



Republic of Djibouti



UNDP-GEF PIMS ID number : 5921  
GEF ID : 9599

Mid-term evaluation of the project "Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti".

## Final report of the mid-term evaluation



22 October 2023

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# TABLE OF CONTENTS

|  |            |
|--|------------|
| <b>Acronyms</b> .....  | <b>i</b>   |
| <b>Acknowledgements</b> .....  | <b>ii</b>  |
| <b>Executive summary</b> .....   | <b>iii</b> |
| <b>I. Purpose, scope and process of the mid-term review</b> .....        | <b>1</b>   |
| <b>II. Description and context of the project</b> .....                  | <b>3</b>   |
| <b>II.1 Context</b> .....  | <b>3</b>   |
| II.1.1 General context.....  | 3          |
| II.1.2 Specific context.....   | 3          |
| <b>II.2 Presentation of the project</b> .....                            | <b>5</b>   |
| <b>III. Answers to evaluation questions : FINDINGS</b> .....             | <b>7</b>   |
| <b>III.1 Project strategy “Pertinence”</b> .....                         | <b>7</b>   |
| <b>III.2 Progress towards results</b> .....                              | <b>11</b>  |
| III.2.1 Progress towards completion of activities/products.....          | 11         |
| III.2.2 Progress towards achieving the logical framework indicators..... | 14         |
| <b>III.3 Project implementation and adaptive management</b> .....        | <b>18</b>  |
| III.3.1 Management methods.....  | 19         |
| III.3.2 Work planning.....   | 20         |
| III.3.3 Financing and co-financing.....                                  | 20         |
| III.3.4 Monitoring and evaluation systems at project level.....          | 23         |
| III.3.5 Stakeholder engagement.....                                      | 23         |
| III.3.6 Social and environmental standards (guarantees).....             | 23         |
| III.3.7 Gender equality.....   | 23         |
| III.3.8 Report.....  | 23         |
| III.3.9 Communication & Knowledge Management.....                        | 23         |
| <b>III.4 Durability</b> .....  | <b>24</b>  |
| <b>IV. Conclusions and recommendations</b> .....                         | <b>27</b>  |
| <b>IV.1 Conclusions</b> .....  | <b>27</b>  |
| <b>IV.2 Recommendations</b> .....  | <b>29</b>  |

## ANNEXES

|   |    |
|---|----|
| Appendix 1 ToR MTR of the international consultant.....                         | 34 |
| Appendix 2 Logical framework for the project.....                               | 49 |
| Appendix 3 Mid-term evaluation matrix for the project.....                      | 54 |
| Appendix 4 Table of evaluation criteria according to GEF ratios.....            | 60 |
| Appendix 5 Program of field visits to Djibouti.....                             | 63 |
| Appendix 6 List of people we met.....   | 64 |
| Appendix 7 List of documentation.....   | 69 |
| Appendix 8 GEF Tracking Tool at baseline (GEF Core Indicators).....             | 71 |
| Appendix 9 Signed UNEG code of conduct form.....                                | 72 |
| Appendix 10 Final report authorisation form, signed MTR.....                    | 73 |
| Appendix 11 Mid-term review evaluation matrix (observations and responses)..... | 74 |

## TABLES

|   |    |
|---|----|
| Table 1: Stakeholders - Roles and responsibilities .....        | 6  |
| Table 2: Progress towards activities/outputs .....              | 12 |
| Table 3: Progress towards results and the final objective ..... | 16 |
| Table 4: Project financing plan .....                           | 20 |
| Table 5: UNDP/GEF expenditure by project activity .....         | 21 |
| Table 6: Project co-financing.....                              | 22 |

## FIGURES

|   |   |
|---|---|
| Figure 1: Mid-term evaluation phase of the Cheikhetti project ..... | 2 |
| Figure 2: Location of the project.....                              | 5 |
| Figure 3: Cheikhetti project results chain.....                     | 6 |

## ACRONYMS

|             |   |
|-------------|---|
| AT          | Technical assistance  |
| CDB         | Convention on Biological Diversity  |
| CDS         | Skills development scorecard  |
| CEPEC       | Fund Popular Savings and of Credit (Djibouti Savings and Credit Union)  |
| CERD        | Center of study and of research of <i>Djibouti</i>  |
| CEWERUS     | Early warning and conflict response units   |
| CGES        | Environmental and social management framework   |
| DESD        | Environment and Sustainable Development Department (Direction de l'Environnement et du Développement Durable) |
| DISED       | Department of Statistics and Demographic Studies (Director of Statistics and Demographic Studies)             |
| EIA         | Environmental impact assessment   |
| FAO         | Food and Agriculture Organization   |
| FEM         | Global Environment Facility   |
| FFS         | Producer training fields  |
| FIDA        | International Fund for Agricultural Development   |
| GD          | Government of Djibouti  |
| GEB         | Global environmental gains  |
| EQ          | Evaluation question   |
| IRP         | Implementation of the GEF project postponed   |
| LDCF        | Least Developed Countries Fund  |
| MAEPE-RH    | Ministry of Agriculture, Water, Fisheries, Livestock and Water Resources                                      |
| MHUE        | Ministry of Housing, Town Planning and the Environment  |
| M&E         | Monitoring and assessment   |
| MTR         | Mid-term review   |
| PNG         | National Gender Policy  |
| ODD         | Sustainable development objectives  |
| PFO         | GEF Operational Focal Point   |
| NGO         | Non-governmental organization   |
| PAM         | World Food Program  |
| PANA        | National Adaptation Action Plan   |
| PDDA        | Comprehensive African Agricultural Development Program  |
| GDP         | Gross domestic product  |
| Maximum SME | Sustainable performance   |
| UNDP-ERC    | UNDP Evaluation Resource Centre   |
| UNDP-GEF    | UNDP Global Environment Facility (Units) UNDP-IEO   |
| UNEP        | United Nations Environment Program  |
| POP         | Program and operations Policies and procedures  |
| STAPE       | GEF Scientific Technical Advisory Group   |
| ToR         | Terms of reference  |
| UA          | African Union   |
| EU          | European Union  |
| PMU         | Project Management Unit   |
| UNFD        | National Union of Djiboutian Women  |

## ACKNOWLEDGEMENTS

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The team of experts responsible for the mid-term evaluation of the Cheikhetti project would like to thank all those who contributed to this evaluation.

The investigative work benefited from the contributions of numerous stakeholders in the field and from interviews in Djibouti, in particular with the UNDP team, the MEDD project management team, the technical assistance coordinator and team, and decentralized services. Their contributions were essential to the work of the evaluation and are much appreciated.

The evaluation team fully understands the efforts made and the context in which this project was carried out and thanks you for your important comments. They have been taken into account in this final report of the mid-term evaluation.

The independent evaluation team recognizes the efforts made by the PMU and the TA and expresses its willingness to help the project maximize benefits by the end of the project.

**Date of data collection : From 10 to 18 September 2023**

## EXECUTIVE SUMMARY

### I. Project information

|  |  |  |
|--|--|--|
| <b>Project title</b> "Mid-term evaluation of the project "Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti " .   |  |  |
| <b>Country :</b><br><b>Republic of Djibouti</b>  | <b>Implementation partner:</b> Ministry of Housing, Urban Planning and Environment and sustainable Development | <b>Management arrangements :</b><br>National Implementation Modality (NIM) |
| <b>UNDAF/Country Program : Outcome 8: Equitable development of the regions:</b><br>The living conditions, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation   |  |  |
| <b>UNDP strategic Plan Outputs :</b><br><b>Output 2.4.1 :</b> gender-responsive legal regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation |  |  |
| <b>UNDP Social and Environmental Screening Category:</b> High Risk   | <b>UNDP gender Marker: 2</b>   |  |
| UNDP-GEF PIMIS ID number   | 5921   |  |
| GEF ID number  | 9599   |  |
| Project duration   | 60 months  |  |
| PIF Approval Date  | Nov 29, 2017   |  |
| CEO Endorsement Date   | Aug 31, 2020   |  |
| Project Document Signature Date (project start date):  | May 18, 2021   |  |
| Date of Inception Workshop   | Nov 9, 2020  |  |
| First Disbursement Date  | Jun 1, 2021  |  |
| Expected Date of Mid-term Review   | Nov 18, 2023   |  |
| Actual Date of Mid-term Review   | (not set or not applicable)  |  |
| Expected Date of Terminal Evaluation   | Feb 18, 2026   |  |
| Original Planned Closing Date  | May 18, 2026   |  |
| Revised Planned Closing Date   | (not set or not applicable)  |  |
| <b>Financing Plan</b>  |  |  |
| GEF Trust Fund   | 3,215,068 USD  |  |
| UNDP   | 90.386 USD   |  |
| (1) Total Budget administered by UNDP  | 3,305,454 USD  |  |
| <b>PARALLEL CO-FINANCING</b>   |  |  |
| MHUE   | 2,820,000 USD  |  |
| MAWFHMR  | USD 8,500,000  |  |
| ADDS   | 1,127,000 USD  |  |
| (2) Total co-financing   | 12,447,000 USD   |  |
| (3) Grand-Total Project Financing (1)+(2)  | USD 15,752,454   |  |

### II. Brief description of the project

The overall aim of the "Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti " project is to promote an integrated model for restoring agro-pastoral ecosystem services in the Cheikhetti sub-catchment area in order to reduce land



degradation, improve self-sufficiency in the basic needs of vulnerable rural communities, and create the conditions for replication with strong community involvement.

The project will run for 5 years, from May 2021 to May 2026, with an initial budget of US\$15,752,454, 82.94% of which will be co-financed and 20.98% allocated by the GEF and UNDP (US\$3,303,454).

As of 10 September 2023, the budget committed by UNDP/GEF amounted to USD 1,234,154.29 (MEDD payment order), representing overall progress of 37.33%. The co-financing committed by the three national institutions amounts to USD 12,447,000, with progress of 39.63%.

The project covers an area of around 75,000 ha, covering the Cheikhetti sub-catchment area from the Ethiopian border in the south to the entrance to the Hanlé plain in the north.

Four outcomes are expected

- **Outcome 1:** Improved governance structures and capacities for the integrated management of land and water resources.
- **Outcome 2:** Spatial planning and integrated management resulting in land rehabilitation and aquifer replenishment
- **Outcome 3:** Climate-resilient agropastoralism and livelihood activities developed reducing pressure on limited water and land resources.
- **Outcome 4:** Gender mainstreaming and monitoring and knowledge management tools are integrated and replicable in the Integrated Catchment Management Plan (ICMP).

The MTR was able to examine the compatibility and coherence between needs, objectives, activities and their expected results, taking into account circumstances that may have changed since the project was conceived.

### III. Project progress

At the end of the project's mid-term evaluation mission, despite the efforts made to implement the activities, progress towards the results still requires a great deal of targeted and sustained effort to readjust the planning of the activities, and to enhance and refocus the action in order to achieve the final objective.

The progress made to date in achieving the planned results and achieving the indicators is very inadequate in the absence of an Integrated Management Plan. The delay in starting up the project has had an impact on the implementation of activities. Palpable progress has been made in carrying out studies and diagnostics, the results of which still require particular attention in order to put the actions into practice. The capacity-building program has not been set up, despite its importance for human capital. The knowledge exchange platform is under construction. There is a risk that many products will not come to fruition.

Overall, the progress of the project can be summarized as follows:

- 1) The **objective** indicators relating to the application of the Integrated Management Plan (IMP) over 75,000 ha and a 5% increase in infiltrated water are proving to be very ambitious and over-dimensioned, in view of the four-year time lag between the design and start-up of the project, the delay in drawing up the IMP and the inadequacy of financial resources.
- 2) Achievement of the indicators relating to the increase in the score on the UNDP capacity development scorecard for land use planning and management in the Cheikhetti sub-catchment remains dependent on the development of the IMP and the capacity of the water management committees to implement this plan. (**Outcome 1**)
- 3) The catchment management plan has not yet been drawn up, but management committees have been set up and some wells have been rehabilitated or built. The remaining challenge is to draw up the ERP, disseminate it, harmonize it with the RDP and, above all, take action to change community behavior in a comprehensive, uniform and rapid way to ensure sustainable management of water resources and infrastructure (**Outcome 2**).
- 4) Microfinance, such as market gardens and capacity-building for communities to adopt good agro-pastoral practices and improve their livelihoods, is slow to be put in place. However, microfinance institutions already exist and are operational (**Outcome 3**).
- 5) Women are actively involved in all the project's activities, particularly on the management committees and in the management of the market gardening plots. However, there is no specific monitoring system for women's involvement and no gender-specific analyses have been carried out. (**outcome 4**)

#### IV. Summary table of scores and achievements at MTR

| EGF criteria/sub-criteria  | Rating <sup>1</sup>                   | Progress |
|--|---------------------------------------|----------|
| <b>A. STRATEGIC RELEVANCE</b>  | <b>Relatively Satisfactory (RS)</b>   |          |
| A1. Overall strategic relevance  | RS                                    | Yellow   |
| A1.1 Alignment with GEF and UNDP strategic priorities  | TS                                    | Green    |
| A1.2. Relevance to national, regional and global priorities and the needs of beneficiaries   | TS                                    | Green    |
| A1.3 Complementarity with existing actions   | RI                                    | Yellow   |
| <b>B. Progress towards "Efficiency" results</b>  | <b>Relatively Unsatisfactory (RI)</b> |          |
| B1. Overall assessment of project results  | RI                                    | Yellow   |
| B1.1 Production of project products  | RI                                    | Yellow   |
| B1.2 Progress towards project achievements and objectives  | RI                                    | Yellow   |
| <b>Outcome 1: Improved governance structures and capacities for the integrated management of land and water resources.</b>   |                                       |          |
| Output 1.1: The integrated management council for the Cheikhetti sub-catchment is established and operational  | RS                                    | Yellow   |
| Output 1.2: Water and rangeland management committees established and operational  | RS                                    | Yellow   |
| Outcome 1.3: Capacity development program designed and implemented for the adoption of sustainable agricultural and land management practices.                       | TI                                    | Yellow   |
| <b>Outcome 2: Land use planning and integrated management leading to land rehabilitation and aquifer replenishment</b>   |                                       |          |
| Output 2.1: The HAS water monitoring system provides information for the adaptive management of the Cheikhetti sub-catchment.  | RS                                    | Yellow   |
| Output 2.2: The management plan for the Cheikhetti sub-catchment is drawn up and includes agropastoral farm plans.   | I                                     | Yellow   |
| Outcome 2.3: Water management structures are rehabilitated/constructed   | I                                     | Yellow   |
| <b>Outcome 3: Development of climate-resilient agro-pastoralism and livelihood activities that reduce pressure on limited water and land resources.</b>              |                                       |          |
| Output 3.1: A rural microfinance platform is established   | I                                     | Red      |
| Output 3.2: Sustainable land use methods implemented in key areas to support the catchment management plan   | RI                                    | Yellow   |
| Output 3.3: Livelihoods program developed and implemented  | I                                     | Yellow   |
| Output 3.4: At least 650 ha of land (pastures and riverbanks) are restored by improving vegetation cover   | TI                                    | Red      |
| <b>Outcome 4: Gender mainstreaming and replicable integrated monitoring and knowledge management tools in the Sustainable Management Plan (SMP) for river basins</b> |                                       |          |
| Output 4.1: Knowledge platform and monitoring system set up  | I                                     | Yellow   |
| Output 4.2: Gender mainstreaming strategy implemented in tea Dikhil region   | I                                     | Yellow   |
| Output 4.3: Replication Strategy and Action Plan developed did has national scale  | I                                     | Yellow   |
| <b>Overall assessment of progress towards objectives - results</b>   | RI                                    | Yellow   |
| <b>C. Implementation (Efficiency)</b>  | <b>Relatively Unsatisfactory (RI)</b> |          |
| C1. Project design and preparation <sup>2</sup>  | RI                                    | Yellow   |
| C2. Quality of project implementation  | RI                                    | Yellow   |
| C2.1 Quality of UNDP project implementation  | S                                     | Yellow   |
| C2.2 Project supervision (COFIL, project working group, etc.)  | S                                     | Yellow   |
| C3. Quality of project implementation and management (PMU and performance of implementing partners, administration, staffing, etc.).                                 | S                                     | Yellow   |
| C4. Financial management and co-financing  | RS                                    | Yellow   |

<sup>1</sup> The rating scale with 6 points of progress towards results: TS, S, RS, RI, I, TI. GEF (GEF, 2017c).

<sup>2</sup> Refers to factors affecting the ability of the project to start at the planned time, such as the existence of sufficient capacity among the implementing partners when the project is launched.

Green = Achieved      Yellow = Objective to be achieved      Red = Not on target



|   |                                       |  |
|---|---------------------------------------|--|
| C5. Project partnerships and stakeholder involvement                          | RI                                    |  |
| C6. Communication, knowledge management and knowledge products                | I                                     |  |
| C7. Overall quality of M&E  | I                                     |  |
| C7.1 M&E design   | I                                     |  |
| C7.2 Implementation of the M&E plan (including financial and human resources) | I                                     |  |
| C8. General assessment of performance factors                                 | RI                                    |  |
| <b>D. SUSTAINABILITY OF PROJECT ACHIEVEMENTS</b>                              | <b>Relatively Unlikely (RI)</b>       |  |
| D1. Overall likelihood of sustainability risks                                | RI                                    |  |
| D 2. financial risks  | P                                     |  |
| D 3 Socio-political risks   | P                                     |  |
| D 4. Institutional and governance risks                                       | RI                                    |  |
| D 5. Environmental risks  | Not assessed at this stage            |  |
| D 6. Socio-economic risks   | RP                                    |  |
| <b>Overall project rating</b>   | <b>Relatively Unsatisfactory (RI)</b> |  |

The 5-point sustainability rating scale: P, RP, RI, I, impossible to assess. GEF (GEF, 2017c).

## V. Conclusions

### a) Project strategy: Relatively Satisfactory (RS)

The project's relevance to the Republic of Djibouti's strategies and its relations with the UNDP and the GEF is clear, as is its design, which took account of all the accumulated experience. On the other hand, a number of weaknesses have been identified which have undermined the relevance of the strategy adopted, in particular the inadequacies in the project's financial set-up and objective indicators which are oversized in relation to the project's resources and duration.

### b) Progress towards results

The activities carried out are based around two activities: carrying out studies and diagnoses by external experts, and digging/rehabilitating wells. The IMP, which is the basic document for the planning work carried out by the CGI, CGIBVHC and for consultation/coordination with the regional council, MAEPE-RH and ADDS, has not yet been drawn up or validated. There is also the whole issue of water supply, whether for agriculture or drinking water, which requires urgent action to complete the necessary infrastructure. Finally, all the agropastoral development activities are in progress, with IGAs and capacity building not yet underway.

### c) Implementation of the project

The UGP (project management unit) and the supervision of interventions by the various UNDP/GEF departments operated in accordance with the Prodoc and no problems in this regard were identified by the evaluation. Pending the development of the Integrated Management Plan (IMP), the UGP anticipated and implemented activities that met the factual needs of beneficiaries.

However, the involvement of the technical departments that were members of the COPIL did not work, due both to a lack of consultation and to institutional compartmentalization, which prevented the project from obtaining the responses requested on time and to the desired quality. The ministries are seeking to act within the framework of service provision agreements.

Implementation has also encountered difficulties in carrying out certain activities planned under the Prodoc due to budget shortfalls.

### d) Durability

At this stage of the project's progress, the prospects for financial sustainability look good, as the State, through the National Water Fund, will provide free water and maintain the works. There are also few technical risks, as all the activities carried out by the project are commonplace in the country. However, there are still institutional and environmental risks, and there is no guarantee that these will be eliminated by the end of the project.

Finally, socio-economic sustainability is under serious threat. The challenge of the project is to satisfy social and economic needs as a way of tackling the issue of sustainable development.

## VI. Recommendations

| Recommendations   | Entity   |
|---|--|
| <p><b>Recommendation 1: Strategic aspects</b></p> <ol style="list-style-type: none"> <li>1) To urgently draw up and disseminate the AIP so that it becomes a guideline to be followed in planning for water, soil and agro-pastoralism.</li> <li>2) Trying to innovate, for the remaining months, by recommending the rehabilitation of a project site through a global and integrated action that tackles all the problems posed, through the organic heart of the problem: water, soil and agro-pastoralism.</li> <li>3) Refocusing all the project's efforts on a single site to serve as a training ground for producers, in order to cover all the links in the value chain - the "Abaittou case";</li> <li>4) Exploiting the FAO's wealth of experience with Farmer Field Schools.</li> </ol> | <p><b>UNDP,</b><br/>MEDD,<br/>UGP and<br/>AT</p>   |
| <p><b>Recommendation 2: Capacity building</b></p> <ol style="list-style-type: none"> <li>5) Adopt a training system for facilitators on a farm that has all the capacity for this activity ("Producer training fields");</li> <li>6) Train facilitators (one man and one woman per site) in the "Abaittou" farmers' field school, which is already operational and has already trained 60 women; and</li> <li>7) Provide them with the inputs they need to train producers on their sites.</li> <li>8) Draw up a very light training plan by the project's TA, and carry out a few priority training modules for producers, newly elected representatives and technicians.</li> <li>9) Intensify close and continuous technical supervision in the field.</li> </ol>                                | <p><b>UNDP,</b><br/>MEDD,<br/>UGP, AT,<br/>and<br/>MAEPE-<br/>RH</p>                         |
| <p><b>Recommendation 3: Promotion of agro-pastoralism</b></p> <ol style="list-style-type: none"> <li>10) Introduce the oasis agricultural production system based on three-tier crops (date palms, fruit trees, vegetables and fodder);</li> <li>11) Start with palm trees and fruit trees that do not require protective fencing.</li> <li>12) Generalizing soil analysis in market gardens to improve productivity.</li> </ol>  | <p>MEDD,<br/>UGP, AT,<br/>CERD and<br/>MAEPE-<br/>RH</p>                                     |
| <p><b>Recommendation 4: Completion of well equipment</b></p> <ol style="list-style-type: none"> <li>13) Equip wells with water supply, storage, distribution and energy tools to meet the population's priority needs (drinking water) and ensure a return on investment.</li> <li>14) Delegate the management of the wells equipped by the project to the CGIBVHC to collect symbolic fees for urgent maintenance operations.</li> </ol>   | <p>MEDD,<br/>UGP and<br/>MAEPE-RH</p>  |
| <p><b>Recommendation 5: Socio-economic aspects</b></p> <ol style="list-style-type: none"> <li>15) Enhance the action by highlighting its socio-economic dimension.</li> <li>16) Try to implement IGAs to improve beneficiaries' livelihoods;</li> <li>17) Work with ADDS and the FAO, which have successful experience in the field of IGAs.</li> </ol>   | <p>MEDD,<br/>ADDS,<br/>UGP, AT,<br/>FAO and<br/>MAEPE-RH</p>                                 |
| <p><b>Recommendations 6: Gender aspects</b></p> <ol style="list-style-type: none"> <li>18) Set up a system for collecting and analyzing gender-specific data specific to the project, enabling the involvement of women to be monitored from the project's inception to its completion.</li> <li>19) Initiating specific initiatives for women to help them develop their personal potential (multi-purpose hall) and become more independent (crafts).</li> </ol>  | <p><b>UNDP,</b><br/>MEDD,<br/>ADDS and<br/>Ministry for<br/>Women<br/>and the<br/>Family</p> |
| <p><b>Recommendation 7: Communication</b></p> <ol style="list-style-type: none"> <li>20) Translate and distribute a French version of the Prodoc and GEF guidelines to ensure a sufficient understanding of the project's strategic objectives and intervention logic.</li> <li>21) Develop a communications strategy based on proven expertise in the field.</li> </ol>  | <p><b>UNDP,</b><br/>MEDD,<br/>UGP and<br/>AT</p>   |
| <p><b>Recommendation 8: Sustainability aspects</b></p> <ol style="list-style-type: none"> <li>22) Efforts will also have to be made by the public purse to maintain and expand activities and meet the new needs of producers.</li> </ol>   | <p>MEDD,<br/>ADDS,<br/>and<br/>MAEPE-RH</p>  |
| <p><b>Recommendation 9: Adjust the budget</b></p> <ol style="list-style-type: none"> <li>23) In order to meet actual needs and implement the recommendations of the mid-term review, it is necessary to update the budget allocation by activity within the limits of the available budget. Priority should be given to funding investments that meet the population's actual needs, in particular water supply and training for facilitators.</li> </ol>   | <p><b>UNDP,</b><br/>MEDD,<br/>UGP</p>  |

