designation)

Contact Information:

1. What are the major features of your organization's development strategy in Somalia?
2. What is the relevance of the LDCF II's project to this strategy?
3. What initiatives has your organization collaborated with LDCF II on?
4. What are the current and potential outcomes of this collaboration?
5. What have been the challenges with this collaboration?
6. What have been the lessons learned based on this collaboration?
7. How can the collaboration with LDCF II be improved going forward?
8. What are your recommendations for the design and implementation of similar projects in the future?

INTERVIEW GUIDES TO BE USED BY NATIONAL EXPERTS

Ministries/Departments/Implementing Partners (Policy and Strategy Development, Capacity Development)

Date:

Location:

Meeting Participants: (Name and Designation)

Contact Information:

1. PROJECT DESIGN, IMPLEMENTATION, and OUTCOMES

- 1) Have their organization been involved in the project **design**? If yes, how?
- 2) How does their organization **participate** in the project planning and implementation?
- 3) What **challenges** has their organization faced with regards to project planning and implementation?
- 4) In their opinion, what have been the major **achievements** of the project?

2. POLICY AND STRATEGY DEVELOPMENT

- 5) What was process of **developing strategy/policy** under the project?
- 6) How was **gender** integrated into the policy and strategy support received by them?
- 7) What are the potential **challenges with implementation** of policy/strategy? E.g. finance, conflict, human resource, national awareness, etc.?
- 8) How can these challenges be overcome?

CAPACITY DEVELOPMENT

- 9) How was the **capacity** of the ministry/department developed through participation in project activities? E.g. training and workshop, consultative policy development, on job training, implementation of activities, etc.
- 10) How was **gender** integrated into the capacity development support received by them?
- 11) What are the potential **challenges** in implementing some of the learning from the training/capacity building activities? E.g. conflict, finance, institutional/organizational structure, etc.
- 12) What are their **recommendations** for future project development and implementation?

COORDINATION

- 13) How does their organization collaborate with the UNDP and any other project stakeholders?

14)What have been the challenges with this collaboration?

15)Has the UNDP assisted them in overcoming any challenges faced in project planning, implementation, and coordination, etc.?

REPLICATION and SUSTAINABILITY

16)Do they know if any other donor or ministry has included the activities from this project in their own activities/projects? If yes, how?

17)In their opinion, what are the potential challenges with sustainability of the project's outcomes and outputs?

RECOMMENDATIONS

18)What are their recommendations for design and implementation of similar projects in the future?

Community Based Organizations/Community Members (Infrastructure Development, Value Chain Development, Trainings)

Date:

Location:

Meeting Participants: (Name and Designation)

Contact Information:

1. What **support** has the project provided to your community? E.g. infrastructure, training, value chains etc.?
2. Was the **community involved** in selecting nature/location of the activity? Please explain. (inclusive and participatory)
3. What have been the **benefits** of the assistance provided by the project to your community?
4. What were the **challenges** when accessing support provided by the project?
5. Have **women and girls** been involved in the selection and implementation of project-related activities? If yes, please elaborate how?
6. Has the community provide any **co-financing** to the project's activities? If yes, approximately what percentage of the project value has the community contributed?
7. If there is a **damage** to the infrastructure, what resources does the community have to repair the damage?
8. What are the major potential **challenges for carrying forward** activities/using project outputs after the project support ends?
9. What are your **recommendations** for improving the efficiency and effectiveness of other similar projects?

Community Observation:

10. Was the infrastructure design appropriate?
11. How is the activity related to resilience or climate change?

ANNEX 07: EVALUATION DESIGN MATRIX

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
1. Is the project aligned with major country development policies and strategy documents? 2. Is the project aligned with the needs of targeted communities? 4. To what extent has the project integrated gender mainstreaming other cross-cutting issues into its design and implementation approach?	1. Project's contribution to attainment of country development objectives and priorities 2. Project activities addressing challenges faced by target communities 3. Involvement of key stakeholders in project design, planning, and implementation 5. Extent of gender mainstreaming and integration of cross cutting issues through level of involvement of women, youth and vulnerable groups at multiple stages of the project	1. Documents 2. UNDP Project Team 3. Government and Development Sector Stakeholders 4. Communities	1. Desk Review 2. Key Informant Interviews 3. Focus Group Discussions 4. Field Visits
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
1. Has the project attained its mid-term targets? 2. What have been the challenges in achieving these targets? 3. What are the project's outstanding mid-term targets? 4. What are the reasons for not achieving these targets?	1. Extent to which mid-term targets have been achieved/underachieved/overachieved 2. Challenges/Reasons for non-achievement of targets	1. Project Document 2. Project Results Framework 3. Project Implementation Reports 4. Interviews with UNDP Project Management, Stakeholders, and Communities, etc.	1. Desk Review 2. Key Informant Interviews 3. Focus Group Discussions 4. Field Visits
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? To what extent has progress been made in the implementation of social and environmental management measures? Have there been changes to the overall project risk rating and/or the identified types of risks as outlined at the CEO Endorsement stage?			
1. Are the project management and implementation arrangements efficient? 2. Is the project staffing sufficient?	1. Sufficient staffing resources 2. Findings from monitoring have been used to improve/adjust project planning and implementation 3. Project financials have been managed efficiently	1. Documents 2. UNDP Project Team 3. Project Monitoring System and Reports	1. Desk Review 2. Key Informant Interviews

3. Is monitoring conducted regularly and effectively? 4. Have there been any extensive delays in implementation? 5. Has the project received planned financing? 6. Have there been any challenges with project management, monitoring, and financing, etc.	4. Extent and reasons for delays 5. Any project management challenges have been resolved timely	4. Project Financial Management system and reports	
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
1. Are sufficient financial resources available to continue project results? 2. Are policy and institutional arrangements sound for continuation of project results? 3. Are the socio-economic conditions conducive? 4. Are there potential environmental threats to the project's outcomes?	1. Availability of financial resources, e.g. integration into long-term government plans 2. The extent to which project activities/outcomes have been streamlined in country policies/strategies 3. Acceptance/adoption by communities of project's activities/outcomes 4. Potential of future environmental threats	1. Documents 2. UNDP Project Team 3. Government and Development Sector Stakeholders 4. Communities	1. Desk Review 2. Key Informant Interviews 3. Focus Group Discussions 4. Field Visits

ANNEX 08: SIGNED CODE OF CONDUCT

Evaluators/Consultants:

- Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
- 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.
- 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.
- 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.
- 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.
- 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.
- Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
- Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
- 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: Umm e Kalsoom Zia

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 Islamabad, Pakistan (Place) on Feb 28, 2023 (Date)



ANNEX 09: TERMS OF REFERENCES

Final draft MTR ToR National Consultant - Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia's Agro-Pastoralists' Project.

Mid-Term Review Terms of Reference

Standard Template 1: Formatted for attachment to [UNDP Procurement Website](#)

1. INTRODUCTION

This is the Terms of Reference (ToR) for -the Midterm Review (MTR) of the *full*-sized UNDP-supported GEF-financed project titled "Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia's Agro-Pastoralists". (PIMS# 5464) implemented through the UNDP Somalia direct implementation modality which is to be undertaken in the second year of implementation. The project started on 23 July 2019 and is in its *third* year of implementation. This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* ([United Nations Development Programme - Evaluation \(undp.org\)](#)).

2. PROJECT BACKGROUND INFORMATION

The project was designed to "Support for Integrated Water Resources Management to Ensure Water Access and Disaster Risk Reduction for Somalia's Agro-Pastoralists" and is a US\$10,331,000 Climate Change Adaptation project funded by Global Environment Facility (GEF) and UNDP Core Resources. The additional Co-financing of the project stands at USD\$ 68,244,000. The project document was approved by GEF on 23 July 2019. The approved project was further presented to the Local Appraisal Committee (LPAC) on 18th September 2019 for endorsement, which was followed by a project launch on 12th November 2019 while the project Inception workshop was held in November 2019.

The Global Environment Facility (GEF)/ Least Developed Countries Climate Funds two (LDCF2) directly supports an integrated water resources development and management for more than 350,000 agro-pastoralists across Somalia. The overall objective is to "Reinforce technical and operational capacities at Federal and Federal Member States to manage water resources sustainably to build the climate resilience of agro-pastoralists". To achieve this objective, the project will build the capacities of national institutions to formulate policies and undertake legislative and institutional reforms for improved water governance and management in the context of climate change. The project will also build the capacities of the pastoralists to translate national policies to on-the-ground implementation to become more resilient to climate change by supporting them to have the capacities to practice water conservation and management.

The project follows an inclusive, participatory, and Integrated Water Resources Management approach to significantly improve the Water Access and Disaster Risk Reduction for the agro-Pastoralist communities. Also, the project focuses on the development of a multi-sectoral Integrated Water Resources Management (IWRM) Strategy, capacity building support in planning sustainable water resources development schemes for all states

down to local levels, and improving groundwater and surface water sources increasing ease resilience and promote agro-pastoral value chains.