## I. PURPOSE, SCOPE AND PROCESS OF THE MID-TERM REVIEW

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1. The evaluation was carried out in strict compliance with the ToR specifications and in accordance with the usual rules and practices in this field, in particular the norms and standards of the United Nations Evaluation Group (UNEG) and the methodological guidelines and practices of the UNDP and GEF<sup>3</sup>.
2. **The aim of the mid-term evaluation** is to examine the compatibility and coherence between needs, objectives, activities and expected results, taking into account circumstances that may have changed since the project was conceived. It is also an opportunity to analyze the initial results of the various forms of intervention and to make recommendations for any adjustments that need to be made if the Cheikhetti project is to achieve its objectives.
3. In addition, the evaluation will serve to understand the performance of the action, its determining factors and those that have hindered the achievement of results in the Djiboutian institutional context, so as to serve as a basis for the continuation of the project to achieve the objectives assigned and also for the planning of future actions and interventions.
4. The main **aims** of the project's MTR are :
  - Responding to an activity identified in the project's Prodoc which aims to continuously improve project implementation, in particular partnership, effectiveness and efficiency;
  - Assess the extent to which the performance indicators identified in the Prodoc capture the results and impacts achieved to date and make any necessary adjustments to these indicators;
  - Assess the immediate positive effects of the project and deduce future impacts from the results obtained to date;
  - Reconsider recent influencing events, i.e. the impact of the Covid-19 pandemic and any other changes in policy and strategy, in relation to the further implementation of the project;
  - Capitalize on the results of the MTR and document them in order to improve current or future preparations for GEF projects and/or similar projects.
5. In terms of **scope** and expectations, this mid-term evaluation aims to provide partners (the Government of Djibouti, the GEF, the UNDP and all stakeholders) with information enabling them to :
  - Assess the results of the project in a global and independent way, paying particular attention to the results of the actions carried out in relation to the objectives set;
  - Draw the main lessons from the intervention and formulate practical recommendations to improve future actions.
6. The **overall approach** of the mid-term review is based on three points:
  - Gathering information using a participatory approach with the project and beneficiaries, always focusing on the expected results, encouraging collaboration, sounding out the contributions of stakeholders;
  - Focus on local beneficiaries and institutions (sustainability of activities and

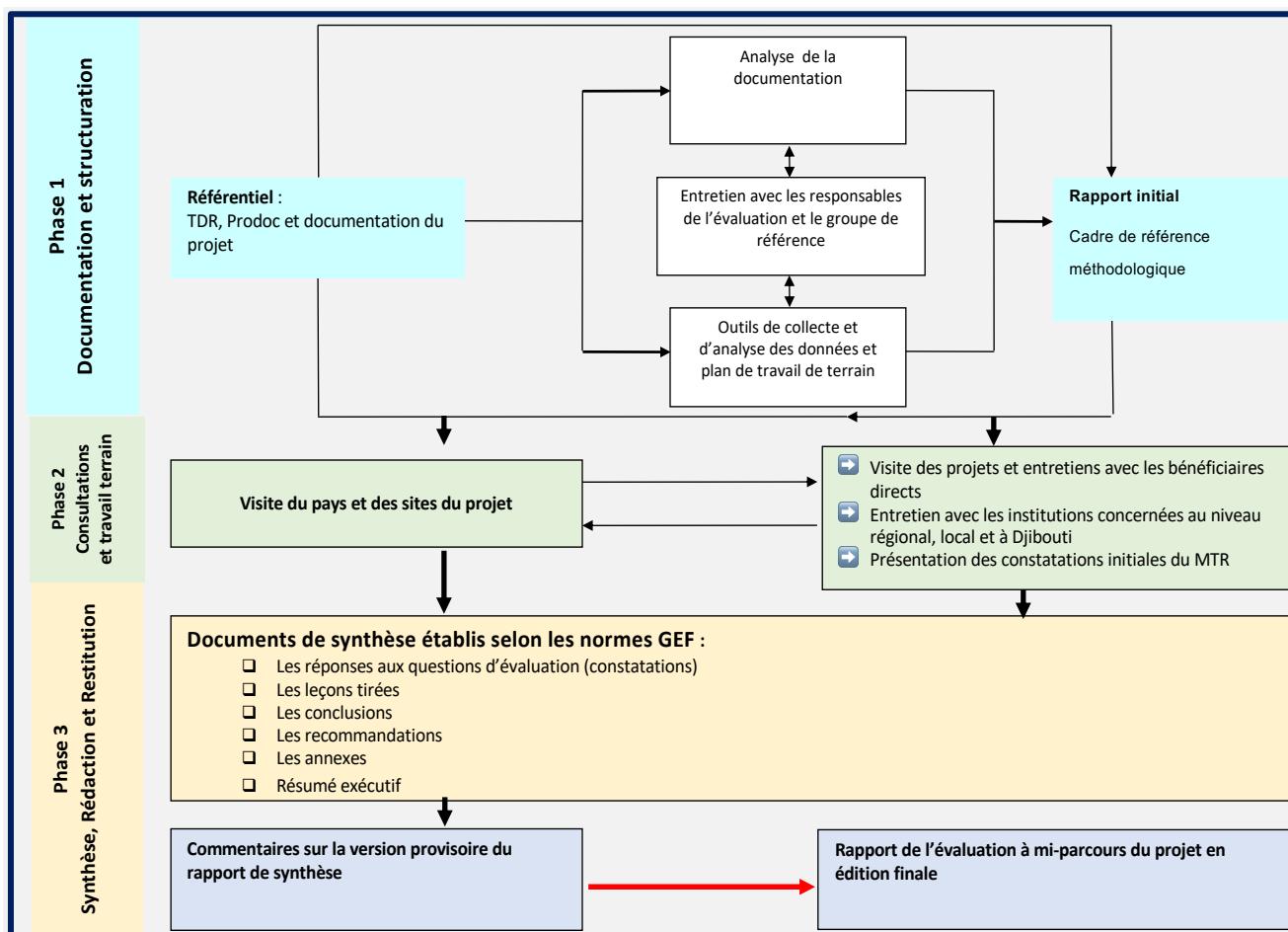
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<sup>3</sup> The GEF Evaluation Policy 2019

investments, quality of management and future plans): focal group approach wherever possible;

- Data verification (IOV) and "triangulation" based on reports and documentation collected, statements from producer groups and information gathered during meetings with project partners.
- The evaluation method used also takes into account, as far as possible, the specificities of evaluating a project that deals with a complex, multidisciplinary issue involving numerous and diverse stakeholders.
  - The evaluation of the project's performance is based on the expectations set out in the project's logical framework/results framework (see Project Document), which presents the performance and impact indicators and the corresponding means of verification.
- Ratings are provided against the evaluation questions in accordance with the GEF guidelines. The table of evaluation criteria and the mandatory rating scales are attached to the executive summary.
- The overall methodological approach involved three successive phases.

**Figure 1** Phase of the mid-term evaluation of the Cheikhetti project



## II. DESCRIPTION AND CONTEXT OF THE PROJECT

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### II.1 Context

#### II.1.1 General context

10. Djibouti is one of the smallest countries in Africa, with a surface area of 23,200 km<sup>2</sup> and a population of around 900,000. Because of the small size of its economy, Djibouti can hardly diversify its production and is all the more dependent on foreign markets, which makes the country more vulnerable to cyclical ups and downs and hampers its access to capital. With less than 1,000 km<sup>2</sup> of arable land (i.e., 0.04% of the country's total surface area) and average rainfall of just 130 millimeters per year, Djibouti is almost totally dependent on imports to feed its population.
11. Djibouti's main asset, however, is its strategic geographical position at the southern entrance to the Red Sea, making it a bridge between Africa and the Middle East-. Situated close to some of the world's busiest shipping lanes, Djibouti is home to French, American, Japanese, Chinese and NATO military bases, as well as other foreign forces stationed in the country to support the global fight against piracy.
12. Its economy is based on a port complex that is among the most modern in the world. Trade through the port of Djibouti is set to grow rapidly, in tandem with the economic expansion of Ethiopia, the country's main neighbor and trading partner. Djibouti also has a natural heritage that lends itself to tourism, unexploited marine resources that could enable it to expand small-scale fishing, and an undersea telecommunications cable infrastructure that could serve as a base for the development of new digital activities and services. Renewable energies could also become a source of growth for the country, given its geothermal, solar and wind energy potential.
13. After a recovery that began in 2021, economic activity slows in 2022. GDP growth in 2022 is estimated at 3.6%, compared with 4.8% in 2021. This slowdown is due to tensions in the global maritime transport and logistics chains linked to the war in Ukraine, weak Ethiopian demand and severe droughts. Djibouti's economy is expected to recover gradually over the medium term, driven by investment programs by the private sector and state-owned enterprises, and by structural reforms to be undertaken as part of the implementation of the second national development plan, known as Djibouti ICI (Inclusion-Connectivity-Institutions). GDP growth is expected to accelerate to 5.3% in 2023 and 6.2% in 2024.

#### II.1.2 Specific context

14. The Republic of Djibouti is vulnerable to risks induced by climate change, such as floods, droughts and rising sea levels. These risks are reflected in the unavailability of water, soil erosion and damage to infrastructure. The impacts of these risks are particularly damaging for Djibouti's water, agriculture and public health sectors.
15. Djibouti also faces a number of threats linked to human activities, such as overgrazing, deforestation (acacias and mangroves), inappropriate agricultural practices and the use of wood fuels such as charcoal and firewood. All these activities lead to the degradation of ecosystems.
16. Over the last few decades, the country has faced a major and growing challenge to its natural, semi-natural and productive ecosystems due to severe and increasing land degradation and desertification. Rangelands are particularly susceptible to degradation as they cover marginal and infertile areas, subject to uncertain climatic conditions, often with highly erodible soils, low soil cover and low water reserves. Most rangelands are now

degraded to such an extent that they can no longer provide the resources needed by livestock farmers, due to the difficulties of maintaining sustainable traditional systems.

17. The multiple and persistent threats weigh heavily on the ecosystem:

- Climatic stress, high temperatures and fluctuating rainfall have had an impact on the availability of water and natural resources and undermined agricultural and livestock productivity across the country;
- Deforestation through illegal logging, often to meet timber needs in local and urban areas;
- Unsustainable pastoral practices relating to overgrazing associated with sedentarization and the loss of traditional agreements for the use of rotational grazing land;
- Unsustainable subsistence farming practices relating to land clearance and inadequate irrigation methods.
- Water and wind erosion favored by the reduction in vegetation cover, especially grass cover, caused mainly by overgrazing and deforestation;
- Invasive alien species (IAS). The mesquite *Prosopis juliflora* (and perhaps other *Prosopis* species to a lesser extent) is a growing problem in Djibouti as it invades and can dominate vegetation in agricultural and pastoral lands;
- And so on.

18. In addition to these biophysical factors, there are institutional factors relating to the lack of coordination and complementarity; compartmentalization; limited technical and financial capacities; and low levels of private investment to improve the socio-economic situation.

19. Finally, there is the major problem of gender inequality. The traditional social organization of Djiboutian society is patriarchal and patrilineal. Men embody authority within the household, make crucial decisions and are responsible for the economic management of the household. This situation is at the root of inequalities and disparities that strongly affect the status of women in the family and society, restricting their educational opportunities, limiting their ability to make decisions and to participate in the life of their community with the same opportunities as men. Progress in promoting gender equality will be examined on the ground by the MTR.

20. To address this complex situation in the project areas, the Dikhil Regional Development Plan has identified strong agro-pastoral, energy, tourism and industrial potential. It has also established a reference situation with a view to building a regional economy specializing in agriculture and livestock, focused on intensive growth, diversification and private sector competitiveness, and based on the fundamental principles of social justice, reduction of inequalities, equity and balance in the distribution of resources, wealth, reduction of extreme poverty and the primacy of community participation.

21. In the project area, a diagnostic study was carried out to identify and integrate gender considerations into the development of this project and to draw up an action plan based on six specific objectives:

- i. Women's participation in decision-making and access to information are visibly improved;
- ii. The participation and contribution of women and girls in agro-pastoralism is effective and quantifiable;

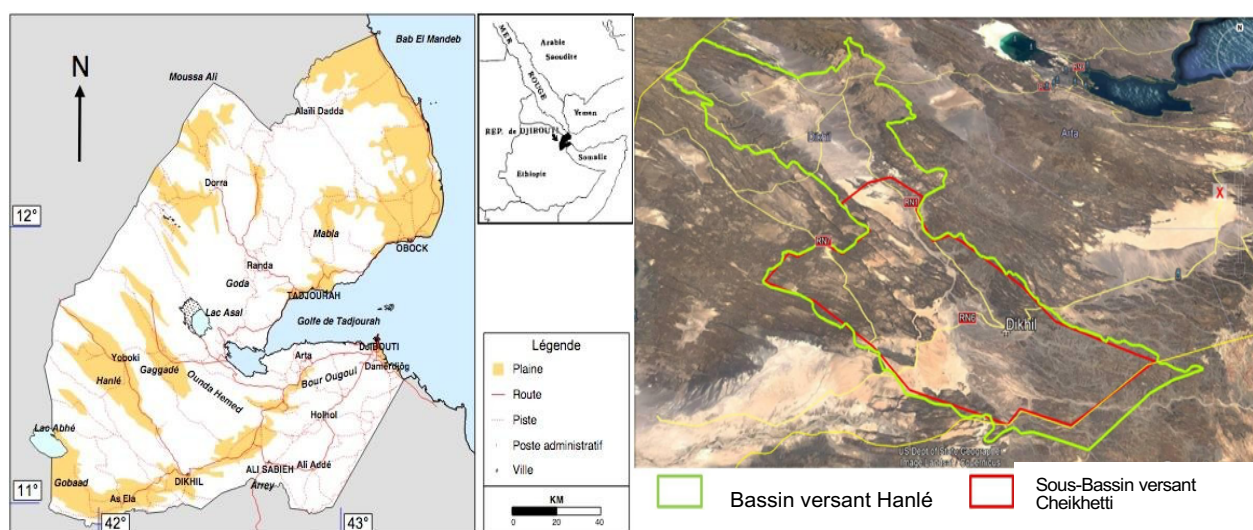


- iii. The women and girls who have dropped out of school and who benefit from the project own stud farms and livestock;
- iv. Women and the local population have adopted so-called "green" energy sources and have reduced the amount of wood used in their homes by almost half;
- v. Improve access to productive resources (credit, capital, technical assistance, agricultural inputs);
- vi. The PMU effectively ensures that gender issues are taken into account and that women are involved.

## II.2 Presentation of the project

22. The project will run for 5 years from May 2021 to May 2026, with an initial budget of US\$15,752,454, 82.94% of which will be co-financed and 20.98% allocated by the GEF and UNDP (US\$3,303,454).
23. The project covers an area of around 75,000 ha, covering the Cheikhetti sub-catchment area from the Ethiopian border in the south to the entrance to the Hanlé plain in the north. The Cheikhetti sub-catchment represents around 40% of the Hanlé catchment. The area includes quality rangelands on plateaus in the western part of the catchment. The dry river, which overflows during heavy rains, rises just over the border in northern Ethiopia and merges with the Hanlé catchment as soon as it enters the plain.

**Figure 2: Location of the project**



24. **The aim of the project is to** promote an integrated model for restoring agro-pastoral ecosystem services in the Cheikhetti sub-catchment to reduce land degradation, improve self-sufficiency in the basic needs of vulnerable rural communities and create the conditions for replication with strong community involvement.
25. To achieve this, the project intends to improve and introduce environmentally-friendly agro-pastoral production practices. Priority will be given to actions to conserve and promote the sustainable use of natural resources, the promotion of gender equality and the introduction of a microfinance system for access to inputs.
26. **The expected results.** The project as structured presents 39 sufficiently detailed activities leading to 13 outputs for the achievement of four results spread over four components. For each of its outcomes, the project has defined activities, the type of monitoring indicators and has established a reference base (sources of information) to ensure rigorous monitoring of the achievement of objectives.

Figure 3: Results chain Cheikhetti project



27. The **stakeholders** with a direct or indirect interest in the project are :

Table 1: Stakeholders - Roles and responsibilities

| Key stakeholders (disaggregated where appropriate) <sup>4</sup>  | What is their role in the project? | What is the reason for their inclusion or exclusion in the MTR?   | Priority for MTR (1-3) <sup>5</sup> |
|--|------------------------------------|---|-------------------------------------|
| UNDP/GEF   | UN executing agency                | Agency responsible for :<br>- Supervision of project techniques and implementation; and<br>- Project management, coordination of partners, quality assurance. | 1                                   |
| <b>Ministry of the Environment and Sustainable Development (MEDD) :</b><br>• Communication, Planning, Monitoring, Evaluation and Archives Department | National Implementing Agency       | Leads the project PMU and liaises closely with representatives of public sector administrations, the Regional   | 1                                   |

<sup>4</sup> Give the names of the main players, if known, and be as specific as possible

<sup>5</sup> 1 = essential; 2 = desirable; 3 = depending on time and resources available

|  |   |   |   |
|--|---|---|---|
|  |   | Project Execution Agency and regional authorities.  |   |
| <b>Ministry of Agriculture, Water, Fisheries, Livestock and Hydraulic Resources (MAEPERH) :</b> <ul style="list-style-type: none"> <li>• Department of Agriculture and Forestry</li> <li>• Department of Agriculture and Livestock</li> <li>• Public Works Department</li> <li>• Water Department</li> </ul> | Support agency for project implementation     | MAWFLMR plays a key role in combating desertification, and is responsible for integrated water management and rural water supply, veterinary services and the dissemination of agricultural techniques. | 1 |
| <b>Ministry of National Education and Vocational Training :</b> <ul style="list-style-type: none"> <li>• Directorate General of Technical Education and Vocational Training</li> </ul>   | Ministry of Training and Capacity Building    | Contributes to the identification of priorities for the development of training programs/modules in biodiversity conservation, adaptive management, rangeland and forest management                     | 2 |
| <b>Regional authorities and representatives :</b> <ul style="list-style-type: none"> <li>• Dikhil Prefectural Council</li> <li>• Regional Council of the Dikhil region</li> </ul>  | Making proposals and identifying needs        | Local bodies to identify and direct actions according to the needs of direct beneficiaries.   | 2 |
| <b>Communities and beneficiaries :</b> <ul style="list-style-type: none"> <li>• Cooperatives, associations and agricultural and agro-pastoral networks</li> <li>• Gobaad Development Caravan</li> <li>• National Union of Djibouti Women (UNFD)</li> </ul>   | Beneficiaries of project actions and services | Assessment of the changes and added value brought about by the project  | 2 |
| <b>Ministry of Higher Education and Research :</b> <ul style="list-style-type: none"> <li>• National Scientific Research Institution: Centre d'Études et de Recherche Scientifique de Djibouti (CERD) (Djibouti Centre for Scientific Studies and Research)</li> </ul>                                       | Partners for the evaluation of GEF indicators | CERD is the national scientific partner in the field of hydrology and hydrogeology.   | 2 |

### III. ANSWERS TO EVALUATION QUESTIONS : FINDINGS

#### III.1 Project strategy "Pertinence"

**To what extent is the project strategy relevant to the country's priorities, country ownership and the best way to achieve the expected results?**

28. **Finding 1:** The project fits in perfectly with national, GEF and UNDP priorities. Its objective, to promote the sustainable management of water resources, rangelands and agro-pastoral areas, is in line with national strategies and policies to ensure sustainable and balanced development between the country's different agro-ecosystems.
29. **Finding 2:** The project is relevant to the needs and priorities of the beneficiaries and stakeholders, given the shared concern for revegetation and environmental protection in the Cheikhetti sub-basin. Given the scale of the needs expressed, this presupposes comprehensive action to tackle all the threats posed by the organic core of the problem, i.e. water.
30. **Finding 3:** The relevance of the project is also demonstrated by its link with sectoral policies, which reflect the political will and effective involvement of stakeholders in the design and implementation of sustainable and integrated development strategies.

31. **Finding 4:** Overall, the design of the project is participatory and draws inspiration from the various projects carried out in Djibouti, in particular by UNDP-FAO-GEF, or underway in Cheikhetti on similar themes and implemented in perfect complementarity and synergy by other projects.
32. **Finding 5:** The link between the project's four components is relevant and, by means of a localized site approach, enables work to be concentrated spatially in order to achieve convincing results that can be generalized as a model of sustainable development.
33. **Finding 6:** The relevance of the project is demonstrated by its institutional anchoring at MEDD level as a PMU in cooperation with the country's other institutions at both central and regional level.
34. **Finding 7:** The choice of intervention sites is relevant to the project's objectives of developing a replicable pilot intervention model.
35. **Finding 8:** The relevance of the project is weakened by the underestimation of costs and the over-sizing of objectives in a vast area with enormous needs.

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#### **Strategic relevance for Djibouti :**

36. The fieldwork confirmed the relevance of the strategic choice of sustainable development of the Cheikhetti sub-basin and the targeting of actions on beneficiaries exposed to the visible threats of climate change and heavy enthronezation, which are affecting and degrading the ecosystem and natural resources that used to be the region's source of wealth. This reflects the priorities expressed by the Djibouti government in its national "Djibouti Vision 2035" policy, which aims in the short term to combat poverty and unemployment and in the long term to make Djibouti a regional platform for trade and services in order to raise the country to the status of an emerging country. According to Djibouti Vision 2035, Dikhil is set to become a center for agro-pastoral and energy-tourism development.
37. The 2015-2019 Strategy for Accelerated Growth and Employment Promotion (SCAPE) is the first strategic articulation of the Djibouti 2035 Vision, and the Cheikhetti project is set to contribute to the implementation of actions relating to Land Use Planning and Sustainable Development and master plans to rehabilitate and develop small family-sized agricultural and livestock areas in all regions to eradicate poverty, food insecurity and unemployment.
38. Recently, in February 2022, the Djibouti government launched the second "Djibouti ICI" national development plan 2020-2024 to meet development challenges and exploit Djibouti's economic and strategic opportunities. Two of the three areas of focus are i) the environment, climate change and renewable energy; and ii) socio-economic strategy. The actions of the Cheikhetti project can contribute to the achievement of "Djibouti ICI".

#### **Strategic relevance for GEF and UNDP:**

39. The relevance of the Cheikhetti project lies in the fact that it reinforces the achievement of the global environmental goal and contributes to mitigating and reversing the current global trend in land degradation through the promotion of sustainable land and water management practices and the conservation of biodiversity in fragile ecosystems under pressure from adverse human activities.
40. The project also reinforces the efforts of the government of Djibouti to honor its commitments to the international community to preserve natural resources and ratify all the international conventions relating to nature conservation, in particular the Convention



on Biological Diversity (CBD) in 1995, the achievement of the Aichi targets, the 2030 SDGs, and the United Nations Agreement to Combat Desertification.

41. The Cheikhetti project contributes to achieving the following SDGs:

**SDG 1** - End extreme poverty: improving the livelihoods of communities in the Cheikhetti catchment;

**SDG 2** - food security: develop new agricultural zones that are resilient to climate change, improve soil productivity;

**SDG 5** - Gender equality: integrate gender into the project's intervention strategies by raising awareness among the various stakeholders and developing activities targeting women;

**SDG 8** - Decent work and economic growth: providing new IGAs ;

**SDG 12** - Sustainable consumption and production: promote the local consumption of agroecological products ;

**SDG 13** - Climate change: climate resilient activities ;

**SDG 15**- The life we land in the Cheikhetti catchment ;

**SDG 16** - Peaceful and inclusive development: develop strong partnerships between local, regional and national authorities and international institutions through an inclusive project strategy, involving both Afar and Somali communities.



42. This project is also part of the UNDP strategic plan for the period 2018-2021, in particular Output 2.4.1: Strengthened legal and regulatory frameworks, gender-sensitive policies and institutions, and approval of solutions to ensure the conservation, sustainable and equitable use, and benefit-sharing of natural resources, in accordance with international conventions and national legislation.

#### **Relevance to sectoral policies :**

43. The project's relevance is demonstrated by its interventions, which are perfectly in line with the Djibouti government's policies and strategies in the following main areas:

- The Water Code, which regulates the use of water resources and ensures their protection;
- National Program for Drinking Water Supply and Sanitation in Rural Areas by 2030 (PNAEPA 2030) ;
- National Environmental Action Plan (PANE), which includes the rehabilitation of degraded ecosystems and the implementation of programmes to raise awareness among local communities of best practices for the conservation of natural resources;
- Environment Code ;
- Djibouti National Gender Policy ;
- Pact for Food and Agriculture to 2028.

#### **Institutional relevance :**

44. Overall, the Cheikhetti project forms part of the support for the implementation of the National Environmental Action Plan (PANE), which constitutes the reference framework for environmental planning in terms of defining policies and drawing up environmental programs. Given the dominance of the environmental sustainability component, the

choice of the MEDD as the executing and implementing agency is appropriate and will ensure greater complementarity, coordination and coherence in the joint action of the technical institutions involved in the project.

**Conceptual relevance :**

45. Several international cooperation agencies are active in Djibouti in the fields of the environment and biodiversity, including IFAD, JICA, UNDP, UNEP, UNESCO and the WB, with substantial support from the GEF.
46. The Cheikhetti project design is relevant because it capitalizes on previous projects or projects that were ongoing at the time of its design, in particular i) the 16 IDA/WB PRODERMO, EU SHARE, ADB DRSLP, IFAD PROGRES and GEF funded projects for surface and groundwater mobilization in targeted locations across Djibouti; ii) the World Bank Rural Community Development and Water Mobilization Project (PRODERMO, 2012-2019); iii) the project to develop agro-pastoral shade gardens as an adaptation strategy for poor rural communities (2012-2018) implemented by the MHUE in partnership with the UNDP and financed by the Adaptation Fund; iv) the FAO project "Support for the resilience of rural communities"; and v) the Water and Soil Management Program (PROGRES - 2016-2021).
47. The Cheikhetti project is being carried out at the same time, in the same target sites and on the same themes as the PROGRES and PGIRE projects. The three organizations have carried out several joint field missions to carry out participatory diagnoses, assess the environmental situation of the sites and identify actions to increase the density of the vegetation cover.

**Relevance of the project set-up and approach :**

48. The four components of the project fit together perfectly:
  - i) Component 1 is dedicated to defining a governance framework at national and regional level for the sustainable management of agro-ecosystems in the project area;
  - ii) Component 2 on the rehabilitation of aquifers and the sustainable integration of all aspects of the region's development into management plans;
  - iii) Component 3 on a demonstration action for the implementation of agroecosystem management and investment plans; and
  - iv) Component 4: project monitoring and evaluation, knowledge management and information dissemination. The relevance of the project's set-up means that, through a localized site approach, work can be concentrated in a given area to achieve convincing results that can be generalized as a model for sustainable development.
49. However, given the remoteness of the sites, the disastrous state of the roads and the obvious underestimation of costs, the relevance of the project has been significantly reduced and there is a risk that several projects will not see the light of day (see Efficiency).

**Geographic relevance :**

50. The identification of the intervention site was relevant because it was based on reasonable criteria in view of the objective of having, at the end of the project, a pilot model to be generalized. The choice took into account i) the threats relating to the vulnerability of rural populations, the level of land degradation, drought and the scarcity of rainfall; and ii) the potential relating to the size of the population/number of households, accessibility, the willingness of local communities to invest in good practices, and the



potential for developing agro-pastoralism.

51. The MTR mission confirmed the relevance of the choice and above all the momentum created around the project on the ground with all the stakeholders, in particular the communities, with a strong focus on gender equality.

52. **Relevance Assessment - Relatively Satisfactory (RS)<sup>6</sup> :**

- The relevance of the project to the strategies of the Republic of Djibouti and its relations with the UNDP and the GEF is demonstrated by its design, which has taken into account all the experience gained, the foundations of current strategies and policies and the needs of the stakeholders and direct beneficiaries.
- The relevance of the project could have been strengthened with a well-dimensioned intervention logic in terms of **its objectives** (the success of a pilot model for the sustainable use of water, soil and biodiversity and the improvement of beneficiaries' income, the professionalization of agriculture and the valorization of products over 75,000 ha, the supply of groundwater, etc.), **its quantitative and qualitative estimates** (choice of innovative activities, partners and economic players, estimate of the budget and resources) and **the duration of its implementation**.
- The relevance of the actions that remain to be carried out will depend on the project's ability to refocus its activities, work more closely with its institutional partners and strengthen the commitment of its beneficiaries.

## III.2 Progress towards results

**To what extent have the project objectives, defined results and planned activities been achieved to date?**

### III.2.1 Progress towards completion of activities/products

53. **Finding 9:** The priority activities carried out by 30 June 2023 concern the diagnostic and identification studies for the creation of CGIs and CGIBHCs (Outcome 1); the assessment of water needs and identification of drilling sites (Outcome 2); and the implementation of the gender mainstreaming strategy in the Dikhil region.

54. **Finding 10:** Land-use planning and integrated management activities based on land rehabilitation and aquifer replenishment (Outcome 2) currently involve the rehabilitation of 7 wells and the construction of 2 new ones.

55. **Finding 11:** There is a serious risk that 5 mini-dams and 5 excavation dams will not be built due to insufficient financial resources and the absence of upstream feasibility studies for the construction of these structures.

56. **Finding 12:** All agro-pastoral development activities are underway, with a delay in the launch of the feasibility study for the IGAs that are supposed to improve the socio-economic situation of beneficiaries.

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<sup>6</sup> Moderate progress has been made in terms of financing and upstream infrastructure studies.

**Table 2: Progress towards completion of activities/products**

| Objectives   | Planned activities  | Achievements at 30 June 2023         | Rating | Observations and comments   |
|--|---|--------------------------------------|--------|---|
| <b>Component 1: Multi-level governance and capacity building for integrated watershed management and land use.</b>                       |   |                                      |        |   |
| 1.1. The Cheikhetti Integrated Watershed Management Council (CGIBHC) is created.   | Creation of the Integrated Management Board for the Cheikhetti watershed.                                   | Final report delivered               | MS     | - Final consultation report delivered, taking account of the project's comments.<br>- A workshop to launch the CGIBHC will be organized.  |
|  | Strengthening the CGIBHC's capacity to ensure comprehensive coordination and monitoring.                    | No realization                       | U      | - Scheduled for late August 2023.   |
| 1.2. Water management committees (3) and pathway management committees (2) - CGEP au are created and strengthened.                       | Creation and/or reinforcement of CGEP capacities.   | In progress.                         | U      | - The consultation has begun.   |
| 1.3. Capacity development programme designed and implemented for the adoption of sustainable agricultural and land management practices. | Training communities to adopt sustainable farming practices.  | No realization                       | U      | - Hire a consultant or entrust the activity to the Department of Agriculture after signing an agreement (resource persons are available). |
| <b>Component 2: Land rehabilitation and management of aquifer replenishment in the Cheikhetti catchment area</b>                         |   |                                      |        |   |
| 2.1. A water monitoring system provides information for the adaptive management of the Cheikhetti catchment.                             | Assessment of water requirements in the catchment area.   | Study carried out.                   | S      |   |
|  | Installation of 3 water measurement points to determine the water balance in terms of quantity and quality. | Analyses not carried out.            | U      |   |
|  | Identification of new drilling sites.   | Study completed and work in progress | S      | Site identified at Abaittou.  |
| 2.2. The management plan for the Cheikhetti sub-catchment is designed and  | Drawing up a management plan for the Cheikhetti sub-catchment (PGBVC).                                      | Not carried out.                     | HU     | ToR and launch of the study in October 2023.  |

|   |  |                         |    |   |
|---|--|-------------------------|----|---|
| implemented.  | Monitoring the implementation of the Cheikhetti watershed management plan (National water management specialist territory) | Not carried out.        | HU | October 2023.   |
| 2.3 Water management infrastructure rehabilitated/constructed.                                      | Rehabilitation of 4 <del>old</del> wells.  | Rehabilitated.          | S  | Projects completed  |
|   | Construction of 9 new wells.   | 7 Completed.            | MS |   |
|   | Impluvium reservoir.   | In progress             | MS |   |
|   | Mini-dams.   | Not carried out         | HU | Insufficient resources allocated to carry out these works. In addition, a feasibility study not provided for in the project must be carried out upstream before proceeding with the installation of these structures. Negotiate additional funding. |
|   | Excavation booms.  | Not carried out         | HU |   |
| <b>Component 3: Climate-resilient agro-pastoralism and livelihood activities</b>                    |  |                         |    |   |
| 3.1. A rural microfinance platform is established   | Action research, community capacity building   | Not carried out         | U  |   |
| 3.2. Land use in key areas for the implementation of the catchment management plan.                 | Establishment of agro-pastoral farms.  | Activities in progress. | MS |   |
|   | Equipment and community work to set up agro-pastoral farms.  | Activities in progress. | U  |   |
|   | Nurseries  | 2 nurseries built.      | MU | A nursery at Bondara is currently being finalised.  |
| 3.3. Development and implementation of a livelihood program.  | Feasibility study for IGAs and value chains.   | Not carried out.        | U  | The ToR have been finalized and the IGA identification study will be launched shortly.  |
| 3.4. At least 650 ha of land (pastures and riverbanks) are restored thanks to improved plant cover. | Rehabilitation of pastures (100 ha)  | In progress.            | MS | 3 set-aside sites totaling 15ha have been identified at Bondara, Cheikhetti 1 and Abou-youssouf respectively. Work is underway to identify 80 hectares of plant densification in Tibixiha, Abou Youssouf and Bondara.                               |
|   | Creation of new grazing areas (50 ha).   | In progress             | MS |   |

| Component 4: Gender mainstreaming and monitoring and managing knowledge for replication |   |                                    |   |   |
|---|---|------------------------------------|---|---|
| 4.1. Setting up a knowledge platform and monitoring system.                             | Call for tenders to develop the project's knowledge platform (including M&E training, capitalization, etc.) | Not carried out                    | U | August-September 2023.  |
| 4.2: Gender mainstreaming strategy implemented in the Dikhil region                     | Designing a gender strategy   | Completed. Final report delivered. | S | Pending implementation  |
| 4.3: The replication strategy and action plan developed at national level               |   | Not carried out                    | U | This product will depend on the way in which action is stepped up and interventions refocused in order to forge a model that can be replicated throughout the catchment area. |

### III.2.2 Progress towards achieving the logical framework indicators

57. **Finding 13:** The **objective** indicators relating to the application of the Integrated Management Plan (IMP) over 75,000 ha, the increase in infiltrated water of 5% seem, in view of the delay in starting up the project and in drawing up the IMP and the inadequacy of the financial resources, to be very ambitious and oversized.

58. **Finding 14:** Achievement of the indicators relating to the increase in the score on the UNDP capacity development scorecard for land use planning and management in the Cheikhetti catchment area remains dependent on the development of the IMP and the capacity of the water management committees to implement this plan. **(Outcome 1)**

59. **Finding 15:** The Integrated Watershed Management Plan has not been drawn up, but management committees have been set up and a few wells have been rehabilitated or built. The remaining challenge is to first draw up the IMP, disseminate it, harmonize it with the RDP and, above all, take action to change the behavior of communities in a comprehensive, uniform and rapid way to ensure sustainable management of resources and water mobilization infrastructure **(Outcome 2)**.

60. **Finding 16:** Microfinance, such as market gardens and capacity building for communities to adopt good agro-pastoral practices and improve livelihoods, is slow to be implemented. However, microfinance institutions already exist and are operational **(Outcome 3)**.

61. **Finding 17:** Women are actively involved in all project activities, particularly in management committees and the management of market gardening plots. However, there is no specific monitoring system for women's involvement and no dissemination of gender-specific analyses. **(Outcome 4)**

62. The project's impact indicators as set out in the Prodoc and logical framework are ambitious to achieve in five years, especially given the rigid institutional context and the limited financial, human and physical resources mobilized.

63. These Logical Framework indicators are reviewed against progress towards end-of-project targets using the Progress Towards Results matrix and following the guidelines for conducting mid-term reviews of UNDP-supported and GEF-funded projects, in particular: color-coding progression in a "traffic light system" according to the level of progress achieved; assigning a progress score for each outcome; making recommendations based on areas marked as "the target is far from being reached" (red).

**Table 3** Progress towards results and final objective

| Project strategy  | Indicator <sup>7</sup>  | Basic level <sup>8</sup>  | Level at 2 <sup>ème</sup> PIR (self-declared)               | Medium-term target <sup>9</sup>                                      | End of project target   | MTR level <sup>10</sup> | Pass mark <sup>11</sup>   | Justification of the rating  |
|---|---|---|---|--|---|-------------------------|---|--|
| <b>Objective:</b><br>To develop an integrated model for the restoration of agro-pastoral ecosystem services in the Cheikhetti catchment in order to reduce land and water degradation, improve self-sufficiency in the basic needs of vulnerable rural communities and create the conditions for replication. | <b>Indicator 1:</b><br>Extent to which sustainable land and water management plans are implemented  | No integrated catchment management plan.<br>No demonstration of successful SLM practices in the Cheikhetti catchment area | Not carried out   | Integrated management plan validated by stakeholders and implemented | SLM principles applied to the entire Cheikhetti sub-catchment (75,000 ha) |                         | <b>HU</b>   | The IMP must be implemented and disseminated to institutional partners, communities and elected representatives.                                       |
|   | <b>Indicator 2:</b> Improvement in ecosystem services :<br>1) Groundwater recharge - quantity of water infiltrated<br>2) Erosion control - quantity of suspended solids in the water at the outlet of the Cheikhetti catchment area | 5% of water is either used or infiltrated (95% is lost through run-off and not evapotranspiration)                        | Unbuilt structures  | 2% increase in water infiltration                                    | Increased infiltration of water 5%.                                       |                         | <b>HU</b>   | Due to the lack of budget, it is probably impossible to build sills to recharge the water table or control erosion.                                    |
|   |   | The baseline will be established by CERD at the start of the project.   | In progress   | 10% reduction in suspended solids                                    | 20% reduction in suspended solids   |                         | <b>U</b>  |  |
| <b>Indicator 3:</b><br># direct beneficiaries of the project (women / men).   | 0   | In progress   | 3,000 people in the Cheikhetti catchment area (1,386 women) | > 10,000 people in the Cheikhetti catchment area (4,620 women)       |   | <b>MS</b>               | Women take part in all the project's activities, sometimes in greater numbers than men. |  |
| <b>Result 1:</b><br>Multi-level governance framework established and capacity-building programme developed for integrated watershed management and land usury   | <b>Indicator 4:</b><br>Increase in score on the UNDP capacity development scorecard for land use planning and management in the Cheikhetti catchment area.  | 29/84 (35 %)  | Not carried out   | scores, expressed in absolute terms, increase by at least 20%.       | scores, expressed in absolute terms, increase by at least 40%.            |                         | <b>UA</b>   | Indicator oversized in relation to resources, the duration of the project and the capacity to change the population's behaviour uniformly and rapidly. |
|   | <b>Indicator 5:</b> Number of functional water management committees  | 0   | In progress   | At least 5 established and trained.                                  | Total 5 established and trained.  |                         | <b>S</b>  | The committees already exist, but some of them are still in the process of being recognised, and they need to be operational.                          |
| <b>Result 2:</b>  | <b>Indicator 6:</b>   | No catchment management plan  | Not carried out   | The catchment management   | The Cheikhetti catchment management plan                                  |                         | <b>U</b>  | The ERP must be disseminated and harmonised with the RDPs  |

<sup>7</sup>Fill in the data from the logical framework and dashboards

<sup>8</sup>Fill in the data from the project document

<sup>9</sup>If available

<sup>10</sup> Colour code for this column only

<sup>11</sup>Use the 6-point scale to assess progress towards results: HS, S, MS, MU, U, HU



|   |   |   |                 |  |  |  |    |   |
|---|---|---|-----------------|--|--|--|----|---|
|   | Existence of an annual integrated catchment management plan.  |   |                 | plan has been validated  | is validated and implemented.  |  |    |   |
|   | <b>Indicator 7:</b><br>Water points rehabilitated/ built (impluvium/ water reservoirs, weirs and shallow wells)   | 0   | In progress     | At least 10  | At least 25  |  | MS | The wells have been built, but all the water collection, supply and storage facilities are missing. If the water supply equipment is not installed, the investment will be worthless. |
| <b>Result 3:</b><br>Climate-resilient agropastoralism and subsistence activities have developed by reducing pressure on water and land resources. | <b>Indicator 8:</b> Number of agro-pastoralists, livestock breeders and farmers trained in micro-finance and number of loans granted  | No one trained in rural areas<br>No credit granted in rural areas.  | Not carried out | At least 200 people trained (60% women)                                | At least 500 people trained (60% women)  |  | U  | It's a shame we haven't started to build capacity   |
|   | <b>Indicator 9:</b><br>Number of agro-pastoral plots set up and producing fodder and income.  | 0   | In progress     | At least 7 agropastoral plots covering 29 ha.                          | At least 13 agropastoral plots covering 46 hectares.                                 |  | RI | In progress   |
|   | <b>Indicator 10:</b><br>Communities' perception of their livelihood stake in the proper management of resources in the Cheikhetti sub-catchment, measured by the periodic and independent application of the 'most significant change' (MSC) technique. | Not applicable The MSC technique must be applied once the project has been launched and some form of change has occurred. The baseline is all the assessments that support the project. | In progress     | Changes in livelihoods are seen through the independent application of | Changes in livelihoods are seen through the independent application of technical MSC |  | U  | At present, the resources needed to address the socio-economic and subsistence situation of beneficiaries are not being implemented.  |
|   | <b>Indicator 11:</b> Number of agropastoral, stockbreeders and farmers involved in SLM practices (ANR, tree planting, prohibited zone, half-moon)   | 0   | Not carried out | At least 500 people involved in TDM practices.                         | At least 5,000 people involved in SLM practices.                                     |  | U  | Beneficiaries are open to any participation/collaboration in this area.   |
| <b>Result 4:</b><br>Gender mainstreaming and replication of monitoring management and knowledge support.  | <b>Indicator:12 :</b><br>% of women among all participants in project activities, including ME  | 5%  | Not started     | > 20%  | > 30%  |  | U  | Women are strongly represented in all activities, but there is a clear lack of monitoring of their knowledge.   |
|   | <b>Indicator 13 :</b><br>Number of lessons learned from the project published and disseminated on SLM and integrated river basin management   | 0   | Not started     | 2  | ten  |  | U  | Activity not started  |

**Indicator evaluation key :**

|                  |                                   |                     |
|------------------|-----------------------------------|---------------------|
| Green = Achieved | Yellow = Objective to be achieved | Red = Not on target |
|------------------|-----------------------------------|---------------------|

64. **Overall assessment of progress towards results: Relatively Unsatisfactory (RI)<sup>12</sup>:**

The progress made to date in achieving the planned results and indicators is relatively insufficient in the absence of an Integrated Management Plan. The delay in starting up the project has had an impact on the implementation of activities, despite the efforts made by the project management to meet some of the population's priority needs. Palpable progress has been made in carrying out studies and diagnoses, the results of which still require particular attention if actions are to be implemented. The capacity-building program has not been set up, despite its importance for human capital. The knowledge exchange platform is under construction. There is a risk that many products will not come to fruition.

### III.3 Project implementation and adaptive management

**Has the project been implemented efficiently, cost-effectively and has it been able to adapt to all the changing conditions to date?**

65. **Findings 18:** The PMU and supervision by the various UNDP/GEF departments operated in accordance with the Prodoc and no problems in this regard were identified by the evaluation. The action is coordinated with all those involved in the field, local communities and direct beneficiaries.
66. **Findings 19:** The composition of the technical assistance team is in line with the project design (coordinator, technical advisor, administrative assistant and financial assistant), but it is based at the MEDD, a long way from the project implementation zone.
67. **Findings 20:** There is a permanent focal point in the Dikhil region, but it does not have the resources to work with the support of the national NGO "Association Caravane Gobaad", which has a good knowledge of the field.
68. **Findings 21:** The project is financed from an initial budget of USD 15,752,454, of which USD 12,447,000 is 82.94% co-financing and USD 3,305,454 is 20.98% GEF and UNDP funding. As at 10 September 2023, the budget committed by UNDP/GEF amounted to USD 1,228,560, representing overall progress of 37.16%. Co-financing at MTR amounts to USD 4,933,300, i.e., 39.63% of the commitment by national institutions.
69. **Observation 22:** In principle, the work should be carried out in close collaboration with the institutions. However, there is total compartmentalization and a lack of coordination with the technical departments.
70. **Finding 23:** A system for monitoring achievements and the budget is functional, but there is no system for evaluating progress and indicators of effects and impacts.
71. **Finding 24:** The project document provides for gender aspects to be taken into account in the implementation of activities and women's contribution to the achievement of results, sometimes more than men, but this has not prompted the implementation of a "gender scan" system to provide the necessary data on this aspect.
72. **Finding 25:** Knowledge management through the dissemination and capitalization of the project's achievements on a wider scale is not fully operational due to the delay in setting up the communication platform.
73. **Finding 26:** Environmental protection is at the heart of the program, but the management of the negative impacts necessary to consolidate investments and strengthen sustainability has not been addressed pending the implementation of integrated water

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<sup>12</sup> Some significant shortcomings were observed in terms of design, implementation, communication and knowledge management.

resource and land management actions.

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### III.3.1 Management methods

74. The project is implemented by a Cheikhetti Project Steering Committee (COPIL) chaired by the Djibouti Department of the Environment, which brings together all the institutions involved in the project and ensures coordination with the main related initiatives. The COPIL fulfilled its role and was able to organize 3 meetings in January 2021, 2022 and 2023 and take decisions on the direction of the project and the planning of actions. On the other hand, problems of institutional coordination have been noted, because despite their presence on the COPIL, the technical ministries refuse to take responsibility for the design, technical monitoring of implementation and acceptance of activities falling within their area of specialization. In reality, it is difficult to work together, and the partners do not respond on time with the desired quality.
75. The institutional compartmentalization and lack of coordination is also apparent in the lack of complementarity and coherence of actions on the same geographical sites and concerning the same themes. This lack of co-ordination and additionality is perhaps due to the delay in establishing the project's AIP to give a clear direction to the institutional partners.
76. For example, despite the existence of the National Programme for Drinking Water Supply and Sanitation in Rural Areas by 2030 (PNAEPA 2030), which was drawn up in 2016 and set up a nationwide plan for water points (2,000 water points, of which around 300 are managed on a permanent basis), the project has not received the support it needs to set up water points.
77. The PMU and the supervision of the interventions by the various UNDP/GEF departments functioned in accordance with the Prodoc and no problems in this respect were identified by the evaluation. The UNDP country office supports the National Project Coordinator as required, in particular through annual supervision missions. The UNDP country office initiates and organizes the main GEF monitoring and evaluation activities, in particular the annual GEF-PIR and the independent mid-term review.
78. The project coordination team and the UNDP carried out missions to supervise and monitor the project's progress and provided technical support as required. These missions made it possible to identify all the factual elements of the project's implementation, the evolution of the institutional framework and the updating of the implementation plans.
79. The UNDP country office manages the GEF budget, as the financial risk at country level is considered to be very high, and to this end organizes field missions to check the technical proposal and the acceptance of projects. However, the national side feels that the faces and payments take some time because of UNDP procedures.
80. The technical assistance team is in line with the project design (coordinator, technical adviser, administrative assistant and financial assistant), but is based at the MEDD far from the project implementation zone due to the lack of infrastructure in Dikhil. In the field, there is a permanent focal point in the Dikhil region who has neither a vehicle nor an office in the absence of a decentralized MEDD service in the region. This technician organizes his field trips on the basis either of supervisory missions from Djibouti or by piggybacking on the Regional Council's programs.
81. The project has mobilized a national NGO, "Association Caravane Gobaad", which has a good knowledge and experience of the field and is already working on other international cooperation projects in the region.

82. The authorities of the Dikhil region in general and the Dikhil Regional Council and prefecture in particular play an important role in the implementation of project activities. Each time the PMU (UGP) visits the project sites, the prefecture and the CRD are informed. What's more, the local authorities are consulted before major activities are carried out, such as the construction of hydraulic structures, the rehabilitation of agricultural areas and land restoration, and their views are taken into account. However, the Chairman of the CRD regrets the delay in launching the training program and setting up or supporting IGAs.
83. According to statements in the field, the Integrated Management Committee (IMC) that the project intends to create and the integrated management committees for the catchment area will reside in the Regional Development Council (RDC). There is a risk that this chain of structures will not continue if work is not done beforehand to ensure consistency and coherence between the Dikhil RDP and the work of the CGI.