The project will be implemented through three strategically linked components, each of which contains a set of outputs with their respective activities. At the end of the project, each of the three components will result in an outcome, including:

- (1) Robust National water resource management policy integrating clear national and state responsibilities,
- (2) Accelerated Transfer of technologies for enhanced climate risk monitoring and reporting on water resources in drought and flood-prone areas, and
- (3) Improved water management and livelihood diversification for agro-pastoralists.

The first component will focus on providing an enabling environment with the development of an IWRM strategy to achieve the following outputs:

1. Policy, legislative and institutional reform for improved water governance, monitoring, and management in the context of climate change.
2. Strengthened government capacities at national and district levels to oversee sustainable water resources management

The second component will be to Expand the hydro-geo-meteorological monitoring networks to achieve the following outputs:

1. Improved water resource data collection and drought/flood indicator monitoring networks in Somalia's Arid and Semi-Arid Lands (ASALs)
2. Strengthened technical personnel from the National Hydro-Meteorological Services in IWRM and flood and drought forecasting
3. A better understanding of the current hydrological and hydrogeological situation

The third component will focus on surface and groundwater to support agro-pastoral economic and social development to achieve the following outputs:

1. Reduced vulnerability for agro-pastoralists to water resource variability through investment in water resource management infrastructure and training on the livestock value chain
2. Increased awareness of local communities on rainwater harvesting, flood management, and water conservation during rainy seasons
3. A national groundwater development action plan that will increase access to water for pastoral communities in drought-affected areas taking into consideration aquifer characteristics, extent, location, recharge, GW availability, and sustainable yields

In addition, the proposed project conforms to the GEF Strategy on Climate Change Adaptation. These components are also aligned with the priorities of the National Adaptation Programme of Action (NAPA) for Somalia finalized by the Federal Government of Somalia with the support of UNDP and GEF. In addition, the project fully complies with the SDG's Climate Action, National Development Plan, and UNDAF/Country Programme Document.

3. MTR PURPOSE

The MTR team will assess the progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure to identify the necessary changes to be made to set the project on track to achieve its intended results. The MTR team will also review the project's strategy and its risks to sustainability. The MTR report aims to provide managers, the project team, the Implementation Agency (UNDP-Somalia Country Office), Implementing partners, and UNDP-GEF at all levels with strategy and policy options for more effectively and efficiently achieving the project's expected results and for replicating the results. The MTR report promotes the basis for learning and accountability for managers and stakeholders. The MTR will also, highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation, and management.

4. MTR APPROACH & METHODOLOGY

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

The MTR 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, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review. The MTR team will review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement. The midterm GEF focal area Core Indicators/Tracking Tools must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach²² ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

The engagement of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- The Ministry of Energy and Water Resources, Federal Government of Somalia
- The Directorate of Environment and Climate Change, Office of the Prime Minister
- The Ministry of Environment Rural Development, Ministry of Water Resources (MoERD), Somaliland
- The Pastoral and Environmental Network in the Horn of Africa (PENHA), Somaliland
- The Ministry of Environment Agriculture, and Climate Change (MoEACC) Puntland State
- The Water Development Agency (PWDA), Puntland
- The Ministry of Water Resources, Galmudug State
- The Ministry of Water Resources, Hirshabelle State
- The Ministry of Water Resources, Southwest State
- The Ministry of Water Resources, Jubaland State

Also, the other key informants will be the relevant experts and consultants engaged in the project at the federal and federal member state level, the Project Board, project stakeholders, academia, local government, CSOs, etc. Additionally, the MTR team is expected to conduct field missions to the following project sites:

- Somaliland, Celbilcile, Burao district, Togdheer Region, Beer, Burao district Togdheer Region, Habariheshay, Sool Region,

²² For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

- Puntland, Gardo district, Dangoryo, Garowe Nugaal Region, Karkar Region, Dhahar, Sanag Region, Kobdhaxad, Bosaso district, and Bandarbeyla, Bari Region
- Galmudug, Dhusamareeb district, Galgaduud region and Ba`adweyne district , Mudug region
- HirShabelle, Beletweyn, Hiran region
- South West, Baidoa district, Bay region and Wajid district, Bakool region, and
- Jubaland, Luug district, Gedo region
-

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

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

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

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

- Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's Logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance, etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the Logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ²³	Baseline Level ²⁴	Level in 1 st PIR (self-reported)	Midterm Target ²⁵	End-of-project Target	Midterm Level & Assessment ²⁶	Achievement Rating ²⁷	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

• Indicator Assessment Key

²³ Populate with data from the Logframe and scorecards

²⁴ Populate with data from the Project Document

²⁵ If available

²⁶ Colour code this column only

²⁷ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyze the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
-

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken promptly? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ Logframe as a management tool and review any changes made to it since the project started.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for a timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives

of the project? Is the Project Team meeting with all co-financing partners regularly to align financing priorities and annual work plans?