### III.3.2 Work planning

84. The project was designed in 2017, and it was not until 2021 that contact with the direct beneficiaries was re-established, just after the Covid-19 pandemic, which was also characterized by severe drought that had a major impact on livestock and hampered transhumance. At that point, the needs of the communities had changed significantly, which had a palpable negative effect on the beneficiaries' commitment to carrying out actions that were once priorities but are no longer so given the current situation (the 09 wells that have been built currently include a water supply component, but they are not equipped).
85. Several priority activities have not yet been implemented, in particular capacity building and IGAs, given that these two activities represent an entry point for addressing the issue of sustainable integrated management of natural resources with local communities.
86. The project has already prepared the Annual Work Plans for 2021, 2022 and 2023 according to the planning recommended in the project design document, without seeking to review the prioritization and ranking of activities during the inception mission / kick-off workshop.

### III.3.3 Financing and co-financing

87. The project runs from 18 May 2021 to 18 May 2026, with an initial budget of US\$15,752,454, 82.94% of which is co-financed and 20.98% allocated by the GEF and UNDP (US\$3,305,454).

**Table 4 Project financing plan**

| Financing plan     | Year1            | Year 2           | Year 3           | Year 4           | Year 5           | Total USD         | %             |
|--------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
| FEM                | 750 300          | 746 400          | 736 900          | 581 688          | 399 780          | 3.215.068         | 20,41         |
| UNDP               | 18 000           | 18 000           | 18 000           | 18 386           | 18 000           | 90.386            | 0,57          |
| DUE                | 564 000          | 564 000          | 564 000          | 564 000          | 564 000          | 2.820.000         | 17,90         |
| MAWFHMR            | 1 700 000        | 1 700 000        | 1 700 000        | 1 700 000        | 1 700 000        | 8.500.000         | 53,96         |
| DESD               | 225 400          | 225 400          | 225 400          | 225 400          | 225 400          | 1.127.000         | 7,15          |
| <b>TOTAL (USD)</b> | <b>3 257 700</b> | <b>3 253 800</b> | <b>3 244 300</b> | <b>3 089 474</b> | <b>2 907 180</b> | <b>15.752.454</b> | <b>100,00</b> |

Source : Prodoc

88. The GEF grant is allocated mainly to support 'soft' actions, in particular institutional capacity building at local and national level, including training in in situ conservation, sustainable agro-ecological production, sustainable soil management practices, sustainable water management and flood control, value chain development and product marketing.
89. On the other hand, the co-financing in kind provided by the Djibouti government covers, firstly, the "hard" structural investments and, secondly, the staff time used for the project, the office space and utilities, as well as support for technical monitoring and awareness-raising activities.
90. As at 10 September 2023, the budget committed by UNDP/GEF amounted to USD 1,228,560.29 (MEDD payment order), representing overall progress of 37.33%.

**Table 5 UNDP/GEF expenditure by project activity**

| Project activities / Years                            | 2021              | 2022              | 2023<br>(30/9/23) | Total at<br>10/9/23<br>\$USD | %             |
|---|-------------------|-------------------|-------------------|------------------------------|---------------|
| <b>Activity 1:</b><br>Governance                      | 39.580,27         | 95.629,14         | 102.103,00        | 237.312,41                   | 19,32         |
| <b>Activity 2:</b><br>Integrated spatial management   | 15.757,93         | 174.853,58        | 146.034,00        | 336.646,51                   | 27,40         |
| <b>Activity 3:</b> Development of<br>agro-pastoralism | 70.643,38         | 91.800,80         | 291.133,00        | 453.577,18                   | 36,92         |
| <b>Activity 4:</b><br>Gender promotion                | 5.332,04          | 19.331,30         | 13.000,00         | 37.663,34                    | 3,07          |
| <b>Activity 5:</b><br>Project management              | 69.141,27         | 32.084,58         | 62.136,00         | 163.362,85                   | 13,30         |
| <b>TOTAL \$USD</b>                                    | <b>200.454,89</b> | <b>413.699,40</b> | <b>614.406,00</b> | <b>1.228.560,29</b>          | <b>100,00</b> |

Source : UGP

91. The co-financing committed by the three national institutions amounts to USD 12,447,000, which is committed as grants and in kind. As at 10/09/2023, the amount actually committed is estimated at USD 4,933,300, i.e. 39.63%. The level of committed co-financing is very slightly above expenditure on the UNDP/GEF budget.

**Table 6**Project co-financing

| Sources of co-financing | Name of co-financer             | Type of co-financing                       | Amount of co-financing confirmed at CEO approval (USD) | Actual amount of contribution at mid-term review stage (USD) | Actual % of forecast amount |
|-------------------------|---------------------------------|--|--|--|-----------------------------|
| National government     | MHUE                            | <b>Subsidies and in kind</b>               | <b>2.820.000</b>                                       | <b>1.128.000</b>   | <b>40%</b>                  |
|                         |                                 | Salaries                                   | 960.000  |  |                             |
|                         |                                 | Premises                                   | 300.000  |  |                             |
|                         |                                 | Water & electricity                        | 600.000  |  |                             |
|                         |                                 | Operation and monitoring                   | 600.000  |  |                             |
|                         |                                 | Community contribution                     | 360.000  |  |                             |
|                         | MAEPERH                         | <b>Subsidies and in kind</b>               | <b>8.500.000</b>                                       | <b>2.791.000</b>   | <b>32,84%</b>               |
|                         |                                 | Salaries                                   | 340.000  |  |                             |
|                         |                                 | In synergy with the EDF project            | 6.000.000  |  |                             |
|                         |                                 | In synergy with the PROGRES project        | 1.500.000  |  |                             |
|                         |                                 | In synergy with the PRODERMO-2 project     | 660.000  |  |                             |
|                         | ADDS                            | <b>Subsidies and in kind</b>               | <b>1.127.000</b>                                       | <b>1.014.300</b>   | <b>90%</b>                  |
|                         |                                 | Construction of a bus station              |  |  |                             |
|                         |                                 | AEP network extension                      |  |  |                             |
|                         |                                 | Construction of a civil protection antenna |  |  |                             |
|                         | <b>Total co-financing \$USD</b> |  |  | <b>12.447.000</b>  | <b>4.933.300</b>            |

Source: Prodoc and UGP



### III.3.4 Monitoring and evaluation systems at project level

92. No monitoring and evaluation system. However, there is operational monitoring of the production of all the reports, but they are not distributed to the partners.

### III.3.5 Stakeholder engagement

93. At regional level, the action is coordinated bilaterally with all the state institutions involved in the project. The evaluation did not reveal any shortcomings in this area. In addition, several projects under the supervision of decentralized institutions are underway in the region to develop hydro-agricultural infrastructure, in particular the project of the Ministry Delegate for Decentralization, financed by the EU to the tune of 12 million euros, 2 million of which are provided by the regional council. The Dikhil region is also benefiting from €15 million in support for the region's farmers. Other well-advanced experiments, notably the construction of tree nurseries and dams, could be considered and enriched by the project.

### III.3.6 Social and environmental standards (guarantees)

94. Environmental protection is at the heart of the program, but the management of negative impacts necessary to consolidate investments and strengthen sustainability is not addressed through integrated water management and waste management actions. To this end, the project carried out an upstream environmental and social assessment to identify and evaluate the social and environmental risks potentially associated with the implementation of the project, and to propose mitigation strategies in line with the country's environmental legislation and the UNDP's social and environmental standards.

### III.3.7 Gender equality

95. In Djibouti, progress in human development and gender equality is the result of a strong political will demonstrated by the Government's ratification of the main international conventions in favor of human rights and gender equity, as well as efforts to harmonize national legal provisions in relation to these. These advances are supported by the efforts of an increasingly committed civil society and the support of the international community. Despite this progress, gender disparities persist in all development sectors.
96. The project has devoted particular attention to gender issues. The intensive participation of women in the project's activities, sometimes more than men, did not prompt the implementation of a "gender scan" system to provide the necessary data on this aspect.

### III.3.8 Report

97. The project produces all operational monitoring reports (quarterly report, annual report, work plan, minutes, etc.).

### III.3.9 Communication & Knowledge Management

98. Prodoc plans to develop a communication strategy to promote the visibility of the project, knowledge sharing and communication for development. Knowledge management through the dissemination and capitalization of the project's achievements on a larger scale is not yet fully operational due to the delay in setting up the communication platform.
99. **Assessment of "efficiency" implementation - Relatively Unsatisfactory (RI) :**

*Because of the problems that weakened the efficiency of the project, in terms of insufficient financial resources for the construction of the dams, the quality of the financial package, and budget planning characterized by delays in payment procedures, the implementation of the project proved to be relatively unsatisfactory.*

*However, steering and implementation are satisfactory, technical assistance has been*

*mobilized at the right time, in the numbers and with the professional qualifications specified in the Prodoc, and women are participating effectively in all implementation activities.*

*However, implementation can be improved to develop an integrated management model that can be replicated through greater involvement of civil society organizations and inter-professional organizations, the mobilization of financial resources for dam construction, capacity building for the beneficiaries and technicians involved, refocusing of activities, the creation of IGAs and the establishment of communication and knowledge management platforms.*

*As a result, the lack of action at MTR means that we cannot see the beginnings of the development of an integrated management model that can be disseminated.*

### III.4 Durability

**To what extent: are there financial, institutional, socio-economic and/or environmental risks to maintaining the project's results over the long term?**

100. **Observation 27: Financial risks:** The outlook for sustainability seems reassuring, despite the fact that communities do not have sufficient resources to ensure the sustainability of the infrastructure provided. The Water Code manages a national water fund which guarantees free maintenance of all works and water points, apart from public development aid, which appears to be highly developed.
  101. **Findings 28: Socio-economic sustainability:** The project's challenge is to meet social and economic needs without falling outside the scope of its objectives.
  102. **Findings 29: Environmental risks:** It is not possible to assess the sustainability of the project at this stage. However, it should be emphasized that the risk assessment carried out at the project design stage remains complete.
  103. **Findings 30: Institutional risk:** This is ensured through capacity building of governance structures at regional level and of the institutional framework, in particular the MEDD, the ADDS and the Ministry of Agriculture. However, the lack of institutional coordination and capacity is one of the project's potential risks for the integration and convergence of actions.
- 
104. The sustainability of the Cheikhetti project is examined in relation to six key aspects: political, institutional, financial, socio-economic, environmental and social.  
**Financial risks :**
  105. In political discourse, the agriculture, livestock, water and environmental protection sectors are of paramount importance. The latest commitment is the 2nd national development plan 2020-2024 "Djibouti ICI", which has the same objectives as the Cheikhetti project. Long before this, the priorities for the short-term fight against poverty and unemployment were expressed by the Djibouti government in its national policy "Vision Djibouti 2035".
  106. While waiting for this campaign promise to materialize, it should be emphasized that communities do not have sufficient resources to ensure the sustainability of the infrastructure provided. In addition to official development assistance, the public budget finances the maintenance of water and sanitation facilities and provides free water

through the National Water Fund. This strategy has been adopted because food and nutritional security are declared priorities in government policy, and it is the only way to reduce the financial burden of food imports, which are often essential.

107. Djibouti also has a number of policy frameworks and development strategies in all sectors of productive activity, and has made a commitment to the international community to mobilize the resources needed to achieve the 2030 sustainable development goals. There are also a number of initiatives by international cooperation agencies to support projects of immediate interest to the country's food security. However, in terms of the budget allocated to the agricultural sector, there is a clear gap between the political rhetoric and its implementation in reality.

#### **Institutional sustainability :**

108. Generally speaking, the Ministries of Agriculture and Livestock have departments responsible for monitoring and evaluating the implementation of policies and strategies in the food and nutrition sector, sometimes on the basis of international cooperation projects.
109. However, the lack of institutional coordination, which is one of the project's potential risks for take-up and scaling, will remain a constraint in the absence of a sponsor or dedicated structure.
110. In the prefectures and the region, the evaluation mission found that there were very few technical staff in agriculture and livestock, and that there were no adequate resources to support and supervise agricultural development initiatives at grassroots level.
111. As things stand at present, it is virtually impossible to maintain the pace of the current support provided by the national NGO in the absence of tools on the ground that are essential for planning, monitoring, observation, evaluation and, more generally, decision support.

#### **Socio-economic risks :**

112. At this stage, the project has not been able to initiate actions to develop value chains (IGAs) and integrate upstream and downstream sectors in order to generate additional income for producers. Only the achievement of this economic objective can guarantee the sustainability of the project's achievements in terms of water, soil conservation and biodiversity.

#### **Social risk :**

113. The sustainability of the project depends on its social acceptability to the local population, men and women who, when the project was being designed or when the Council and committees were being set up and the Integrated Management Plan was being drawn up, expressed enormous needs in view of the scale of the development deficit to improve their living environment and means of subsistence. The project's challenge is to meet these social and socio-economic needs without falling outside the scope of the project's objectives?

#### **Environmental risks :**

114. It is not possible to assess the sustainability of the project at this stage. However, it should be emphasized that the diagnosis of the risks established when the project was designed is still valid. Drought and water scarcity were identified by the MTR mission as a major risk that could have a negative impact on the project, influence community support for the objectives and, by extension, affect their participation by focusing solely on the availability of water and leaving aside issues relating to biodiversity and land management.

115. **Overall assessment of sustainability - Relatively unlikely (RI)<sup>13</sup> .**

*In the short term, the risk is that the project will not be able to achieve its objective within the timeframe set and, as a result, will be unable to (i) draw up an integrated, concerted and accepted management plan and (ii) present a model for the revitalization of agro-ecosystems in line with the project's objective. In the long term, the idea and approach developed during the design of the Cheikhetti project will remain highly relevant so that the MEDD, in close collaboration with the Ministry of Agriculture and the ADDS, can find the framework to implement them.*

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<sup>13</sup> Significant sustainability risks

## IV. CONCLUSIONS AND RECOMMENDATIONS

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### IV.1 Conclusions

The overall aim of the project is to promote an integrated model for restoring agro-pastoral ecosystem services in the Cheikhetti sub-catchment to reduce land degradation, improve self-sufficiency in the basic needs of vulnerable rural communities, and create the conditions for replication with strong community involvement.

To achieve this, all the expected results and initial activities were built at the time the project was designed on existing knowledge and experience to improve the resilience of these agro-sylvo-pastoral ecosystems by strengthening their capacity to adapt to climate change, reduce the impacts induced by the current trend of biodiversity loss and degradation of water and land resources. In the design document, the project plans to introduce new innovations into the approach to the development problems of the Cheikhetti sub-watershed, in particular through the following elements:

- The project had planned to adopt an exosystemic and integrated approach to development, focusing on the establishment of multi-level governance frameworks and capacity building for integrated watershed management and land use ;
- It also plans to try to improve the management of land rehabilitation and aquifer replenishment in the Wadi Cheikhetti catchment area and to develop integrated management plans for agro-ecosystems that take account of the specific features of water mobilization systems, and to set up a water monitoring system;
- This project was intended to provide the means by which local innovation and best practice can be identified, documented and shared. It seeks to facilitate investment by setting up a microcredit platform, particularly for setting up agro-pastoral farms;
- Finally, the project aims to mainstream gender and strengthen the monitoring and evaluation system to increase links between local communities to ensure that communication and learning take place horizontally rather than following a traditional top-down method.

This approach requires that the necessary precautions be taken to ensure the coherence of interventions by adopting clear rules of governance so that the work of all the stakeholders - the Prefectural Council, the Regional Council, the CGI and the CGIBVHC - is carried out in a complementary/coordinated manner while respecting the attributions/responsibilities of each structure. The same applies to the PDR and the PGI, which must be implemented in synergy and harmony to gain in effectiveness. This coherence in interventions and multi-sector planning will be confirmed as activities progress.

At the end of the project's mid-term evaluation mission, progress towards results still requires a great deal of focused and sustained effort to readjust the planning of activities, and to enhance and refocus action in order to achieve the final objective.

The responses to the mid-term evaluation questions were as follows:

#### **a) Project strategy :**

The project's relevance to the Republic of Djibouti's strategies and its relations with the UNDP and the GEF is clear, as is its design, which took into account all the accumulated experience. On the other hand, a number of weaknesses have been identified which have undermined the relevance of the strategy adopted, in particular the inadequacies in the project's financial set-up and objective indicators which are oversized in relation to the project's resources and duration.

#### **b) Progress towards results**

The activities carried out focus on two areas: carrying out studies and diagnostics using

external expertise, and digging/rehabilitating wells. The IMP, which is the basic document for the planning work carried out by the CGI, CGIBVHC and for consultation/coordination with the regional council, MAEPE-RH and ADDS, has not yet been drawn up or validated. There is also the whole issue of water supply, whether for agriculture or drinking water, which requires urgent action to complete the necessary infrastructure. Finally, all the agropastoral development activities are in progress, and the IGAs and capacity-building have not yet begun.

### c) Implementing the project

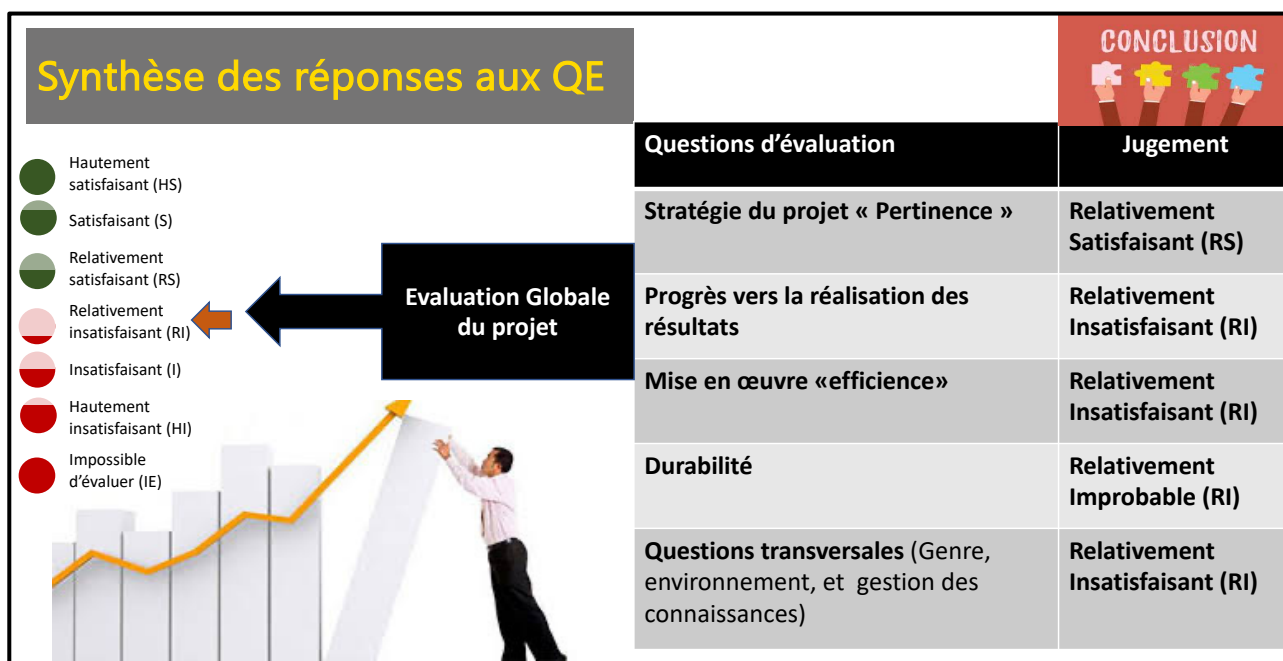
The PMU and the supervision of interventions by the various UNDP/GEF departments functioned in accordance with the Prodoc and no problems in this respect were identified by the evaluation. However, the involvement of the technical departments that are members of the COFIL did not work due to a lack of consultation and institutional compartmentalization, which prevented the project from receiving the responses requested on time and to the desired quality. The ministries are seeking to act within the framework of service provision agreements.

Implementation has also encountered difficulties in carrying out certain activities planned under the Prodoc due to budget shortfalls.

### d) Durability

At this stage of the project's progress, the prospects for financial sustainability look good, as the State, through the National Water Fund, provides free water and maintenance for the works. There are also few technical risks, as all the activities carried out by the project are commonplace in the country. However, there are still institutional and environmental risks, and there is no guarantee that these will be eliminated by the end of the project.

Finally, socio-economic sustainability is under serious threat. The challenge of the project is to satisfy social and economic needs as a way of tackling the issue of sustainable development.





## IV.2 Recommendations

| N° | Recommendations   | Responsible entity                                  |
|----|---|---|
| 1  | <p><b>Recommendation 1: Strategic aspects</b></p> <p>At this stage of the project's implementation, it has to be said that the IMP has not been drawn up and that all the activities are being carried out outside this framework. The MTR wonders whether there is enough time left to draw up and validate the IMP, and above all to implement a few activities, for demonstration purposes, at the selected sites. As a result, the MTR notes the absence of the beginnings of a model described and visible on the ground that can be generalized throughout the region to satisfy both the economic and social needs of the population and the requirements of sustainable development.</p> <p>To this end, we recommend :</p> <ol style="list-style-type: none"> <li>1) Urgently draw up and disseminate the AIP so that it becomes a guideline to be followed in planning for water, soil and agro-pastoralism.</li> <li>2) Try to innovate, for the remaining months, by recommending the rehabilitation of at least one project site through a comprehensive and integrated action that tackles all the problems posed, through the organic core of the problem: water, soil and agro-pastoralism.</li> <li>3) Refocus all the project's efforts on a site that can be used as a training ground for growers, has the necessary equipment and the production potential to cover all the links in the value chain, and only requires a few additional items of equipment - the "Abaitou case".</li> <li>4) Exploiting the FAO's wealth of experience in farmer field schools and the training of facilitators.</li> </ol> | <p>UNDP,<br/>MEDD, UGP<br/>and AT</p>               |
| 2  | <p><b>Recommendation 2: Capacity building</b></p> <p>Overall, the project plans to carry out training engineering work to identify the needs of partners and beneficiaries in order to improve the technical and activity reference framework. This important work, which in principle should be carried out as soon as the project starts, has not yet been launched.</p> <p>To this end, it is recommended to :</p> <ol style="list-style-type: none"> <li>5) Given that the project cannot train all the producers in the field schools, it is necessary to adopt a system of training facilitators on a farm that has all the capacity for this activity (training the trainers);</li> <li>6) Train facilitators (one man and one woman per site) in the "Abaitou" farmers' field school, which is already operational and has already trained 60 women; and</li> <li>7) Provide them with the inputs they need to train producers on their sites.</li> </ol>   | <p>MEDD, UGP,<br/>CERD,<br/>MAEPE-RH<br/>and AT</p> |

|   |  |                                   |
|---|--|-----------------------------------|
|   | <p>8) Draw up a very light training plan by the project's TA, and carry out a few priority training modules for producers, newly elected representatives and technicians.</p> <p>9) Intensify close and permanent technical supervision in the field.</p>  |                                   |
| 3 | <p><b>Recommendation 3: Promotion of agro-pastoralism :</b></p> <p>The market gardens are being set up, but their operation is lagging far behind schedule, either because of the problem of water availability and supply, or because of the delay in building producers' capacities.</p> <p>To this end, it is recommended to :</p> <p>10) Introduce the oasis agricultural production system based on three-story crops (date palms, fruit trees, vegetables and fodder) with the intensification of livestock farming to fertilize the soil.</p> <p>11) Start with palm trees and fruit trees that do not require protective fencing.</p> <p>12) Generalizing soil analysis in market gardens to improve productivity.</p>   | MEDD, UGP, AT, CERD and MAEPE-RH  |
| 4 | <p><b>Recommendation 4: Completion of well equipment</b></p> <p>Admittedly, when the project was conceived, the issue of water was not a priority. But after COVID-19 and successive years of drought, water is now considered to be the communities' main priority. As it happens, the rehabilitated or newly constructed wells do not have any specific water supply equipment.</p> <p>To this end, it is recommended to:</p> <p>13) Equip wells with water supply, storage, distribution and energy tools to meet the population's priority needs (drinking water) and ensure a return on investment.</p> <p>14) Entrust the delegated management of wells equipped by the project to the CGIBVHC to collect symbolic fees to ensure the maintenance of equipment and sustainability.</p> | MEDD, UGP, MAEPE-RH and UNDP      |
| 5 | <p><b>Recommendation 5: Socio-economic aspects :</b></p> <p>The project started late and the initial planning at launch was not inefficient, which means that many activities have not been started, in particular IGAs and increasing agricultural production to improve the livelihoods and incomes of beneficiaries.</p> <p>To this end, it is recommended to :</p> <p>15) Enhance the action by highlighting its socio-economic dimension.</p> <p>16) Try to implement IGAs to improve livelihoods and thereby tackle the real issue of sustainable natural resource management. To achieve this, it is recommended that the</p>   | MEDD, ADDS, UGP, MAEPE-RH and FAO |

|   |   |  |
|---|---|--|
|   | <p>following steps be taken: i) an apprenticeship period of intensive supervision of agro-pastoralism activities on the project sites, ii) the integration of these activities from the outset into circuits that are already well positioned on the market, with the support of professional partners who can strengthen the capital and provide technical expertise and know-how (capital-labor-association).</p> <p>17) Work with ADDS and the FAO, which have successful experience in the field of IGAs.</p>   |  |
| 6 | <p><b>Recommendations 6: Gender aspects</b></p> <p>In the PRODOC, the project plans to involve women on a massive scale in all the activities and has drawn up a gender strategy for this purpose. However, the participation of young people and women in the design of the project cannot be described from the Prodoc in the absence of a specific "gender scan" monitoring system.</p> <p>18) This shortcoming in the design of the project can be corrected by setting up a gender analysis specific to the project, enabling the involvement of women to be monitored from the design stage through to the end of the project.</p> <p>Women are very active in work both inside and outside the home, and the MTR has not come across any specific initiatives for the development and promotion of women other than the drudgery of work.</p> <p>19) To make up for this oversight, it is recommended that specific measures be taken to help women achieve personal fulfilment (multi-purpose hall) and empowerment (crafts).</p> | <p>MEDD, UGP, ADDS and the Ministry for Women and the Family</p> |
| 7 | <p><b>Recommendation 7: Communication :</b></p> <p>20) Translate and distribute a French version of the Prodoc and GEF guidelines to ensure a sufficient understanding of the project's strategic objectives and intervention logic.</p> <p>21) Develop a communication strategy based on proven expertise in the field. This strategy should be used to inform all stakeholders at national, regional and local level of the integrated approach adopted for the rehabilitation of the Cheikhetti sub-catchment, so that the various stakeholders gradually adopt it and refer to it at every level of their planning and actions.</p> <p>22) Communication, properly speaking, can be achieved via Social Networks, a Website, although now slightly obsolete, it still retains a sort of guarantee of professionalism in people's eyes, the Press and Media, Events and visibility.</p>  | <p>UNDP, MEDD and UGP</p>  |
| 8 | <p><b>Recommendation 8: Sustainability aspects</b></p> <p>23) Efforts will also have to be made by the public purse to maintain and extend activities and meet the new needs of producers. It is impossible to rely on the financial capacity of</p>  | <p>MEDD, ADDS and MAEPERH</p>                                    |

|   |  |                 |
|---|--|-----------------|
|   | <p>many producers or their organizations; their survival will depend on how demand is met. The project provided the initial "turnkey" investment, and now it is crucial that the Djibouti government can continue to cover maintenance and renewal costs, as the depreciation of the equipment made available and the renewal and maintenance costs are not taken into account in the feasibility study.</p>   |                 |
| 9 | <p><b>Recommendation 9: Adjust the budget</b></p> <p>24) In order to meet factual needs and implement the recommendations of the mid-term review, the budget allocation per activity needs to be updated within the available budget.</p> <p>25) To this end, it is recommended to ensure the financing of the investments required to meet priority needs, in particular the water supply and the training of facilitators. The amount of the budget reallocation can come from two sources: i) the remaining budget in excess of the activities already carried out to date and ii) the amounts relating to activities planned but which prove not to be feasible for technical and financial reasons.</p> | UNDP, MEDD, UGP |

# APPENDICES

## Appendix 1 ToR MTR of the international consultant

### 1. INTRODUCTION

These are the terms of reference (ToR) for an international consultant to complete the mid-term review (MTR) process for the large-scale project financed by the UNDP and funded by the GEF entitled Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Wadi Cheikhetti, Djibouti watershed (PIMS #5921) implemented by the Directorate of Communication, Planning, Monitoring and Evaluation and Archives/Ministry of the Environment and Sustainable Development (MESD), to be undertaken in 2023. The project started on 21 March 2021 and is now in its third year of implementation. These terms of reference set out expectations for the completion and updating of the existing draft MTR report. The completion of the MTR process for this project should continue to follow the guidelines outlined in the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects [http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

### 2. GENERAL INFORMATION ON THE PROJECT

The Republic of Djibouti is a small coastal country in the Horn of Africa, with a total surface area of 23,700 km<sup>2</sup> and a coastline of 372 km. The rift line formed by the Gulf of Tadjourah and Lake Assal divides the country into two parts: the north dominated by three mountain ranges, and the southern and western regions, where mid-altitude ranges alternate with clay-covered depressions (the Petit and Grand Bara plains, Gobaad and Hanlé). While the Djibouti government has made investments to protect some of its unique and biodiversity-rich marine habitats, these achievements are at risk of becoming precarious given the scale and speed of new port infrastructure developments in Djibouti, particularly in the gulfs of Tadjourah and Ghoubet. There are major risks associated with the new shipping lanes and the increased traffic of oil tankers and other vessels carrying harmful substances in this vulnerable environment.

The **aim** of this GEF project is therefore to **promote an integrated model for restoring agro-pastoral ecosystem services in the Cheikhetti catchment to reduce land degradation, improve self-sufficiency in basic living needs for vulnerable rural communities and create the conditions for replication with strong community involvement**. The project's objective will be achieved through the implementation of four components that address the main obstacles identified to effective watershed management.

- **Component 1:** Multi-level governance framework and capacity building for integrated watershed management and land use. At catchment level, the project will establish a multi-stakeholder council and water and rangeland committees. It will also build capacity and improve multi-institutional collaboration.
- **Component 2:** Management of land rehabilitation and aquifer replenishment in the Wadi Chekhetti catchment area. The project will design an integrated management plan for the Cheikhetti catchment area, including a water monitoring system. It will rehabilitate community waterworks.
- **Component 3:** Adoption of climate-resilient agro-pastoralism and livelihood activities that reduce pressure on limited land and water resources. The project will set up a microfinance platform to facilitate investment in land restoration, it will also support the establishment of agro-pastoral farms and restore at least 650 ha of land. and
- **Component 4:** Gender mainstreaming, M&E and knowledge management to scale up integrated SLM at national level. The project will have a strong knowledge management and



communication component. Lessons learned from project implementation and a replication strategy will be made available at national and international levels.

The project (**Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Oued Cheikhetti watershed in Djibouti**) is being implemented over a five-year period according to the UNDP national implementation modality, in accordance with the standard basic assistance agreement between UNDP and the Government of Djibouti, and the country programme. The **implementing partner** of this project is the Ministry of Environment and Sustainable Development (MESD) of Djibouti.

The Implementing Partner is responsible and accountable for the management of this project, including the monitoring and evaluation of project interventions, the achievement of project results and the effective use of UNDP resources. The Implementing Partner is responsible for: approving and signing the multi-year work plan; approving and signing the combined year-end delivery report; and signing the financial report or funding authorization and certificate of expenditure.

The proposed intervention area for this project is approximately 75,000 ha, covering the Cheikhetti sub-catchment area from the Ethiopian border in the south to the entrance to the Hanlé plain in the north. The Cheikhetti sub-catchment represents around 40% of the Hanlé catchment. The area includes quality rangelands on plateaux in the western part of the catchment. The dry river that overflows during heavy rains rises just over the border in northern Ethiopia and merges with the Hanlé catchment as it enters the Hanlé plain. The proposed intervention area straddles one of the five units (Unit 3) of the Great Green Wall route in Djibouti, which has been identified on the basis of the availability of water and soil resources, and the presence of mobilisable populations. The area is made up of sedimentary plains, plateaux and mountains and is mainly covered by steppe vegetation dominated by *Acacia mellifera* and *Acacia tortilis*, as well as *Balanites* sp. Species such as *Salvadora persica*, *Balanites aegyptia* and *Terminalia* sp., which provided fodder, firewood and shade and helped to fix the soil and promote infiltration, used to colonise the banks of the wadi. They are now rare and more remote. Rural communities raise goats, sheep and camels. This area has great agricultural potential, thanks to the presence of valleys where large areas of land and agro-pastoral gardens once flourished, as local people can testify.

Various plans and initiatives such as the Djibouti Vision 2035, the Strategy for Accelerated Growth and Employment Promotion (SCAPE), the Primary Sector Master Plan 2009-2018, the National Investment Programme for Agriculture and Food Security (PNIASA) and the National Action Plan to Combat Desertification (NAP) highlight the Djibouti government's priorities and objectives in terms of rural development, food security, combating desertification and economic development.

The proposed project is directly aligned with these strategies and initiatives, contributing to a number of objectives, including eradicating poverty, improving food security, combating desertification, building resilience to recurrent droughts and promoting sustainable development. The project aims to develop agro-pastoral development centres, restore the productive capacity of soils, introduce efficient irrigation techniques and promote income-generating activities for rural populations.

The project also supports the objectives of the Great Green Wall, a pan-African initiative to combat desertification and improve the living conditions of local communities. By helping to conserve biodiversity, enhance carbon sequestration, improve soils and empower local communities, the project is in line with the vision and objectives of the Great Green Wall.

The project will contribute to the following SDGs

- Objective 1 - Ending poverty: improving the livelihoods of communities in the Cheikhetti catchment area ;
- Objective 2 - Food security: developing new agricultural areas that are resilient to climate change, improving soil productivity ;
- Objective 5 - Gender equality: include gender in the project's intervention strategy, by raising awareness among the various stakeholders and developing activities targeting women;
- Objective 8 - Decent work and economic growth: providing new IGAs ;

The gender analysis carried out in Djibouti highlighted gender inequalities in terms of disparities, discrimination and power relations. The main challenges identified are as follows:

- Strengthening the social and cultural position of women in the home and in society.
- Acquire knowledge and technical and professional skills.
- Access to quality basic social services.
- Improving women's reproductive health.
- Access to economic resources and opportunities.
- Exercise and enjoy their fundamental rights, including citizenship.
- Equitable access to and participation in management and decision-making institutions.
- Integrating the gender dimension into development initiatives.

These challenges underline the need to continue to promote gender equality in Djibouti and to implement measures to overcome inequalities and discrimination against women, to enable their full development and equitable participation in all aspects of social, economic and political life.

The total cost of the project is USD 15,212,374. This is financed by a GEF grant of USD 3,215,068 and USD 12,447,000 in parallel co-financing from the Government of Djibouti (GoD), GoD 11th EDF, PROGRES, PRODERMO-2 projects, ADDS. UNDP, as the GEF Implementing Agency, is responsible for the execution of GEF resources and cash co-financing transferred to the UNDP bank account only.

### **3. OBJECTIVE OF THE MTR**

The final mid-term report will assess progress towards the achievement of the project's objectives and outcomes as specified in the project document and evaluate early signs of project success or failure with the aim of identifying any necessary changes to be made to put the project on track. achieve the intended outcomes. The mid-term review will also review the project strategy and its risks to sustainability.

The mid-term evaluation will provide a baseline against which to assess progress to date in implementing the project. It will identify successes, challenges and gaps that may require remedial action.

The results of the evaluation will enable donors, UNDP and the government to draw lessons from the project.

Completion of the MTR process is scheduled for October 2023.

### **4. MTR APPROACH AND METHODOLOGY**

The mid-term review report should 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., policy and legal documents, and any other material that the team deems useful for this evidence-based review). The MTR team will review the

baseline GEF Focal Area baseline indicators/monitoring tools submitted to the GEF at CEO approval, as well as the mid-term GEF Focal Area baseline indicators/monitoring tools to be completed prior to the start of the MTR field mission.

The evaluation should use a combination of qualitative and quantitative evaluation methods and instruments. The MTR team should follow a collaborative and participatory approach, working closely with the project team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office, the Regional Technical Advisor for Nature, Climate and Energy (NCE), direct beneficiaries and other stakeholders.

Stakeholder engagement is critical to the success of MTR. Stakeholder engagement should include interviews with stakeholders (men and women) who have responsibilities in the project, including, but not limited to, the organisations listed below (List 1); implementing agencies, senior officials and team/component leaders, key experts and consultants in the relevant field, the project committee, project stakeholders, universities, local government and CSOs, etc.

**List 1: Stakeholders to be consulted/interviewed :**

- Department of Communication, Planning, Monitoring-Evaluation and Archives/Ministry of the Environment and Sustainable Development (MESD)
- Department of Agriculture and Forestry / Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR)
- Water Department / MAWFLMR
- Department of Agriculture and Livestock / MAWFLMR
- Public Works Department / Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR)
- Ministry of National Education and Vocational Training / Directorate General of Technical Education and Vocational Training
- Dikhil Prefectural Council
- The Regional Council of the Dikhil region
- National Scientific Research Institution: Centre d'Etudes et de Recherche Scientifique de Djibouti (CERD) / Ministry of Higher Education and Research
- Gobaad Development Caravan
- Agricultural and agro-pastoral cooperatives and networks

The specific design and methodology of the MTR should emerge from consultations between the MTR team and the above-mentioned parties on what is appropriate and feasible to achieve the purpose and objectives of the MTR and answer the evaluation questions, given the limitations of budget, time and data. The MTR team should use gender-sensitive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are integrated into the MTR report.

Suggested methodological tools and approaches may include:

- Document review. ( see Annex B Project information pack for review by the TE team)
- Interviews and meetings with key stakeholders (men and women) such as key government counterparts, members of the donor community, representatives of key civil society organisations, members of the UN Country Team (UNCT) and implementing partners:
  - Semi-structured interviews, based on questions designed for different stakeholders on the basis of evaluation questions relating to relevance, coherence, effectiveness, efficiency and sustainability.
  - Discussions with key informants and focus groups with men and women, beneficiaries and stakeholders.
  - All interviews with men and women must be conducted in confidence and anonymously. The final evaluation report should not attribute specific comments to individuals.

- Surveys and questionnaires including male and female participants in development programmes, members of the UN country team and/or surveys and questionnaires for other stakeholders at strategic and programmatic levels.
- Field visits and on-site validation of the main tangible results and interventions as mentioned above.
- Other methods, such as outcome mapping, observation visits, group discussions, etc., are also used.
- Data review and monitoring analysis; financial and funding data, and other data sources and methods. In order to ensure maximum validity and reliability of the data (quality) and to encourage its use, the evaluator will ensure that the various data sources are triangulated.

The final methodological approach, including the timing of interviews, field visits and data to be used in the MTR, should be clearly described in the inception report and fully discussed and agreed between UNDP, stakeholders and the MTR team.

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

## 5. DETAILED SCOPE OF THE MTR

The evaluation project will be carried out over a period from July to October 2023 (4 months from the date of contract signature). The scope of the evaluation should include the assessment of the key components of the project, namely:

- **Component 1:** Multi-level governance framework and capacity building for integrated watershed management and land use. At catchment level, the project will establish a multi-stakeholder council and water and rangeland committees. It will also build capacity and improve multi-institutional collaboration.
- **Component 2:** Management of land rehabilitation and aquifer replenishment in the Wadi Chekhetti catchment area. The project will design an integrated management plan for the Cheikhetti catchment area, including a water monitoring system. It will rehabilitate community waterworks.
- **Component 3:** Adoption of climate-resilient agro-pastoralism and livelihood activities that reduce pressure on limited land and water resources. The project will set up a microfinance platform to facilitate investment in land restoration, it will also support the establishment of agro-pastoral farms and restore at least 650 ha of land. and
- **Component 4:** Gender mainstreaming, M&E and knowledge management to scale up integrated SLM at national level. The project will have a strong knowledge management and communication component. Lessons learned from project implementation and a replication strategy will be made available at national and international levels.

The geographical coverage of the project will include the target areas of the Dikhil region, in particular the sites located in the Cheikhetti catchment area as indicated in the project document. The target population will include local communities, government authorities and the stakeholders listed above.

The evaluation will provide an understanding of the effectiveness of the project in achieving its objectives, identify the successes and challenges encountered and provide recommendations for improving integrated water management at catchment level.

The MTR team will prepare the final report of the mid-term evaluation of the sustainable water resources management project considering the following four categories of project

progress. For more detailed descriptions, see the Guide for conducting mid-term reviews of [UNDP and GEF funded projects](#).

## **i. Project strategy**

### Project design :

- Review the problem addressed by the project and the underlying assumptions. Consider the effect of any incorrect assumptions or changes in context on the achievement of the project outcomes, as set out in the project document.
- Review the appropriateness of the project strategy and assess whether it provides the most effective route to the expected/desired outcomes. Have lessons learned from other relevant projects been appropriately incorporated into the project design?
- Examine how the project meets the country's priorities. Examine country ownership. Was the project concept in line with the country's (or participating countries in the case of multi-country projects) national sector development plans and priorities?
- Examine decision-making processes: have the views of those who would be affected by project decisions, those who could affect outcomes and those who could contribute information or other resources to the process been taken into account in the project design processes?
- Review the extent to which relevant gender issues have been raised in the project design. See Annex 9 of the *guidelines for conducting mid-term reviews of UNDP-supported and GEF-funded projects* for further guidance.
  - Have relevant gender issues (e.g. impact of the project on gender equality in the program country, involvement of women's groups, women's engagement in project activities) been raised in the project document?
- If there are major areas of concern, recommend areas for improvement.

### Results framework/ Logical framework :

- Undertake a critical analysis of the indicators and targets in the project's logical framework, assess the extent to which the mid-term and end-of-project targets are "SMART" (specific, measurable, achievable, relevant, time-bound) and suggest specific modifications/revisions to the targets and indicators if necessary.
- Are the objectives and results or components of the project clear, practical and achievable within the timeframe?
- Are the project indicators and targets realistic and achievable, with and without the implications triggered by COVID-19?
- Examine whether progress to date has led to or could in 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 that the wider development and gender aspects of the project are effectively monitored. Develop and recommend SMART 'development' indicators, including gender-disaggregated indicators and indicators that capture the benefits of development.
- Undertake a critical analysis of project beneficiaries to assess whether indicators reflect changes brought about by the implications of the pandemic and to recommend adjustments to the timetable, budget or nature of interventions within the results framework.

## **ii. Progress towards results**

### Progress towards results analysis :

- Review the logical framework indicators against progress towards the end-of-project targets using the progression to results matrix and following the *guidelines for conducting mid-term reviews of UNDP-supported and GEF-funded projects*; color-code progression in a "traffic light system" according to the level of progress achieved; assign a progress score for each result; make recommendations based on areas marked as "not on target" (red).



Table. Matrix of progress towards results (achievement of results in relation to end-of-project objectives)

| Project strategy | Indicator <sup>14</sup>     | Basic level <sup>15</sup> | Level at 1 <sup>er</sup> PIR (self-declared) | Medium-term target <sup>16</sup> | End of project target | Level and mid-term assessment <sup>17</sup> | Pass mark <sup>18</sup> | Justification of the rating |
|------------------|-----------------------------|---------------------------|--|----------------------------------|-----------------------|---|-------------------------|-----------------------------|
| Objective:       | Indicator (if applicable) : |                           |  |                                  |                       |   |                         |                             |
| Result 1:        | Indicator 1:                |                           |  |                                  |                       |   |                         |                             |
|                  | Indicator 2:                |                           |  |                                  |                       |   |                         |                             |
| Result 2:        | Indicator 3:                |                           |  |                                  |                       |   |                         |                             |
|                  | Indicator 4:                |                           |  |                                  |                       |   |                         |                             |
|                  | And so on.                  |                           |  |                                  |                       |   |                         |                             |
| And so on.       |                             |                           |  |                                  |                       |   |                         |                             |

**Indicator evaluation key**

|                  |                                   |                     |
|------------------|-----------------------------------|---------------------|
| Green = Achieved | Yellow = Objective to be achieved | Red = Not on target |
|------------------|-----------------------------------|---------------------|

As well as making progress in analyzing results :

- Compare and analyze the GEF baseline monitoring tool/indicators with that completed just prior to the mid-term review.
- Identify the remaining obstacles to achieving the project objective in the rest of the project.
- Looking at aspects of the project that have already been successful, identify ways in which the project can extend these benefits further.

**iii. Project implementation and adaptive management**

Management procedures:

- Review the overall effectiveness of project management as set out in the project document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision making transparent and timely? Recommend areas for improvement.
- Review the quality of delivery by 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.
- Does the executing agency/implementing partner and/or UNDP and other partners have the capacity to provide benefits to or involve women? If so, how?
- What is the gender balance of project staff? What measures have been taken to ensure gender balance among project staff?
- What is the gender balance of the project committee? What measures have been taken to ensure gender balance on the project committee?
- What steps are being taken to ensure that the project steering committee is well represented by all relevant stakeholders? Have logistical arrangements been put in place to ensure that Project Board meetings are conducted in accordance with COVID-19 safety protocols?

<sup>14</sup>Fill in data from the logical framework and dashboards

<sup>15</sup>Fill in the data from the project document

<sup>16</sup>If available

<sup>17</sup> Colour code for this column only

<sup>18</sup>Use the 6-point scale to assess progress towards results: HS, S, MS, MU, U, HU



Work planning :

- Review any delays in project start-up and implementation, identify the causes and consider whether they have been resolved.
- Are work planning processes results-oriented? If not, suggest ways of reorienting work planning to focus on results?
- Review the use of the project's results framework/logical framework as a management tool and review any changes that have been made to it since the start of the project.
- Taking into account the impact of COVID, assess any potential delay in achieving the annual and overall project objectives as set out in the agreed multi-year work plan of the project document? If so, recommend the adjusted timetable and revised results-based work plan in line with GEF guidelines.

Funding and co-financing :

- Consider the financial management of the project, with specific reference to the profitability of the interventions.
- Review changes to funding allocations following budget revisions and assess the relevance and appropriateness of these revisions.
- Does the project have the appropriate financial controls, including reporting and planning, to enable management to make informed decisions about the budget and to ensure a timely flow of funds?
- Informed by the co-financing monitoring table to be completed by the commissioning unit and project team, provide feedback on co-financing: is co-financing being used strategically to support project objectives? Does the project team meet regularly with all co-funding partners to align funding priorities and annual work plans?

| Sources of co-financing | Name of co-financer | Type of co-financing | Amount of co-financing confirmed at CEO approval (USD) | Actual amount of contribution at mid-term review stage (USD) | Actual % of forecast amount |
|-------------------------|---------------------|----------------------|--|--|-----------------------------|
|                         |                     |                      |  |  |                             |
|                         |                     |                      |  |  |                             |
|                         |                     |                      |  |  |                             |
|                         |                     |                      |  |  |                             |
|                         |                     | <b>TOTAL</b>         |  |  |                             |

- Include the separate GEF co-financing template (completed by the commissioning unit and project team) which categorizes each amount of co-financing as "mobilized investment" or "recurrent expenditure". (This template will be attached in a separate file).

Monitoring and evaluation systems at project level :

- Review the monitoring tools currently in use: do they provide the necessary information? Do they involve key partners? Are they aligned with or integrated into national systems? Do they use existing information? Are they effective? Are they cost-effective? Are additional tools needed? How could they be made more participatory and inclusive?
- Examine the financial management of the project's monitoring and evaluation budget. Are sufficient resources allocated to monitoring and evaluation? Are these resources allocated efficiently?

- Review the extent to which relevant gender issues have been integrated into monitoring systems. See Annex 9 of the *guidelines for conducting mid-term reviews of UNDP-supported and GEF-funded projects* for further guidance.

#### Stakeholder engagement :

- Project management: has the project developed and taken advantage of the necessary and appropriate partnerships with direct and indirect stakeholders?
- Country-led participation and processes: do local and national government stakeholders support the project's objectives? Do they continue to play an active role in project decision-making that supports effective and efficient project implementation?
- Involvement and public awareness: to what extent has stakeholder involvement and public awareness contributed to progress towards the project's objectives?
- How does the project involve women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? If possible, identify any legal, cultural or religious constraints to women's participation in the project. What can the project do to improve its gender benefits?

#### Social and environmental standards (guarantees)

- Validate the risks identified in the project's most recent SESP, and the ratings of these risks; are revisions necessary?
- Summaries and assess the revisions made since CEO approval/approval (where applicable) to :
  - Overall categorization of the risks associated with project safeguards.
  - Types of risk identified<sup>19</sup> (in the SESP).
  - Individual risk scores (in the SESP) .
- Describe and assess progress in implementing the project's social and environmental management measures as described in the SESP submitted for CEO approval/approval (and prepared during implementation, if applicable), including any revisions to these measures. These management measures may include environmental and social management plans (ESMPs) or other management plans, but may also include aspects of project design; refer to question 6 of the SESP template for a summary of the management measures identified.