•

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at the stage of Midterm Review (US\$)	Actual % of Expected Amount
In-kind contribution	Ministry of Energy and Water Resources – Federal Somalia	Recurrent Expenditures	8,000,000	1,500,000.00	18.75
Parallel Co-financing	EU	Investment mobilised	60,144,000	12,500,000.00	20.78
Parallel Co-financing	GWP	Investment mobilised	100,000	70,000.00	70
Cash contribution	UNDP	Investment mobilised	1,500,000	575,629.00	38.37
Parallel Co-financing	UNICEF	Investment mobilised	-	90,000.00	100
Parallel Co-financing	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Investment mobilised	-	370,000.00	100
TOTAL			69,744,000	15,232,629	21.84

•

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes each co-financing amount as ‘investment mobilized’ or ‘recurrent expenditures’. (This template will be annexed as a separate file.)

•

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project's overall safeguards risk categorization.
 - The identified types of risks²⁸ (in the SESP).
 - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.
- A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfill GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners.

²⁸ Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

Communications & Knowledge Management:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs, and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income-generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize the sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team continually and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?
-

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures, and processes pose risks that may jeopardize the sustenance of project benefits? While assessing this parameter, also consider if the required systems/mechanisms for accountability, transparency, and technical knowledge transfer are in place.
-

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize the sustenance of project outcomes?
-

Conclusions & Recommendations

The MTR team will include a section in the MTR report for evidence-based conclusions, in light of the findings.

Additionally, the MTR consultant/team is expected to make recommendations to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations in total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in an *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for rating scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for (“Support for Integrated Water Resources Management to Ensure Water Access and Disaster Risk Reduction for Somalia’s Agro-Pastoralists”)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Outcome 4 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately *35 days* over seven (7) weeks starting 01 June 2022, and shall not exceed three months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and prepare MTR Inception Report (MTR Inception Report due no later than 2 weeks before the MTR mission)	4 days	26 June 2022 to 29 June 2022
MTR mission: stakeholder meetings, interviews, field visits	15 days	13 July 2022 to 01 August 2022
Presentation of initial findings- last day of the MTR mission	2 days	02 August 2022 to 03 August 2022
Preparing draft report (due within 3 weeks of the MTR mission)	10 days	04 August 2022 to 17 August 2022
Finalization of MTR report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft) <i>(note: accommodate time delay in dates for circulation and review of the draft report)</i>	4 days	18 August 2022 to 23 August 2022

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

7. MIDTERM REVIEW DELIVERABLES

•	• Deliverable	• Description	• Timing	• Responsibilities	• Reviewers and Approvals Required	• Percent age of the total fee
•	• MTR Inception Report	• MTR team clarifies objectives and methods of Midterm Review	• No later than 2 weeks before the MTR mission: 06 June 2022	• MTR team submits to the Commissioning Unit and project management	• • • • •	• 20%

and other relevant project stakeholders. The Project Manager will designate a focal point in Mogadishu, Hargeisa, and Garowe Offices, to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants in the respective sites, etc.). The Project Board and CO Management will take responsibility for the approval of the final MTR evaluation report. The CO management will liaise with the project implementation team to develop a management response to the evaluation within two weeks of report finalization.

9. TEAM COMPOSITION

A team of two independent evaluators will conduct the MTR- one team leader (with experience and exposure to projects and evaluations in other regions and one team expert, a national consultant with technical/policy skills in the project focus area. The international consultant will be designated a team leader and shall be responsible for the overall design and writing of A team of two independent evaluators will conduct the TE - one team leader (with experience and exposure to projects and evaluations in other regions and one team expert, a national consultant with technical/policy skills on the project focus area. The international consultant will be designated a team leader and shall be responsible for the overall design and writing of the TE report and ensure the quality of the final report submitted to UNDP. The two evaluators will be recruited separately; however, the two shall form a team assessing emerging trends concerning regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary and make a joint presentation to the Project Management team including the Project Steering Committee members (PSC) as appropriate. Situation allowing, a PSC meeting shall be planned to take place towards the end of the field missions. The evaluator(s) cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review, and should not have a conflict of interest with the project's related activities the MTR report and ensure the quality of the final report submitted to UNDP. The two evaluators will be recruited separately; however, the two shall form a team assessing emerging trends concerning regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the MTR itinerary and make a joint presentation to the Project Management team including the Project Board members as appropriate. Situation allowing, a Project Board meeting shall be planned to take place towards the end of the field missions. The evaluator(s) cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review, and should not have a conflict of interest with the project's related activities.