A given project must be assessed against the version of the UNDP Safeguarding Policy that was in force at the time the project was approved.

#### Report :

- Assess how adaptive management changes have been reported by project management and shared with the project steering committee.
- Assess the extent to which the project team and partners are meeting the reporting requirements of the GEF (i.e. how have they dealt with poorly rated RIPs, if any).
- Assess how the lessons learned from the adaptive management process have been documented, shared with key partners and internalised by partners.

#### Communication & Knowledge Management :

- Examine the project's internal communication with stakeholders: is communication regular and effective? Are any key stakeholders excluded from communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of the project's results and activities and to their investment in the sustainability of the project's results?

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<sup>19</sup>Risks must be labelled both with the UNDP SES principles and standards and with the GEF "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Inclusion of People with Disabilities; Adverse Gender Impact, including Gender-Based Violence and Sexual Exploitation; Biodiversity Conservation and Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Populations; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labour and Working Conditions; Community Health, Safety and Security.

- Examine the external communication of the project: have appropriate means of communication been established or are being established to express the progress of the project and the anticipated impact on the public (is there a web presence, for example? Or has the project implemented appropriate public awareness campaigns).
- For reporting purposes, write a half-page paragraph summarizing the project's progress towards results in terms of its contribution to sustainable development benefits, as well as to global environmental benefits.
- List the knowledge activities/products developed (based on the knowledge management approach approved at CEO approval/approval).

**iv. Sustainability**

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

Financial risks for sustainability :

- What is the likelihood that financial and economic resources will not be available once the GEF assistance ends (consider that potential resources may come from several sources, such as the public and private sectors, income-generating activities and other funding that will be adequate financial resources to support project outcomes)?

Socio-economic risks to sustainability :

- Are there any social or political risks that could compromise the sustainability of the project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) is insufficient to ensure the sustainability of the project's results/benefits? Do the various key stakeholders see that it is in their interest for the benefits of the project to continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? Are lessons learned documented by the project team on an ongoing basis and shared/transferred to appropriate parties who could learn from the project and possibly replicate and/or scale it up in the future?

Risks relating to the institutional framework and governance for sustainability :

- Do the legal frameworks, policies, governance structures and processes present risks that could compromise the sustainability of the project's benefits? When assessing this parameter, also consider whether the required systems/mechanisms for accountability, transparency and transfer of technical knowledge are in place.

Environmental risks for sustainability :

- Are there any environmental risks that could compromise the sustainability of the project's results?

**Conclusions and recommendations**

The international consultant will assist the international consultant in finalising the sections of the mid-term report and publishing evidence-based conclusions based on the results.

**Notes**

*Table. Summary table of notes and achievements of the TRA for the title "Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti Wadi watershed in Djibouti (PIMS #5921)".*

| Measure                         | MTR ranking  | Description of the project |
|---------------------------------|--|----------------------------|
| <b>Project strategy</b>         | N / A  |                            |
| <b>Progress towards results</b> | Assessment of achievement of objectives: (6-point scale) |                            |

|   |  |  |
|---|--|--|
|   | Assessment of achievement of result 1: (6-point scale) |  |
|   | Assessment of achievement of result 2: (6-point scale) |  |
|   | Assessment of achievement of result 3: (6-point scale) |  |
|   | And so on.   |  |
| <b>Project implementation and adaptive management</b> | (6-point rate scale)                                   |  |
| <b>Durability</b>                                     | (4-point rate scale)                                   |  |

## 6. LAPS OF TIME

The total duration of the MTR will be approximately 35 working days over a period of 4 months, and may not exceed one month from the date of engagement of the consultant. The work of the international consultant will be carried out remotely, but a field visit to Djibouti will be organised in September (approximately 9 days). The provisional timetable for the MTR is as follows:

| <b>ACTIVITY</b>   | <b>NUMBER OF WORKING DAYS</b> | <b>COMPLETION DATE</b> |
|---|-------------------------------|------------------------|
| Review of documents and preparation of the initial MTR report (initial MTR report due no later than 2 weeks before the MTR assignment)  | 5 days                        | 25 August 2023         |
| MTR mission: meetings with stakeholders, interviews, site visits  | 9 days                        | 10 September 2023      |
| Presentation of initial results - last day of the RMP - mission   | 1 day                         | 20 September 2023      |
| Preparation of the draft report (due within 3 weeks of the MTR mission)   | 15 days                       | 20 October 2023        |
| Finalization of the MTR report/ Integration of the audit trail based on comments on the draft report (due within one week of receipt) UNDP comments on the draft (note: take into account the deadlines for distribution and review of the draft report). | 5 days                        | 30 October 2023        |

Options for site visits must be provided in the initial report already supplied.

## 7. DELIVERABLES OF THE MID-TERM REVIEW

| # | Available at  | Description   | Timetable   | Responsibilities  |
|---|---|---|---|---|
| 1 | MTR start-up report (15% payment on signature of contract)            | The MTR team clarifies the objectives and methods of the mid-term review  | No later than 2 weeks before the MTR mission                | The MTR team submits to the commissioning unit and to project management        |
| 2 | Presentation (payment of 15% on signing the contract)                 | First results   | End of MTR mission  | The MTR team presents to project management and the commissioning unit          |
| 2 | 40% payment on satisfactory delivery of draft MTR report              | Revised report with audit trail detailing how all comments received were (and were not) addressed in the final MTR report | Within 3 weeks of the MTR mission                           | Sent to Commissioning Unit, reviewed by RTA, Project Coordination Unit, FEM OFP |
| 3 | 30% payment on satisfactory delivery and approval of final MTR report | Revised report with audit trail detailing how all comments received were (and were not) addressed in the final MTR report | Within one week of receiving UNDP's comments on the project | Sent to Commissioning Unit, reviewed by RTA, Project Coordination Unit, FEM OFP |

\*The final MTR report must be in English. Where appropriate, the Commissioning Unit may choose to have the report translated into a language more widely shared by national stakeholders.

The final report must answer all the questions in the quality checklist in section 6 ([page 8-12](#)) of the UNDP evaluation guidelines.

## 8. MTR ARRANGEMENTS

The main responsibility for the management of this MTR lies with the Commissioning Unit (UNDP CO office). The Commissioning Unit for the mid-term review of this project is UNDP Djibouti.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and in-country travel arrangements for the MTR consultant and provide an updated list of stakeholders with contact details (telephone and email). The project team will be responsible for liaising with the MTR consultant to provide all relevant documents, arrange interviews with stakeholders and organize field visits.

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

The evaluator should follow a participatory and consultative approach that ensures close engagement with evaluation managers, implementing partners and project stakeholders. The evaluation manager will convene an evaluation reference group composed of technical experts from UNDP, donors, GEF RTA and implementing partners. The reference group will review the

inception report and draft evaluation report and provide detailed comments on the quality of the methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of the processes to GEF, UNDP and UNEG standards. The evaluator's comments and amendments in response to the draft report should be retained by the evaluator to show how the comments were addressed (audit trail). The ERG will also contribute to the development of management responses and key actions recommended by the evaluation. The final report will be approved by the Evaluation Commissioner.

## 9. COMPOSITION OF THE TEAM

The evaluation will be undertaken by two consultants, one internal and one national. The international consultant will be the team leader. He/she will be responsible for conducting interviews with stakeholders, carrying out field visits and preparing and finalizing all initial and final evaluation reports in English. The international consultant is responsible for the timely delivery of all reports and will ensure the quality of the report in accordance with GEF and UNDP evaluation guidelines.

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

The OC office will help identify stakeholders and organize bilateral and group consultations with stakeholders.

The international consultant must not have been involved in the preparation, formulation and/or implementation of the project (including the drafting of the project document) and must not have any conflict of interest with project-related activities.

The selection of the consultant will aim to maximize the overall qualities of the "team" in the following areas:

### Education

- Master's degree or doctorate in water sciences, agronomy, environmental sciences or related fields of expertise (20 points)

### Experience

- Relevant experience of results-based management evaluation methodologies (10);
- Experience of applying SMART indicators and reconstructing or validating reference scenarios (10);
- Competence in adaptive management applied to biodiversity (10);
- Experience in project evaluation (15);
- Experience of working in Djibouti and East Africa in general (5);
- Experience in relevant technical fields for at least 5 years (10);
- Demonstrated understanding of gender and biodiversity issues; experience of gender-sensitive assessment and analysis (10).
- Excellent communication skills;
- Demonstrable analytical skills (5);
- Experience of project evaluation/review within the United Nations system will be considered an asset (5).

### Language

- Fluency in written and spoken French.
- The official languages of Djibouti are French and Arabic, with Somali and Afar being the most widely spoken local languages. Fluency in French is required. Knowledge of Arabic, Somali and/or Afar would be an asset.
- French with good report writing skills is essential. Samples of previously written work should be submitted with the application.



## Skills required

- Demonstrates its commitment to UN values and ethical standards.
- Demonstrates sensitivity and adaptability in terms of culture, gender, religion, race, nationality and age.
- Treat everyone fairly and impartially.
- Good communication, presentation and report writing skills,
- Ability to work under pressure and meet deadlines.
- Experience of managing research and evaluation teams.
- Customer-oriented and open to feedback

## **10. ETHICS**

The MTR consultant will be held to the highest ethical standards and will be required to sign a code of conduct upon acceptance of the assignment. This mid-term review will be conducted in accordance with the principles set out in UNEG's "Ethical Guidelines for Evaluation". The MTR consultant shall protect the rights and confidentiality of information providers, respondents and stakeholders through measures to ensure compliance with relevant legal and other codes governing data collection and reporting. The MTR consultant must also ensure the security of information collected before and after the MTR and protocols to ensure anonymity and confidentiality of information sources where this is expected. Information, knowledge and data collected as part of the MTR process must also be used solely for the MTR and not for any other purpose without the express permission of UNDP and its partners.

## **11. PAYMENT SCHEDULE**

- Payment of 15% on signing the contract.
- Payment of 15% Presentation Initial findings.
- 40% payment upon satisfactory delivery of draft MTR report to UNDP CO
- 30% payment following satisfactory delivery of the final MTR report and approval by the Commissioning Unit and RTA (via signatures on the MTR Report Authorization Form) and delivery of the completed MTR audit trail.

Criteria for issuing the 50% final payment<sup>20</sup> :

- The final MTR report includes all the requirements described in the MTR terms of reference and complies with the MTR guidelines.
- The final MTR report is clearly written, logically organized and specific to this project (i.e. the text has not been cut and pasted from other MTR reports).
- The audit trail includes responses and justification for each comment listed.

*In accordance with UNDP Financial Regulations, where it is determined by the Commissioning Unit and/or Consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and the limitations of the EMP, that deliverable or service will not be paid for.*

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<sup>20</sup> The Commissioning Unit is required to issue payments to the MTR Team as soon as the conditions of the Terms of Reference are met. 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 the Vertical Fund Management will be consulted. If necessary, the senior management of the Commissioning Unit, the Procurement Services Unit and the Legal Support Office will also be informed so that a decision can be made as to whether or not to withhold payment of any amount that may be due to the Valuer(s), suspend or terminate the Contract and/or remove the Individual Contractor from any applicable list.

*Due to the current status of COVID-19 and its implications, partial payment may be considered if the consultant has invested time in the deliverable but has been unable to complete it due to circumstances beyond their control.*

## 12. APPLICATION PROCESS<sup>21</sup>

**Recommended presentation of the proposal :**

- a) **Letter of confirmation of interest and availability** using the [template](#)<sup>22</sup> provided by UNDP;
- b) **CV** and a **personal statement** ([form P11](#)<sup>23</sup>);
- c) **Brief description of the approach to the work / technical proposal** explaining why the person considers themselves to be best suited for the assignment, and a proposed methodology on how they will approach and complete the assignment; (maximum 1 page)
- d) **Financial proposal** that indicates the total fixed contract price all-inclusive and all other travel-related costs (such as airfare, per diem, etc.), together with a breakdown of costs, in accordance with the template attached to the [sample letter of confirmation of interest](#). If an Applicant is employed by an organization/company/institution and expects its employer to charge management fees as part of the release process to UNDP under a Reimbursable Loan Agreement (RLA), the Applicant must indicate this, and ensure that all such costs are duly incorporated in the Financial Proposal submitted to UNDP.

All application documents should be submitted to the Procurement Unit; UNDP, 6th Floor, Tour Mezz, Rue de Venise , Djibouti Ville, Djibouti in a sealed envelope indicating the following reference "**Consultant for the mid-term review of the project "Sustainable management of **water resources, rangelands and agro-pastoral perimeters in the Wadi Cheikhetti watershed" of Djibouti**"** or by email to [proc.dji@undp.org](mailto:proc.dji@undp.org) **before 17 July 2023, 12:00 New York time**. Incomplete applications will be excluded from further consideration.

**Proposal evaluation criteria:** Only compliant and responsive applications will be evaluated. Bids will be evaluated using the combined scoring method - where training and experience on similar assignments will be weighted at 70%. and the price proposal will weigh 30% of the total score. The candidate with the highest combined score who has also accepted the UNDP terms and conditions will be awarded the contract.

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<sup>21</sup>Consultants must be hired in accordance with the POPP guidelines for hiring consultants:  
<https://info.undp.org/global/popp/Pages/default.aspx>

<sup>22</sup> <https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>23</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

## Appendix 2 Logical framework for the project

| <p><b>This project will contribute to the following Sustainable Development Goal(s):</b> Goal 1 - Eradicate poverty; Goal 2 - Food security; Goal 5 - Gender equality; Goal 8 - Decent work and economic growth; Goal 12 - Sustainable consumption and production patterns; Goal 13 - Climate action; Goal 15 - Life touches down; Goal 16 - Peaceful and inclusive development.</p>  |  |  |  |   |   |
|---|--|--|--|---|---|
| <p><b>This project will contribute to tea following the national outcomes included in the UNDAF/Country Program Document:</b><br/>SP4/ Strengthening resilience and promoting equitable regional development - Outcome 8 Sustainable regional development: The living conditions of the poorest tea-growing communities are improved through better management and protection of natural resources and ecosystems strengthening resilience and promoting equitable regional development</p> |  |  |  |   |   |
| <p><b>This project will be linked to the UNDP Strategic Plan 2018-2021 outcomes project:</b><br/>Output 2.4.1: Strengthened legal and regulatory frameworks, and institutions, and approved solutions, to ensure conservation, sustainable and equitable use and benefit-sharing of natural resources, in line with international conventions and national legislation.</p>   |  |  |  |   |   |
|   | <b>Objective and result indicators (no more than a total of 15 -16 indicators)</b>   | <b>Base line</b>   | <b>Medium-term target</b>  | <b>End of Project Target</b>  | <b>DataMethods and Risks Collection / Assumptions</b>   |
| <p><b>Aim of the project:</b><br/>To develop an integrated model for the restoration of agro-pastoral ecosystem services in the Cheikhetti catchment in order to reduce land and water degradation, improve self-sufficiency in the basic needs of vulnerable rural communities and create the conditions for replication.</p>  | <p><u>Indicator 1:</u> Extent to which sustainable land and water management plans are implemented.</p> <p>Mitigation of land degradation - Area in the Cheikhetti catchment managed according to SLM principles</p>               | <p><i>Integrated river basin management plan.</i><br/><i>No demonstration of successful practices at Cheikhetti</i></p>  | <p><i>Integrated management plan validated by stakeholders and implemented</i></p>                 | <p><i>SLM principles applied to the entire Cheikhetti catchment area (75,000 ha)</i></p>          | <p>Data collection methods :<br/><i>The measurements/observations made during the first 6 months of the project will be repeated at mid-term and at the end of the project.</i><br/><i>Water balance at the initial state, mid-term and at the end of the project, showing the quantity of water infiltrated towards runoff and evapotranspiration.</i><br/><i>Socio-economic survey of selected communities.</i></p>   |
|   | <p><u>Indicator 2:</u> Improvement in ecosystem services 1) Groundwater recharge - quantity of water infiltrated 2) erosion control - quantity of suspended solids in the water at the outlet of the Cheikhetti catchment area</p> | <p><i>5% of water is either used or infiltrated (95% is lost through run-off and not evapotranspiration)</i></p> <p><i>The baseline will be established by the CERD at the beginning of the tea project.</i></p> | <p><i>1) 2% increase in water infiltration</i><br/><i>2) 10% reduction in suspended solids</i></p> | <p><i>1) increase in water infiltration 5</i><br/><i>2) 20% reduction in suspended solids</i></p> | <p>Risks:<br/><i>Weak coordination between MEDD and MAEPERH.</i><br/><i>The project timetable is too short for some of the benefits of the project to become apparent, resulting in a lack of appreciation.</i><br/><i>Weak capacity or lack of communities means that integrated approaches with global environmental benefits are not achieved.</i><br/><i>The capacities of the MHUE are not sufficiently developed to achieve ambitious catchment management.</i></p> |

|   |   |              |  |  |   |
|---|---|--------------|--|--|---|
|   | Indicator 3: # of direct project beneficiaries (women / men).   | 0            | 3,000 people in the Cheikhetti catchment area (1,386 women)    | > 10,000 people in the Cheikhetti catchment area (4,620 women) | Assumptions<br>Ongoing commitment from project partners, including government agencies and investors/developers. Awareness of the value and vulnerability of land and water will reach an effective critical level among government officials, landowners, communities and individuals, leading to a reduction in land degradation, the protection of the ecosystem, and the creation of a more sustainable environment.<br>services and improving livelihoods. |
| <b>Component/ Result 1</b><br>Multi-level governance framework established and capacity-building program developed for integrated watershed management and land usury | Indicator 4: Increase in score on the UNDP capacity development scorecard for land use planning and management in the Cheikhetti catchment area.  | 29/84 (35 %) | scores, expressed in absolute terms, increase by at least 20%. | scores, expressed in absolute terms, increase by at least 40%. | Data collection methods :<br>Recording of the UNDP-GEF scorecard on capacity development repeated at mid-term and at the end of the project.<br>The Cheikhetti catchment management plan.<br>Tea project reports.   |
|   | Indicator 5: Number of functional water management committees   | 0            | At least 5 established and trained.                            | Total of 5 established and trained.                            | Risks:<br>There is a lack of political will to ensure effective coordination and the removal of obstacles within the timeframe set for the tea projects.<br>Assumptions:<br>The capacity of the MHUE and MAEPERH and working relationships with other ministries can be strengthened to achieve the project outcomes of land restoration and integrated watershed management.<br>The political will remains.  |
| Outputs under component 1 :   | Output 1.1: The Cheikhetti integrated watershed management council is established and operational<br>Output 1.2: Water and rangeland management committees are established and operational<br>Output 1.3: Capacity development program designed and implemented for the adoption of sustainable agricultural and land management practices. |              |  |  |   |

|  |  |  |  |  |   |
|--|--|--|--|--|---|
| <p><b>Component/ Result 2</b><br/>Land rehabilitation and aquifer replenishment management implemented in the Cheikhetti catchment area.</p> | <p><i>Indicator 6: Existence of an annual integrated river basin management plan.</i></p>  | <p><i>No management plan in the catchment area</i></p> | <p><i>The Cheikhettile catchment management plan is validated by the multi-stakeholder management of the comity.</i></p> | <p><i>The Cheikhetti catchment management plan is validated and implemented.</i></p> | <p>Data collection methods :<br/><i>Project reports.</i><br/><i>Visits and verification of the project site</i><br/><i>Surveillance system.</i></p>   |
|  | <p><i>Indicator 7: Number of water management structures rehabilitated/constructed (impluvium/water reservoirs, weirs and shallow wells)</i></p>   |  |  |  | <p>Risks:<br/><i>Commitment at village level to participate in the rehabilitation of the water structure.</i><br/>The lack of commitment or capacity of regional stakeholders means that land allocation and planning processes (IWMPs) cannot be achieved.</p> <p>Assumptions:<br/><i>Engagement of various teas</i><br/><i>Government</i><br/><i>the institution and local authorities.</i></p> |
| <p>Income under component 2 :</p>  | <p>Output 2.1: The HAS water monitoring system provides information for adaptive management of the Cheikhetti tea catchment<br/>Output 2.2: The Cheikhetti catchment management plan is developed and includes agropastoral farm plans<br/>Output 2.3: Water management structures are rehabilitated/constructed</p> |  |  |  |   |

|  |   |  |  |  |   |
|--|---|--|--|--|---|
| <p><b>Component/ Result 3</b></p> <p>Climate-resilient agropastoralism and subsistence activities have developed by reducing pressure on water and land resources.</p> | <p><i>Indicator 8: Number of agro-pastoralists, livestock breeders and farmers trained in micro-finance and number of loans granted</i></p>   | <p><i>No one trained in rural areas<br/>No credit granted in rural areas.</i></p>  | <p><i>At least 200 people trained (60% women)</i></p>                                | <p><i>At least 500 people trained (60% women)</i></p>  | <p>Data collection methods :<br/>Annual project reports.<br/>Project site visits and assessment for verification<br/>Surveillance system.<br/>Socio-economic survey: income generated. Results and analysis of the application of the MSC technique at the mid-term and final stages.<br/>final assessors.</p>                    |
|  | <p><i>Indicator 9: Number of agro-pastoral plots set up and producing fodder and income.</i></p>  | <p><i>0</i></p>  | <p><i>At least 7 agropastoral plots we 29 Ha.</i></p>                                | <p><i>At least 13 agropastoral plots covering 46 hectares.</i></p>                                 | <p>Risks:<br/>Commitment at village level to change and adopt new methods and alternative IGAs is not enough to achieve widespread adoption of new SLM practices that will enable land restoration.</p>   |
|  | <p><i>Indicator 10: Communities' perception of their livelihood stake in the proper management of resources in the Cheikhetti catchment, measured by the periodic and independent application of the 'most significant change' (MSC) technique.</i></p> | <p><i>Not applicable<br/>The MSC technique must be applied once the project has been launched and some form of change has occurred. The tea baseline corresponds to all assessments that corroborate the tea</i></p> | <p><i>Changes in livelihoods are seen through the independent application of</i></p> | <p><i>Changes in livelihoods are seen through the independent application of technical MSC</i></p> | <p>Assumptions:<br/>Communities support agro-pastoral schemes and new IGAs as they realize and share the benefits.<br/><br/>The project will provide sufficient land and manpower to achieve the SLM and planting objectives.<br/><br/>The communities in the Cheikhetti catchment area are ready and receptive to exchanges.</p> |



|  |   |   |   |   |  |
|--|---|---|---|---|--|
|  |   | <i>analysis of the situation of this project, in particular with regard to land use and means of subsistence.</i> |   |   | <i>The ecosystems of the Cheikhetti catchment can regenerate rapidly from degradation and are sufficiently resilient to withstand the effects of climate change as soon as possible.</i> |
|  | <i>Indicator 11: Number of agro-pastoralists, livestock breeders and farmers involved in SLM practices (ANR, tree planting, prohibited zone, etc.), half-moon)</i>  | <i>0</i>  | <i>At least 500 people involved in TDM practices.</i> | <i>At least 5,000 people involved in SLM practices.</i> |  |
| Income under component 3 :   | Output 3.1: A rural microfinance platform is established<br>Output 3.2: Sustainable land use methods implemented in key areas to support the catchment management plan<br>Output 3.3: Livelihoods program developed and implemented<br>Output 3.4: At least 650 Ha of land (pastures and riverbanks) are restored by improving vegetation cover |   |   |   |  |
| <b>Component/ Result 4</b><br>Gender mainstreaming and replication of monitoring management and knowledge support. | <i>Indicator 12: % of women among all participants in project activities, including ME</i>  | <i>5%</i>   | <i>&gt; 20%</i>                                       | <i>&gt; 30%</i>   | <i>Data collection methods : Project reports. Project database.</i>  |
|  | <i>Indicator 13: Number of lessons learned from the project published and disseminated on SLM and integrated river basin management</i>   | <i>0</i>  | <i>2</i>  | <i>ten</i>  | Risks:<br><br>Assumptions:<br>The women are interested in participating directly in the tea project.<br>other stakeholders are interested in tea lessons learned from this project.      |
| Income from Component 4 :  | Output 4.1: Knowledge platform and monitoring system put in place<br>Output 4.2: Gender mainstreaming strategy implemented in the Tea Dikhil region<br>Output 4.3: National replication strategy and action plan developed  |   |   |   |  |

### Appendix 3 Mid-term evaluation matrix for the project

| Evaluation questions (EQ)   | Indicators  | Source of information   | Methodology  |
|---|---|---|--|
| <p><b>Project strategy :</b><br/>To what extent is the project strategy relevant to the country's priorities, country ownership and the best way to achieve the expected results?</p> |   |   |  |
| <p><b>EQ1:</b> To what extent do the project's objectives and activities fit in with national priorities, GEF priorities and UNDP priorities in Djibouti?</p>                         | <ul style="list-style-type: none"> <li>- Level of alignment of project objectives and activities with relevant national policies</li> <li>- Extent to which actions are in line with EGF priorities</li> <li>- Level of alignment of actions with UNDP priorities</li> </ul>  | <ul style="list-style-type: none"> <li>- UNDP Office staff</li> <li>- Ministry of Agriculture</li> <li>- Sustainable Development Department</li> <li>- Entities implementing the project :</li> <li>- Project Management Unit</li> <li>- Project beneficiaries</li> </ul>   | <ul style="list-style-type: none"> <li>- Literature review</li> <li>- Interviews with national institutions</li> <li>- UNDP</li> <li>- PMU</li> <li>- Field surveys</li> </ul> |
| <p><b>EQ2:</b> To what extent do the project's objectives and activities meet the needs and priorities of the beneficiaries and stakeholders?</p>                                     | <ul style="list-style-type: none"> <li>- Level of consideration given to the needs of beneficiaries and stakeholders, including women</li> <li>- The relevance of the programmer's objectives and activities to these needs.</li> </ul>   | <ul style="list-style-type: none"> <li>- Civil society</li> <li>- National and regional policy and strategy documents from target countries, the GEF and the UNDP</li> <li>- Reports on consultations held prior to project design and during implementation</li> <li>- Surveys and diagnoses of stakeholder needs</li> </ul> |  |
| <p><b>EQ3:</b> To what extent have stakeholders and communities been consulted and involved in the design and implementation of the project?</p>                                      | <ul style="list-style-type: none"> <li>- Level of community participation (men, women and young people) in the choice, design, planning, implementation and monitoring of actions, and in targeting beneficiaries</li> <li>- Level of community involvement (choice of municipalities, sites, beneficiaries)</li> <li>- Level of civil society participation</li> </ul> | <ul style="list-style-type: none"> <li>- Baseline studies/analysis for project preparation</li> <li>- Deliverables from the activities implemented (work, studies, training, etc.)</li> </ul>   |  |
| <p><b>EQ4:</b> To what extent are the partnerships created by UNDP with the government and other implementing partners complementary and synergistic?</p>                             | <ul style="list-style-type: none"> <li>- Analysis of the pre-project situation</li> <li>- Number of partnerships developed - by type of structure, funding, and number of staff trained and involved in the project</li> <li>- Analysis of cohesion and synergy between stakeholders</li> </ul>   | <ul style="list-style-type: none"> <li>- Prodoc" project documents</li> <li>- Implementation partners by component</li> <li>- Capacity-building program</li> </ul>  |  |
| <p><b>Progress towards results :</b><br/>To what extent have the project objectives, defined results and planned activities been achieved to date?</p>                                |   |   |  |

| Evaluation questions (EQ)  | Indicators  | Source of information  | Methodology  |
|--|---|--|--|
| <p>EQ3: To what extent have the project interventions contributed to the achievement of the logical framework indicators promoting progress towards the objectives and expected results just before the MTR?</p> | <p>The results achieved by the project's four components:</p> <p><b>Component 1</b></p> <ul style="list-style-type: none"> <li>- Creation of the Cheikhetti Integrated Watershed Management Council</li> <li>- Strengthening the CWIMB's capabilities and ensuring comprehensive coordination and monitoring</li> <li>- Creation of 3 water management committees</li> <li>- Creation of 2 path management committees</li> <li>- Support for conflict prevention and management within committees</li> <li>- Design of a capacity development plan</li> <li>- Training communities to adopt farming practices</li> <li>- Training regional staff in cross-sectoral planning</li> <li>- Strengthening national capacities to ensure coordination of SLM initiatives</li> </ul> <p><b>Component 2:</b></p> <ul style="list-style-type: none"> <li>- Assessment of water requirements in the catchment area</li> <li>- Installation of 3 water measurement points to measure water and determine balance (quantity and quality)</li> <li>- Identification of new drilling sites</li> <li>- Drawing up the Cheikhetti Catchment Management Plan (CWMP)</li> <li>- Monitoring the implementation of Cheikhetti Watershed (Management Plan)</li> <li>- Refurbishment of 4 water points</li> <li>- construction of at least 9 new points</li> <li>- construction of 13 surface water mobilization infrastructures</li> </ul> <p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>- Action-research calendar on normal and Islamic microfinance in rural areas</li> <li>- Capacity building for CPEC (rural specific microfinance products)</li> <li>- Capacity building for communities (microfinance and business plans)</li> <li>- Restoration and development of existing gardens</li> <li>- By increasing agricultural production (training)</li> <li>- Creation of new agricultural areas.</li> <li>- Livestock health checks</li> <li>- Feasibility study for IGAs</li> <li>- Implementation of IGAs</li> <li>- Building capacity for IGA-supported communities</li> <li>- Rehabilitation of grazing land (100 Ha)</li> <li>- Creation of new slatted floor areas (50 Ha)</li> <li>- At least 150,000 trees are planted (equivalent to 500 Ha)</li> </ul> <p><b>Component 4</b></p> <ul style="list-style-type: none"> <li>- Development and implementation of the year MRV system for knowledge management</li> <li>- Training of all project and partner staff (including CWIMB) on ME, evidence-based planning and management, and project reporting</li> <li>- Capitalizing on and sharing best practice</li> <li>- Partnership with local schools</li> <li>- Gender mainstreaming strategy developed and implemented in the Dikhil region</li> <li>- Designing and monitoring a gender strategy</li> <li>- Designing the tea replication strategy</li> </ul> | <ul style="list-style-type: none"> <li>- project documents, monitoring and evaluation reports, stakeholder implementation documents, use of the monitoring and evaluation system to influence decisions).</li> </ul> | <p>Review of achievements by component and by result (reports, stakeholder interviews, site visits),</p> |

| Evaluation questions (EQ)  | Indicators  | Source of information   | Methodology  |
|--|---|---|--|
|  | <ul style="list-style-type: none"> <li>- Monitor and report on the implementation of the replication strategy</li> </ul> <p>Analysis of tools for monitoring GEF indicators :</p> <p><b>Component 1 :</b></p> <ul style="list-style-type: none"> <li>- Increase in score on the UNDP capacity development scorecard for land use planning and management in the Cheikhetti catchment area.</li> <li>- Number of functional water management committees</li> </ul> <p><b>Component 2 :</b></p> <ul style="list-style-type: none"> <li>- Existence of an annual integrated catchment management plan.</li> <li>- Number of water management structures rehabilitated/constructed (impluvium/water reservoirs, weirs and shallow wells)</li> </ul> <p><b>Component 3:</b></p> <ul style="list-style-type: none"> <li>- Number of agropastoral, livestock breeders and farmers trained in microfinance and number of loans granted</li> <li>- Number of agro-pastoral plots set up and producing fodder and income.</li> <li>- Communities' perception of their livelihood stake in the proper management of resources in the Cheikhetti catchment, measured by the periodic and independent application of the 'most significant change' (MSC) technique.</li> <li>- Number of agropastoral, stockbreeders and farmers involved in SLM practices (ANR, tree planting, forbidden zone, half-moon)</li> </ul> <p><b>Component 4:</b></p> <ul style="list-style-type: none"> <li>- 12% women among all participants in project activities, including ME</li> <li>- Number of lessons learned from the project published and disseminated on SLM and integrated river basin management</li> <li>-</li> </ul> |   |  |
| <p>EQ4: Are there any barriers or other risks that could hinder future progress towards and achievement of the project's longer-term objectives?</p>   | <p>Identification of likely risks and mitigation measures</p>   | <p>- Stakeholders</p>   | <p>Analysis of annual reports and interviews with stakeholders (institutional, management and beneficiaries)</p> |
| <p>EQ5: Are there any emblematic success stories where the project can extend these benefits even further?</p>   | <p>Identifying success stories and how they can be strengthened and extended.</p>   | <p>- Site visit and interview with direct beneficiaries</p>   |  |
| <p><b>Project implementation and adaptive management :</b><br/>                 Has the project been implemented efficiently, cost-effectively and has it been able to adapt to all the changing conditions to date?</p> |   |   |  |
| <p>EQ6: To what extent have the management arrangements been</p>   | <p>The influence of organizational intervention methods on the achievement of objectives :</p> <ul style="list-style-type: none"> <li>- Institutional (organizational) structures that are clear and applicable in the context of the Project</li> </ul>  | <ul style="list-style-type: none"> <li>- Project partners</li> <li>- GEF/UNDP</li> <li>- Partner ministries</li> <li>- OSC</li> </ul> | <p>Analysis of annual reports and interviews with stakeholders</p>   |

| Evaluation questions (EQ)  | Indicators   | Source of information   | Methodology   |
|--|--|---|---|
| flexible to help achieve the project's objectives?   | - The quality of program management is satisfactory Flexible and efficient financial management  | <ul style="list-style-type: none"> <li>- Project implementation bodies: Steering Committee, PMU</li> <li>- Initial and revised logical frameworks</li> <li>- Changes to budgets and allocations since the project was designed</li> <li>- Change in HR allocated to the project since its conception.</li> <li>- Analysis of the operation and needs of the project implementation bodies: Steering Committee, PMU, technical committees and links between partners.</li> <li>- Analysis of partnerships and co-financing</li> <li>- Status of physical and financial implementation of the project and mobilizations of budgets</li> <li>- Appropriate financial control mechanisms: data communication, planning, budgetary decision-making and timely payment of funds.</li> <li>- Disbursement performance</li> </ul> | (institutional, management and beneficiaries)   |
|  | The flexibility and efficiency of the steering committee's decisions   |   |   |
|  | Partnerships developed between stakeholders, in particular the GEF and the UNDP, to involve women and provide them with economic benefits  |   |   |
|  | Measures taken to mitigate the effects of the Covid-19 pandemic  |   |   |
| Q7: To what extent did the start-up of the project and the planning of activities encourage the achievement of results?                  | Project start-up delays  | <ul style="list-style-type: none"> <li>- Analysis of the operation and needs of the project implementation bodies: Steering Committee, PMU, technical committees and links between partners.</li> <li>- Analysis of partnerships and co-financing</li> <li>- Status of physical and financial implementation of the project and mobilizations of budgets</li> <li>- Appropriate financial control mechanisms: data communication, planning, budgetary decision-making and timely payment of funds.</li> <li>- Disbursement performance</li> </ul>   | (institutional, management and beneficiaries)   |
|  | The difficulties encountered in directing activities towards achieving results, particularly due to the impact of COVID-19   |   |   |
|  | Possible arrangements for adjusting the work plan and redirecting it to achieve the planned results  |   |   |
| EQ8: To what extent have the financial resources, including co-financing, been put in place in the quantities and at the times expected? | The relationship developed between the general objective, the results and the means during the project design phase:   | <ul style="list-style-type: none"> <li>- Analysis of the operation and needs of the project implementation bodies: Steering Committee, PMU, technical committees and links between partners.</li> <li>- Analysis of partnerships and co-financing</li> <li>- Status of physical and financial implementation of the project and mobilizations of budgets</li> <li>- Appropriate financial control mechanisms: data communication, planning, budgetary decision-making and timely payment of funds.</li> <li>- Disbursement performance</li> </ul>   | (institutional, management and beneficiaries)   |
|  | - Realistic choice of strategies and resources   |   |   |
|  | - Realistic estimates of budgets and external human resources  |   |   |
|  | - Degree of achievement of results with the resources put in place   |   |   |
| EQ9: To what extent do project-level monitoring and evaluation systems, reporting and communications support project implementation?     | - Obtaining unexpected results   | <ul style="list-style-type: none"> <li>- Analysis of the operation and needs of the project implementation bodies: Steering Committee, PMU, technical committees and links between partners.</li> <li>- Analysis of partnerships and co-financing</li> <li>- Status of physical and financial implementation of the project and mobilizations of budgets</li> <li>- Appropriate financial control mechanisms: data communication, planning, budgetary decision-making and timely payment of funds.</li> <li>- Disbursement performance</li> </ul>   | (institutional, management and beneficiaries)   |
|  | - Consideration of value for money   |   |   |
|  | - Actual use of estimated budget and allocation in line with planning (commitment rate)  |   |   |
|  | - Co-financing   |   |   |
| EQ10: What have been the main challenges in terms of partnership and stakeholder involvement and partnership development?                | - The project's operational monitoring and evaluation (M&E) system generates and disseminates information  | <ul style="list-style-type: none"> <li>- Interviews with various stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> <li>- Interviews with various stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> <li>- Country ownership</li> <li>- Mechanisms to institutionalize the project's achievements</li> <li>- Changes and/or reorientation of activities, funding and working methods.</li> </ul>  | <ul style="list-style-type: none"> <li>- Analysis of annual reports, meetings with the monitoring and evaluation unit and interviews with stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> </ul> |
|  | - Level of communication of key messages and results to partners, stakeholders and the general public  |   |   |
|  | - Analysis of data broken down by sex, identification of disparities or differences linked to gender) ;<br>Analysis of the participatory approaches implemented by the project, in particular the women's participation component (identification of beneficiaries, data collection) |   |   |
| EQ10: What have been the main challenges in terms of partnership and stakeholder involvement and partnership development?                | - Extent to which stakeholders, including disadvantaged and vulnerable groups, people with disabilities and the private sector have been involved in the formulation and implementation of the project   | <ul style="list-style-type: none"> <li>- Interviews with various stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> <li>- Country ownership</li> <li>- Mechanisms to institutionalize the project's achievements</li> <li>- Changes and/or reorientation of activities, funding and working methods.</li> </ul>  | <ul style="list-style-type: none"> <li>- Analysis of annual reports, meetings with the monitoring and evaluation unit and interviews with stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> </ul> |
|  | - Level of political support from the government and institutions for the operationalization of public and private partners and CSOs   |   |   |

| Evaluation questions (EQ)  | Indicators   | Source of information  | Methodology  |
|--|--|--|--|
| EQ 11: To what extent has progress been made in implementing social and environmental management measures?   | <p>The inclusion of vulnerable social groups (women and young people) and their participation in the design, implementation and evaluation of the project</p> <p>Taking environmental protection aspects into account</p>  |  | <ul style="list-style-type: none"> <li>- Interviews with various stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> </ul> |
| EQ12: Have any changes been made to the overall risk rating of the project and/or the types of risks identified, as indicated at the CEO approval stage?                                 | <p>Comparison with risks identified in the Prodoc</p>  |  |  |
| EQ13: How effective has the project been in communicating and promoting the main messages and results to partners, stakeholders and the general public?                                  | <p>Capitalizing on and sharing knowledge (systematic collection and processing of sex-disaggregated data within the project database, capacity-building and dissemination of knowledge among women).</p> <p>- Capitalizing on and sharing knowledge (systematic collection and processing of sex-disaggregated data within the project database, capacity-building and dissemination of knowledge among women).</p>      |  |  |
| <p><b>Durability :</b></p> <p>To what extent: are there financial, institutional, socio-economic and/or environmental risks to maintaining the project's results over the long term?</p> |  |  |  |
| EQ14: What are the financial risks for sustainability?   | <p><b>Financial sustainability :</b></p> <ul style="list-style-type: none"> <li>- The financial viability of the achievements, services and structures created by the Program is guaranteed</li> <li>- Funds available for sustainable access to the benefits of the projects (coverage of operating, maintenance and investment costs)</li> </ul>   | <ul style="list-style-type: none"> <li>- Interviews with various stakeholders</li> <li>- Consultation of various project deliverables and country strategy documents</li> <li>- Country ownership</li> <li>- Mechanisms to institutionalize the project's achievements</li> <li>- Reorganization and/or reorientation of activities, funding and working methods.</li> </ul> | -  |
| EQ15: What are the socio-economic risks for sustainability?  | <p><b>Socio-economic sustainability :</b></p> <ul style="list-style-type: none"> <li>- There is political support for the project's theme and approach.</li> <li>- Correspondence with local, national and regional policy plans</li> <li>- Correspondence with the agenda of international donors</li> </ul>  |  | -  |
| EQ16: What are the risks associated with the institutional framework and governance for sustainability?  | <p><b>Institutional sustainability :</b></p> <ul style="list-style-type: none"> <li>- Integrating water management into structures and processes (role of the administration and civil society)</li> <li>- Absorption capacity of central and regional structures for the Project's achievements and their institutional consequences</li> <li>- Appropriate division of tasks and roles between stakeholders</li> </ul> |  | -  |



| Evaluation questions (EQ)                                  | Indicators  | Source of information | Methodology  |
|--|---|-----------------------|--|
| EQ17: What are the environmental risks for sustainability? | <ul style="list-style-type: none"> <li>- Existence of a Program exit strategy</li> </ul> <p><b>Environmental sustainability :</b></p> <ul style="list-style-type: none"> <li>- Restoring the land's production capacity by increasing aquifer recharge;</li> <li>- revegetation, water and soil conservation;</li> <li>- the implementation of management measures to reduce unsustainable land use and the development of alternative options to improve the livelihoods of local communities</li> </ul> |                       | <ul style="list-style-type: none"> <li>- Interviews with various stakeholders</li> <li>- Project achievements</li> <li>- Consultation of the various project deliverables and documents</li> </ul> |

## Appendix 4 Table of evaluation criteria according to GEF ratios

### Appendix 4.1. GEF Evaluation Criteria Rating Table

The table below should be completed by the Evaluation Team, as part of the Terminal Evaluation process. See Appendix 2 for guidance on the rating schemes under each area of analysis.

| FAO - GEF Rating Scheme   | Rating | Summary Comments <sup>24</sup> |
|---|--------|--------------------------------|
| <b>1) RELEVANCE</b>   |        |                                |
| Overall relevance of the project  | HS→ HU |                                |
| <b>2) ACHIEVEMENT OF PROJECT RESULTS (EFFECTIVENESS)</b>                              |        |                                |
| Overall assessment of project results   | HS→ HU |                                |
| Outcome 1   | HS→ HU |                                |
| Outcome 2   | HS→ HU |                                |
| Outcome 3   | HS→ HU |                                |
| <b>3) EFFICIENCY, PROJECT IMPLEMENTATION &amp; EXECUTION</b>                          |        |                                |
| Overall quality of project implementation & adaptive management (implementing agency) | HS→ HU |                                |
| Quality of execution (executing agencies)   | HS→ HU |                                |
| Efficiency (incl. cost effectiveness and timeliness)                                  | HS→ HU |                                |
| <b>4) MONITORING AND EVALUATION</b>   |        |                                |
| Overall quality of M&E  | HS→ HU |                                |
| M&E design at project start up  | HS→ HU |                                |
| M&E plan implementation   | HS→ HU |                                |
| <b>5) SUSTAINABILITY</b>  |        |                                |
| Overall sustainability  | L U→   |                                |
| <b>6) STAKEHOLDER ENGAGEMENT</b>  |        |                                |
| Overall quality of stakeholder engagement   | HS→ HU |                                |

<sup>24</sup> Include hyperlink to relevant sections in the report

## Appendix 4.2- Rating Scheme<sup>25</sup>

### PROJECT RESULTS AND OUTCOMES

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

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

### PROJECT IMPLEMENTATION AND EXECUTION

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground. The performance will be rated on a six-point scale:

| Rating                   | Description  |
|--------------------------|--|
| Highly Satisfactory (HS) | There were no shortcomings and quality of implementation or execution exceeded expectations.       |
| Satisfactory (S)         | There were no or minor shortcomings and quality of implementation or execution meets expectations. |

<sup>25</sup> See instructions provided in Annex 2: Rating Scales in the "Guidelines for GEF Agencies in Conducting Terminal Evaluations for Full-sized Projects", April 2017.

| Rating                         | Description  |
|--------------------------------|--|
| Moderately Satisfactory (MS)   | There were some shortcomings and quality of implementation or execution more or less meets expectations.     |
| Moderately Unsatisfactory (MU) | There were significant shortcomings and quality of implementation or execution somewhat lower than expected. |
| Unsatisfactory (U)             | There were major shortcomings and quality of implementation substantially lower than expected.               |
| Highly Unsatisfactory (HU)     | There were severe shortcomings in quality of implementation or execution.                                    |
| Unable to Assess (UA)          | The available information does not allow an assessment of the quality of implementation or execution.        |

## MONITORING AND EVALUATION

Quality of project M&E will be assessed in terms of:

Design

Implementation

SUSTAINABILITY

The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale:

| Rating                   | Description   |
|--------------------------|---|
| Likely (L)               | There is little or no risk to sustainability.                                     |
| Moderately Likely (ML)   | There are moderate risks to sustainability.                                       |
| Moderately Unlikely (MU) | There are significant risks to sustainability.                                    |
| Unlikely (U)             | There are severe risks to sustainability.   |
| Unable to Assess (UA)    | Unable to assess the expected incidence and magnitude of risks to sustainability. |

## Appendix 5 Program of field visits to Djibouti

| Dates and times                              | Institutions / People met   |
|--|---|
| <b>Saturday 09 September 2023</b>            |   |
| International consultant arrives in Djibouti |   |
| <b>Sunday 10 September 2023</b>              |   |
| 09h00  | Security briefing with UNDSS  |
| 10h00  | Meeting with UNDP   |
| 11h00  | Communication, Information and Documentation Department   |
| 14h00  | Review meeting with the project team  |
| 15h00  | Association Caravane de Gobaad  |
| <b>Monday 11th September 2023</b>            |   |
| 08:00-16:00                                  | Field mission to Dikhil:<br>Meeting at the prefecture<br>Meeting with the Dikhil Regional Council<br>Site visits: Cheikhetti 1 - Kontali - Abou Youssouf and Masguidlou |
| <b>Tuesday 12 September 2023</b>             |   |
| 08h00 -16h00                                 | Field mission to Dikhil:<br>Site visits: Cheikh Sabir - Galamo and Abaitou  |
| <b>Wednesday 13 September 2023</b>           |   |
| 08h00 -16h00                                 | Field mission to Dikhil:<br>Site visits: Bondara and Cheikhetti 2   |
| <b>Thursday 14 September 2023</b>            |   |
| 09h00  | Ministry of Agriculture, Water Department   |
| 11h00  | ADDS  |
| 12h30  | Preparing a summary of the initial findings   |
| <b>Friday 15 September 2023</b>              |   |
| All day long                                 | Preparing the presentation of the 1st findings  |
| <b>Saturday 16 September 2023</b>            |   |
| All day long                                 | Further preparation of the presentation   |
| <b>Sunday 17 September 2023</b>              |   |
| All day long                                 | Working with the UNDP to collect and analyze documentation  |
| <b>Monday 18 September 2023</b>              |   |
| 09h00  | Debriefing at UNDP  |
| 11h30  | Presentation: Report on the mission and presentation of key points to MEDD and UNDP   |
| 14h00  | Departure from Djibouti   |