The selection of National consultants will be aimed at maximizing the overall “team” qualities in the following areas:

Education

- A Master's degree or higher in the relevant areas such as Integrated Water Resource Management, Natural Resources Management, Climate Change Adaptation, Economics, development studies, environmental sciences, or related discipline (5%).

Experience

- Minimum of 7 years of professional experience, with demonstrated understanding of national policies and practices relevant to the water resources management, including those guiding sustainable land management, environment, protected area management, and sustainable financing (20%)

- Relevant experience with results-based management evaluation methodologies; demonstrated in recent experience with evaluating projects with result-based monitoring and evaluation methodologies and in applying SMART indicators and reconstructing or validating baseline scenarios **(20%)**
- Proposed methodology and evaluation approach, showing understanding of issues related to gender and Integrated water resources management, Climate change adaptation; experience in gender-responsive evaluation and analysis **(20%)**
- Specific experience in evaluating UNDP and GEF projects in Somalia **(5%)**
-

Functional Competencies

- Competence in adaptive management, as applied to Integrated Water Resource Management and Natural Resources Management & Climate Change adaptation
- Have sound knowledge of climate change impacts and appropriate adaptation methods for water management across sectors;
- Demonstrated ability to plan, organize logically, effectively implement and meet set deadlines
- Good interpersonal and communication skills, including the ability to set out a coherent argument in presentations and group interactions
- Conceptual and strategic analytical capacity coupled with good writing skills

Language

- Fluency in written and spoken English as well as the Somali Language

10. ETHICS

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

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final MTR 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%²⁹:

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

12. APPLICATION PROCESS³⁰

(Adjust this section if a vetted roster will be used)

Recommended Presentation of Proposal:

- - a) **Letter of Confirmation of Interest and Availability** using the [template](#)³¹ provided by UNDP;
 - b) **CV** and a **Personal History Form** ([P11 form](#)³²);
 - c) **Brief description of the 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)
 - d) **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 the 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 the 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 ([fill address](#)) in a sealed envelope indicating the following reference “Consultant for ([project title](#)) Midterm Review” or by email at the following address ONLY: [https://jobs.undp.org; procurement.so@undp.org](https://jobs.undp.org;procurement.so@undp.org) by **18-05-2022-31-05-2022** 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

²⁹ The Commissioning Unit is obligated to issue payments to the MTR 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 MTR 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://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

³⁰ Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: <https://popp.undp.org/SitePages/POPPRoot.aspx>

³¹ <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

³² http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

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.

ToR ANNEXES:

- **ToR ANNEX A: List of Documents to be reviewed by the MTR Team**
<https://docs.google.com/document/d/1zikNr84RQBPhlkXkIy05FFCWfpaJQFl/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX B: Guidelines on Contents for the Midterm Review Report**
 - <https://docs.google.com/document/d/1lyyFGq3tJqWct4563iMEN-vNSbwT25tu/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX C: Midterm Review Evaluative Matrix Template**
 - <https://docs.google.com/document/d/1PFzb9z9M-z7CcKWTNidA7ZxKjvshTPGW/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants**
 - <https://docs.google.com/document/d/1G9np1GWUHuRRrFpg0JgEDA4UmhaXDSQJ/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX E: MTR Ratings and Achievements Summary Table and Rating Scales**
 - <https://docs.google.com/document/d/16mXoQfNZH5BDUSyE7JUmjdgZqw6eyq27/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX F: MTR Report Clearance Form**
 - <https://docs.google.com/document/d/1DTg2KYN6J9LoDHHQHNBDebcnK5MZ8FR2/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX G: Audit Trail Template**
 - <https://docs.google.com/document/d/1jm2kesixhCubRBu-WHqLC92UgwJ9J0Ab/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **ToR ANNEX H: Progress Towards Results Matrix**
 - https://docs.google.com/document/d/1y-VHlgQ3RANWwZPyDUB3NaUN3_u6MBJ6/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true
- **ToR ANNEX I: GEF Co-Financing Template (provided as a separate file)**
<https://docs.google.com/document/d/1XHURpIWcQIIWFIrSk5UsarBhlse0qM7/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>
- **TOR Annex J: Project Result Framework**
<https://docs.google.com/document/d/1tPPOW1z38uZ7zAFj73Ss1BZ7tErHq2Gm/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>