## Appendix 6 List of people we met

| Full names  | Function/Institutions  | Mail   | Telephone |
|---|--|--|-----------|
| <b>10/09/2023</b>   |  |  |           |
| Artan Said  | UNDP   | <a href="mailto:artan.said@undp.org">artan.said@undp.org</a>                         |           |
| Hibo Mohamed  | UNDP   | <a href="mailto:hibo.mohamed@undp.org">hibo.mohamed@undp.org</a>                     | 77281480  |
| Abdourahman Ali Ibrahim   | Agronomist - UNDP  | <a href="mailto:abdourahman.aliibrahim@undp.org">abdourahman.aliibrahim@undp.org</a> | 77100070  |
| Ahmed Ali Mohamed   | Project Director / MEDD  | <a href="mailto:kabirhamad@yahoo.fr">kabirhamad@yahoo.fr</a>                         | 77345044  |
| Ali Moussa Ali  | Project coordinator  | <a href="mailto:ali.moussa.ali93@gmail.com">ali.moussa.ali93@gmail.com</a>           | 77879372  |
| Simon Badji   | Senior Project Technical Advisor   | <a href="mailto:simonbadji@yahoo.fr">simonbadji@yahoo.fr</a>                         | 77153570  |
| Safia Ali Hassan  | Project Administrative Assistant   | <a href="mailto:safiaali1995@gmail.com">safiaali1995@gmail.com</a>                   |           |
| Elmi Souleiman Houssein   | Project Financial Assistant  | <a href="mailto:elmi.souleiman@gmail.com">elmi.souleiman@gmail.com</a>               | 77039257  |
| Ali-Gardé Adou Ali  | President of the Gobaad Caravan Association                                  | <a href="mailto:aliadou87@gmail.com">aliadou87@gmail.com</a>                         | 77160266  |
| Yacine Ahmed Mohamed  | S/G of the Gobaad Caravan Association  | <a href="mailto:yacinahmed.mohamed@gmail.com">yacinahmed.mohamed@gmail.com</a>       | 77829622  |
| <b>FIELD MISSION FROM 11 TO 13 SEPTEMBER 2023 IN THE DIKHIL REGION</b>  |  |  |           |
| <b>11/09/2023</b>   |  |  |           |
| Hassan Abdi Robleh  | Prefect of the Dikhil Region   |  | 77853491  |
| Ibrahim Kouro Abdallah  | Vice-Chairman of the Dikhil Regional Council (Acting Chairman)               | <a href="mailto:gouroabdallah65@gmail.com">gouroabdallah65@gmail.com</a>             | 77865471  |
| Mohamed Abdoukader Yacoub   | Member of the Dikhil Regional Council  | <a href="mailto:adseg2007@gmail.com">adseg2007@gmail.com</a>                         | 77034817  |
| Ali Mohamed Youssouf  | Project Focal Point in Dikhil  | <a href="mailto:aliyaguili87@hotmail.com">aliyaguili87@hotmail.com</a>               | 77172519  |
| Ali-Gardé Adou Ali  | President of the Gobaad Caravan Association                                  | <a href="mailto:aliadou87@gmail.com">aliadou87@gmail.com</a>                         | 77160266  |
| <b>Meeting with the project beneficiary community in the Jardin d'Abass (Cheikhetti 1 &amp; Kontali &amp; Abou Youssouf &amp; Masguidlou)</b> |  |  |           |
| <b>FOCUS GROUP WITH WOMEN FROM 4 AGROPASTORAL COOPERATIVES (Cheikhetti 1 &amp; Kontali &amp; Abou Youssouf &amp; Masguidlou)</b>              |  |  |           |
| Full names  | Function   | Location   | Telephone |
| Fatouma Houmed Idriss   | Chief of the village of Kontali (woman leader & active)                      | Kontali  | 77843640  |
| Aicha Hamad Adou  | Member of the Kontali agro-pastoral cooperative                              | Kontali  |           |
| Hasna Houmed Ali  | Member of the Cheikhetti 1 agro-pastoral cooperative (Afar language teacher) | Cheikhetti 1   |           |
| Full names  | Function/Institutions  | Mail   | Telephone |
| Madina Mohamed Ali  | Member of the Kontali cooperative  | Kontali  |           |



|  |  |               |                  |
|--|--|---------------|------------------|
| Kamiss Abdoukader Ali  | Member of the agropastoral cooperative                                     | Cheikhetti 1  |                  |
| Hasna Houmed Hassan  | Member of the Kontali agro-pastoral cooperative                            | Kontali       |                  |
| Moumina Houssein Mohamed   | Member of the Kontali cooperative  | Kontali       |                  |
| Aicha Hassan Abdallah  | Member of the Kontali cooperative  | Kontali       |                  |
| <b>FOCUS GROUP WITH THE MEN OF 4 AGROPASTORAL COOPERATIVES (Cheikhetti 1 &amp; Kontali &amp; Abou Youssouf &amp; Masguidlou)</b> |  |               |                  |
| Abass Abdallah Moussa  | Member of the Cheikhetti 1 agro-pastoral cooperative (owner of the Garden) | Cheikhetti 1  |                  |
| Hassan Yacoub Hassan   | Member of the Kontali agro-pastoral cooperative                            | Kontali       |                  |
| Areita Ali Kamil   | Member of the Cheikhetti 1 agro-pastoral cooperative                       | Cheikhetti 1  |                  |
| Mohamed Abdoukader Moussa  | Member of the Masguidlou agro-pastoral cooperative                         | Masguidlou    |                  |
| Ali Daana  | Member of the Kontali agro-pastoral cooperative                            | Kontali       |                  |
| Moussa Abdallah  | Member of the Cheikhetti 1 agro-pastoral cooperative                       | Cheikhetti 1  |                  |
| Ali Mohamed Barkat   | Member of the Abou Youssouf agro-pastoral cooperative                      | Abou Youssouf |                  |
| Apkada Youssouf  | Member of the Masguidlou agro-pastoral cooperative                         | Masguidlou    |                  |
| Loita Houmed Yacoub  | Member of the Abou Youssouf agro-pastoral cooperative                      | Abou Youssouf |                  |
| Norta Moussa   | Member of the Abou Youssouf agro-pastoral cooperative                      | Abou Youssouf |                  |
| <b>Full names</b>  | <b>Function/Institutions</b>   | <b>Mail</b>   | <b>Telephone</b> |
| Ali Houmed Ali   | Member of the Cheikhetti 1 agro-pastoral cooperative                       | Cheikhetti 1  |                  |
| Aroyta Ali Kamil   | Member of the Cheikhetti 1 agro-pastoral cooperative                       | Cheikhetti 1  |                  |
| <b>12/09/2023</b>  |  |               |                  |
| <b>Meeting with the project beneficiary community at the CHEIKH SABIR site</b>   |  |               |                  |

|   |   |              |                  |
|---|---|--------------|------------------|
| Ali Abatta Ali  | Member of the agropastoral cooperative                          | Sheikh Sabir |                  |
| Adou Mirgane Adou   | Member of the agropastoral cooperative                          | Sheikh Sabir |                  |
| Madina Robleh Abdallah  | Member of the agropastoral cooperative                          | Sheikh Sabir |                  |
| Fatouma Kamil Hamad   | Member of the agropastoral cooperative                          | Sheikh Sabir |                  |
| Ebo Ali Nouri   | Member of the agropastoral cooperative                          | Sheikh Sabir |                  |
| <b>Meeting with the community benefiting from the project at the GALAMO site</b>  |   |              |                  |
| Abdo Houmed Loita   | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| Gadad Abdallah Mohamed  | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| Hamad Mohamed Bouri   | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| Gaditto Youssouf Gaditto  | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| Ali Abdallah Ahmed  | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| Hasna Houmed Ali  | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| Moumina Ahmed Mohamed   | Member of the Galamo agro-pastoral cooperative                  | Galamo       |                  |
| <b>Full names</b>   | <b>Function/Institutions</b>                                    | <b>Mail</b>  | <b>Telephone</b> |
| <b>Meeting with the community benefiting from the project at the Abaitou site</b> |   |              |                  |
| Ali Guelleh Mohamed   | Member of the Abaitou agro-pastoral cooperative (village chief) | Abaitou      |                  |
| Adrouh Ali Hamad  | Member of the Abaitou agro-pastoral cooperative                 | Abaitou      |                  |
| Abdoulkader Mohamed Guelleh   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou      |                  |
| Nour Ali Mohamed  | Member of the Abaitou agro-pastoral cooperative                 | Abaitou      |                  |
| Ibrahim Mohamed Ali   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou      |                  |

|  |   |  |                  |
|--|---|--|------------------|
| Bouho Mohamed Kamil  | Member of the Abaitou agro-pastoral cooperative                 | Abaitou  |                  |
| Kadidja Hassan Mohamed   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou  |                  |
| Aicha Robleh Hamad   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou  |                  |
| Goumanti Mohamed Guelleh   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou  |                  |
| Moumina Said Ali   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou  |                  |
| Sabira Guelleh   | Member of the Abaitou agro-pastoral cooperative                 | Abaitou  |                  |
| <b>13/09/2023</b>  |   |  |                  |
| <b>Meeting with the community benefiting from the project on the Bondara site</b>      |   |  |                  |
| Mahamoud Youssouf Guedi  | Member of the Bondara agro-pastoral cooperative (Village chief) | Bondara  |                  |
| <b>Meeting with the community benefiting from the project at the Cheikhetti 2 site</b> |   |  |                  |
| Abdillahi Mahamoud Aoualed   | Member of the Cheikhetti 2 agro-pastoral cooperative            | Cheikhetti 2   |                  |
| Elmi Ahmed Hassan  | Member of the agropastoral cooperative                          | Cheikhetti 2   |                  |
| Ali Assoweh Guedi  | Member of the agropastoral cooperative                          | Cheikhetti 2   |                  |
| <b>Full names</b>  | <b>Function/Institutions</b>                                    | <b>Mail</b>  | <b>Telephone</b> |
| Ali Ahmed Rayaleh  | Member of the Cheikhetti 2 agro-pastoral cooperative            | Cheikhetti 2   |                  |
| Houssein Moussa Hersi  | Ditto   | Cheikhetti 2   |                  |
| Abdillahi Miguil Hared   | Ditto   | Cheikhetti 2   |                  |
| Yacin Ahmed Egueh  | Ditto   | Cheikhetti 2   |                  |
| Mahamoud Doualeh Waiss   | Ditto   | Cheikhetti 2   |                  |
| Nagueyeh Robleh Dirieh   | Ditto   | Cheikhetti 2   |                  |
| Aden Miguil Ali  | Ditto   | Cheikhetti 2   |                  |
| <b>Further talks in Djibouti City</b>  |   |  |                  |
| <b>14/09/2023</b>  |   |  |                  |
| Mahdi Mohamed Djama  | Managing Director of ADDS                                       | <a href="mailto:mahdi.mohamed.djama@gmail.com">mahdi.mohamed.djama@gmail.com</a> | 77804249         |
| Ali Moussa Ali   | Engineer at ADDS  |  | 77835323         |

|  |                                   |  |          |
|--|-----------------------------------|--|----------|
| Ahmed hassan Ali                         | Civil Engineer at ADDS            |  | 77035584 |
| Mohamed Moussa Nour                      | Urban Project Coordinator at ADDS |  | 77161116 |
| Said Kaireh Youssouf                     | Director of Rural Hydraulics      | <a href="mailto:sakayou@yahoo.fr">sakayou@yahoo.fr</a>                     | 77837269 |
| <b>17/9/23</b>                           |                                   |  |          |
| Omar Osman                               | FAODJI                            | <a href="mailto:Osman.Omar@fao.org">Osman.Omar@fao.org</a>                 | 77877817 |
| <b>18/09/2023: MTR feedback workshop</b> |                                   |  |          |
| Artan Said                               | UNDP                              | <a href="mailto:artan.said@undp.org">artan.said@undp.org</a>               |          |
| Hibo Mohamed                             | UNDP                              | <a href="mailto:hibo.mohamed@undp.org">hibo.mohamed@undp.org</a>           | 77281480 |
| Ahmed Ali Mohamed                        | Project Director / MEDD           | <a href="mailto:kabirhamad@yahoo.fr">kabirhamad@yahoo.fr</a>               | 77345044 |
| Dini Abdellah                            | General Secretary of the MEDD     | <a href="mailto:Dini.omar85@gmail.com">Dini.omar85@gmail.com</a>           | 77818733 |
| Ali Moussa Ali                           | Project coordinator               | <a href="mailto:ali.moussa.ali93@gmail.com">ali.moussa.ali93@gmail.com</a> | 77879372 |
| Simon Badji                              | Senior Project Technical Advisor  | <a href="mailto:simonbadji@yahoo.fr">simonbadji@yahoo.fr</a>               | 77153570 |
| Mohammed BAJEDDI                         | International Consultant          | <a href="mailto:contact@bajeddi.com">contact@bajeddi.com</a>               |          |
| Mohamed Egueh                            | National Consultant               | <a href="mailto:medeguehdjib@yahoo.fr">medeguehdjib@yahoo.fr</a>           | 77830632 |

## Appendix 7 List of documentation

### Project documents

- PIMS 5921\_Annex B\_GEF Core Indicators Baseline 2205 - 2019
- PIMS5921\_Annex I\_Gender Analysis 2205 - 2019
- UNDP 5921 GEF-6 9599\_DJIBOUTI\_SLM Cheikhetti\_LPACed PRODOC\_YdSrevFeb-Mar2021\_FINAL
- UNDP 5921 GEF-6 9599\_DJIBOUTI\_SLM Cheikhetti\_SESP Rev YdS Feb-Mar2021
- Quarterly report January-March 2023
- Quarterly Report April-June 2023
- Juin 2023-GEF-PIR-GEF-ID9599.docx
- Co-financing - letters of commitment

### Project purchasing

- Purchases planned for the Cheikhetti vf project
- DAO Underground tanks - Cheikhetti project
- DAO MEED DECEMBER 22

### Research report

- Integrated Management Board - Cheikhetti VF
- Updated gender action plan - Cheikhetti project
- Gender strategy report

### Minutes

- PROCES VERBAL of provisional acceptance of a nursery in ABU YOUSOUF - FATOUMA ALI
- PROCES VERBAL of provisional acceptance of a nursery in KONTALI - MAHI DIFOU
- PROCES VERBAL of provisional acceptance of well rehabilitation - HOUMMAD
- PROCES VERBAL of provisional acceptance of the well at Cheikhetti 1 - CHEIKHETO
- PROCES VERBAL of provisional acceptance of the well at Cheikhetti 1 - HOUSSEINITA
- PROCES VERBAL of provisional acceptance of the well at Cheikhetti 2 - HAMAR
- MINUTES of the provisional acceptance of the Masguidlou well - EGEB

### Work plan

- Cheikhetti 2021 PTA
- Cheikhetti 2022 PTA
- Cheikhetti 2023 PTA

### COFIL

- Minutes of Steering Committee Meeting No. 3 - Cheikhetti Project - January 2023
- Minutes of Steering Committee Meeting No. 1 - Cheikhetti Project - January 2021

- Minutes of Steering Committee Meeting No. 2 - Cheikhetti Project - January 2022
- List of the steering committee - Cheikhetti project

**Miscellaneous**

- ToR Water Specialist Consultant - Cheikhetti Project



## Appendix 8 GEF Tracking Tool at baseline (GEF Core Indicators)

| <b>Core Indicator 3</b>  | <b>Area of land restored</b>   |                  |                     |          | <b>(Hectares)</b> |  |
|--------------------------|--|------------------|---------------------|----------|-------------------|--|
|                          | Hectares   |                  |                     |          |                   |  |
|                          | Expected   |                  |                     | Achieved |                   |  |
|                          | PIF internship   | Endorsement      | MTR                 | TE       |                   |  |
|                          | 0  | 696              | 0                   |          |                   |  |
| <b>Indicator 3.1</b>     | <b>Area of degraded agricultural land restored</b>   |                  |                     |          |                   |  |
|                          | Hectares   |                  |                     |          |                   |  |
|                          | Expected   |                  |                     | Achieved |                   |  |
|                          | PIF internship   | Endorsement      | MTR                 | TE       |                   |  |
|                          | 25   | 46 <sup>26</sup> | 22                  |          |                   |  |
| <b>Indicator 3.3</b>     | <b>Area of natural grass and shrublands restored</b>                                       |                  |                     |          |                   |  |
|                          | Hectares   |                  |                     |          |                   |  |
|                          | Expected   |                  |                     | Achieved |                   |  |
|                          | PIF internship   | Endorsement      | MTR                 | TE       |                   |  |
|                          | N.I.   | 650              | 15                  |          |                   |  |
| <b>Core Indicator 4</b>  | <b>Area of landscapes under improved practices (hectares; excluding protected areas)</b>   |                  |                     |          | <b>(Hectares)</b> |  |
|                          | Hectares   |                  |                     |          |                   |  |
|                          | Expected   |                  |                     | Expected |                   |  |
|                          | PIF internship   | Endorsement      | MTR                 | TE       |                   |  |
|                          | 50,240   | 75,000           | 0                   |          |                   |  |
| <b>Indicator 4.3</b>     | <b>Area of landscapes under sustainable land management in production systems</b>          |                  |                     |          |                   |  |
|                          | Hectares   |                  |                     |          |                   |  |
|                          | Expected   |                  |                     | Achieved |                   |  |
|                          | PIF internship   | Endorsement      | MTR                 | TE       |                   |  |
|                          | 50,240   | 75,000           | 0                   |          |                   |  |
| <b>Core Indicator 11</b> | <b>Number direct beneficiaries disaggregated by gender as co-benefit of GEF investment</b> |                  |                     |          | <b>(Number)</b>   |  |
|                          | Number   |                  |                     |          |                   |  |
|                          | Expected   |                  |                     | Achieved |                   |  |
|                          | PIF internship   | Endorsement      | MTR                 | TE       |                   |  |
|                          | Female   | N.I.             | 4,620 <sup>27</sup> | 800      |                   |  |
|                          | Male   | N.I.             | 5,380               | 1 200    |                   |  |
|                          | Total  | N.I.             | 10,000              | 2000     |                   |  |

<sup>26</sup> 46 ha of land under SLM:

- Restoration and landscaping of existing gardens: 29 ha
- Sustainable development of agro-pastoral farms. In total, six new agricultural parcels will be created, with a total area of 17ha

<sup>27</sup> According to the last census in 2009, 46.2% of Djibouti's population were women.

## Appendix 9 Signed UNEG code of conduct form

### Evaluators/Consultants:

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

### MTR Consultant Agreement Form

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

Name of Consultant: \_\_Mohammed Bajeddi\_\_

Name of Consultancy Organization (where relevant): \_\_PNUD Djibouti\_\_

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

Signed at \_\_Rabat - Morocco\_\_ (Place) on \_\_October 1<sup>st</sup> 2023\_\_ (Date)

Signature: \_\_\_\_\_



## Appendix 10 Final report authorisation form, signed MTR

**Midterm Review Report Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix 11 Mid-term review evaluation matrix (observations and responses)

### MTR REPLIES TO COMMENTS RECEIVED ON 18 OCTOBER 2023

On the interim report "Mid-term evaluation of the Project Gestion durable des ressources en eau, des parcours et des périmètres agro-pastoraux dans le bassin versant de l'oued Cheikhetti à Djibouti". GEF ID : 9599.

| COMMENTS ON THE DRAFT MTR REPORT  | MTR ANSWERS  |
|---|--|
| <b>Background</b>   |  |
| <p><b>1. Progress reports on activities</b></p> <p>The Consultant dwelt at length on activities that have not yet been carried out, while briefly describing those that have been carried out by the project.</p> <p>It is understandable that the mid-term evaluation should not only report on the general state of progress of the activities, but should also be used "ex post facto" to refocus those which are experiencing difficulties in being carried out due to financial or other constraints, in order to achieve the project's objectives.</p> <p>To do this, the Consultant will also have to highlight and make visible the achievements without omitting to point out the difficulties encountered on the ground to explain the delays observed.</p>   | <p>The MTR ToR recommends a maximum of 12 to 14 pages for the presentation of project results in the report. However, the MTR report reserves 6 pages solely for progress towards results, i.e. 50% of the space for findings.</p> <p>The summary table of achievements is based on the table of achievements provided by the TA, the latest quarterly report (April to June 2023) and interviews in the field. For each planned activity, the level of completion (quantity, quality and progress), the GEF rating and the MTR's comments are presented.</p> <p>The efforts made by the PMU are highlighted in several sections of the report.</p>  |
| <p><b>2. Achievements in the field</b></p> <p>The report omits, perhaps deliberately (?), the progress made since the start of the project, bearing in mind that the approval of the project took time (4 years of formulation) and that the reality on the ground and the wishes expressed by the beneficiaries had evolved.</p> <p>As a result, the project had to focus first and foremost on what was considered to be the right thing to do, and relegate to the background important activities such as the <b>management plan, the operationalization of the Watershed Management Board, capacity building for farmers and, lastly, IGAs</b> that have not yet been carried out, given the context. It was therefore necessary to adapt the activities to be carried out in the field at the start of the project.</p> <p>The priority was to build water infrastructure for human consumption and also to revitalize agricultural activities, because the population wanted something concrete and was losing patience with the repeated interviews as part of the project's various consultations.</p> | <p>Paragraphs 84 and 85 summaries the shift in priorities/needs from 2017 to 2021, exacerbated by the impact of the Covid-19 pandemic.</p> <p>Paragraphs 112 and 113 clearly highlight the risk of not having a concerted planning document that is in harmony with the Regional Development Plan, and above all the lack of any socio-economic and social prospects for the beneficiaries. The challenge is to reduce the development deficit in order to secure the long-term support of the local population.</p> <p>The conclusions (progress towards results) devote a paragraph to this issue of water mobilization, IGAs and the inadequacy of the budget.</p> <p>Recommendations 4, 5 and 9 provide elements for improvement</p> |

|  |  |
|--|--|
| <p><b>3. Constraints and difficulties encountered in implementing activities</b></p> <p>It seems fair to begin by highlighting the late approval of this project. Secondly, to emphasize that the priority needs of the target population have evolved over time, as noted during the field mission.</p> <p>Secondly, to focus on the availability of water for people who had difficulty accessing it through the construction and rehabilitation of at least 11 (eleven) community wells. In the future, these communities would like to see additional activities in the form of drinking water supplies.</p> <p>The Consultant should indicate that the project is currently rehabilitating at least 20 agricultural perimeters with a total surface area of 15 ha, which is far from the 29 ha that the project wishes to rehabilitate. It should also be pointed out that this indicator has been overestimated. The same applies to the 600 ha of degraded land that the project wishes to rehabilitate by means of a physical barrier (fence).</p> | <p>Paragraphs 84 and 85 summaries the shift in priorities/needs from 2017 to 2021, exacerbated by the impact of the Covid-19 pandemic.</p> <p>Recommendation 4: Completion of well equipment was formulated to remedy the shortcomings observed at MTR.</p> <p>The report clearly states that when the project was conceived, the issue of water was not a priority. But after COVID-19 and successive years of drought, water is now considered to be the communities' main priority. As it happens, the rehabilitated or newly constructed wells do not have any specific water supply equipment.</p> <p>The MTR recommends equipping wells with water supply, storage, distribution and energy tools to meet the population's priority needs (drinking water) and ensure a return on investment.</p> <p>In the MTR report, Table 2 on progress includes a comment on this subject, indicating that the products envisaged are oversized in relation to the duration and budget of the project. And at MTR, progress is being made at very low levels compared with the target.</p> <p>To achieve this, the MTR recommends refocusing and increasing the level of work on one or two sites for agricultural activities and the densification of forest vegetation cover.</p> |
| <p><b>Form</b></p>   |  |
| <p><u>Page 8</u>: Summary table of scores and achievements at MTR</p> <p>On the line Achievement 3.4. At least 650 ha of land (pastures and riverbanks) are restored by improving vegetation cover. Referring to the quarterly report for April-June 2023, it indicates that a total area of around 80 ha has been selected for densification of the vegetation cover in Tibixiha, Abou Youssouf and Bondara in consultation with the project beneficiaries.</p>   | <p>In addition to the achievements mentioned in the table, which relate to the identification of 3 set-aside sites totalling 15 ha at Bondara, Cheikhetti 1 and Abou-youssouf respectively;</p> <p><u>Text added to the report</u><br/>Work is underway to raise awareness, locate rest areas and nurseries for the production of forestry and horticultural seedlings, and discuss ways of carrying out ESC works at Tibixiha, Abou Youssouf and Bondara.</p>   |
| <p><u>Page 10</u> : In recommendations 2 and 3.</p>  | <p>Information taken into account<br/>In the report</p>  |

|  |  |
|--|--|
| <p>Add the Department of Agriculture and Forestry of the MAEPE-RH at Entity level as a partner and stakeholder in carrying out project activities (Recommendation 2) and the CERD, the institution authorized to carry out the various soil and water analyses, as a national scientific partner (Recommendation 3).</p> |  |
| <p>Paragraph 46: Write PROGRES and not PROGRESS.</p>   | <p>Included in the report</p>  |
| <p>Paragraphs 66 and 80: No infrastructure is available in Dikhil for project staff to set up there.</p>   | <p>Taken into account in paragraph 80 of the report</p>  |
| <p>Paragraph 67: Inking and non-inking.</p>  | <p>Taking into account</p>   |
| <p>Paragraph 86: As mentioned in the substantive comments, the project has had to review its priorities in consultation with the local population and implement priority activities; this has led to a considerable delay in the implementation of certain activities.</p>   | <p>The observations made underline the fact that the project took a long time from its conception to the start of its implementation. During this period, the needs and priorities expressed by the beneficiaries have also evolved. During the MTR field mission, it was noted that water supply has become the main priority. The MTR found that the project start-up mission could have adapted the planning of activities to the actual context at the beginning of the project.</p> |



GEF ID : 9599

Mid-term evaluation of the project "Sustainable management of water resources, rangelands and agro-pastoral areas in the Oued Cheikhetti catchment area in Djibouti".

*Final report*

22 October 2023