



Final evaluation of the “Support for women’s financial empowerment in the Comoros” project

Evaluation report
July 2024

UNDP Country Programme

Time frame:

Name of consultant :

Comoros

March – May 2024

ZIDA Yemdaogo, PhD -international consultant

CONTENTS	
CONTENTS	2
LIST OF TABLES	3
ACRONYMS AND ABBREVIATIONS	4
EXECUTIVE SUMMARY	5
I. NATIONAL CONTEXT OF THE “SUPPORT FOR WOMEN’S FINANCIAL EMPOWERMENT IN THE COMOROS” PROJECT	10
1.1. Demographic Context.....	10
1.2. Human Development and economic background	10
1.3. Road Infrastructures.....	11
1.4. Gender equality.....	11
1.5. Description of the “support measures for women’s empowerment in the Comoros” project	15
1.6. Project stakeholders	16
II. OBJECTIVES, SCOPE, AND EVALUATION CRITERIA	18
2.1. Purpose and objectives	18
2.2. Evaluation scope	18
2.3. Deliverables	18
2.4. Evaluation criteria and evaluation questions.....	19
III. METHODOLOGY APPROACH	20
3.1. Document review	20
3.2. Primary data collection.....	20
3.3. Participants in interviews and focus groups discussions	21
3.4. Data collection tools	21
3.5. Data analysis and reporting.....	22
3.6. Validation and submission of evaluation report	22
3.7. Ethical considerations.....	22
3.8. Evaluation timeline	23
IV. KEY FINDINGS PER EVALUATION CRITERIA	24
4.1. Coherence.....	24
4.2. Relevance	27
4.3. Effectiveness.....	30
4.4. Efficiency	37
4.5. Effects, Impact and Sustainability	39
V. CONCLUSIONS ET RECOMMENDATIONS	43
5.1. Synthesis of findings	43
5.2. Lessons learned	44
5.3. Recommendations.....	45
BIBLIOGRAPHIE	47
ANNEXES	48
Annex 1 : Planning of data collection phase	48
Annex 2 : Evaluation matrix	49
Annex 3 : Informed consent read before all interviews	52
Annex 4 : interview Guides.....	53

LIST OF TABLES

Table 1 : Project’s stakeholders	17
Table 2: Participants in the interviews and focus groups discussions.....	21
Table 3: Result matrix	30
Table 4 : Initial budget structure	37
Table 5 : Expenditures per Project components (2021-2022).....	38
Table 6 : Performance ranking against evaluation criteria	43

ACRONYMS AND ABBREVIATIONS

SCA2D	
ACVPF	Comorian Association of Smoked Fish Vendors
AFECA	Association for Emancipation and Empowerment of Comorian Women
ADF	African Development Fund
AfDB	African Development Bank
	Enhancing Adaptive Capacity for Increased Resilience to Climate Change in the
CRCCA	Agricultural Sector
CRDE	Agricultural Development Center
DGEF	Directorate General of Environment and Forestry
FGD	Focus Group Discussion
GBV	Gender Based Violence
HDI	Human Development Index
INSEED	Institut National de la Statistique et des Etudes Economiques et Démographiques
PIA	Project Impact Area
RNAP	National Protected Areas Network
SCA2D	Accelerated Strategy for Sustainable Development
SDG	Sustainable Development Goals
UCCIA	Union of Comoros Chambers of Commerce and Industry
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers

EXECUTIVE SUMMARY

The “Support for women’s financial empowerment in the Comoros” project

The Project is funded by the African Development Fund (ADF) a multilateral development finance institution that contributes to the promotion of economic and social development in low-income and fragile African countries which is associated with the African Development Bank (AfDB). The total Budget of the Project is one million fifty-one thousand six hundred twenty-four US dollars (USD 1,051,624) within the framework of the Comoros road network rehabilitation project, the "Support for women's financial empowerment in the Comoros" project was implemented by the United Nations Development Programme (UNDP) from August 2020 to the end of 2022.

The "Support for women's financial empowerment in the Comoros" project is a component of the AfDB programme in Comoros which had the following components:

- (a) road works, comprising.
 - (i) the rehabilitation of road;
 - (ii) protection against sea erosion;
 - (iii) raising the population’s awareness.
- (b) support measures for women’s empowerment.
- (c) institution building, using procurement and institutional reform specialists.
- (d) support for project management and monitoring.

On behalf of the Comorian Government, the "Support for women's financial empowerment in the Comoros" project is led by the Ministry for Agriculture, Fisheries, Environment, Tourism and Handicrafts through the Directorate General of Environment and Forestry (DGEF) in collaboration with the Ministry of Land Use and Urban Planning, responsible for Land Affairs and Land Transport and the National Commission for Solidarity, Social Protection and Gender Promotion. Within the DGEF, the project coordination was ensured by the Protected Areas National Network Project, which also ensures the coordination of AfDB road network rehabilitation programme.

The “Support for women’s financial empowerment in the Comoros” project aimed to promote the socio-economic inclusion and entrepreneurship of women in the Sima-Moya (Anjouan) and Moroni, Chindini and Banguoi (Grande Comore) regions with a view to:

- Professionalize the associations of beneficiary women,
- Develop income-generating activities for the benefit of beneficiary women,
- Reduce production losses,
- Ensure food security,

- Raise awareness among women in the consideration of the environment, the challenges related to sexual harassment and HIV/AIDS, and road safety.

Evaluation objectives

The main objectives of the final evaluation are as follows:

- Transparently leverage all Project achievements and ensure accountability to UNDP, AfDB, and the Comorian Government.
- Assess relevance, coherence, efficiency, effectiveness, potential impacts, and sustainability of Project results.
- Identify factors that have facilitated or hindered the implementation of activities.
- Assess the effectiveness of the Project's monitoring and coordination mechanisms.
- Assess the visibility and the integration of the gender dimension into Project implementation.
- Formulate specific recommendations that can guide the future direction of programming and related projects.

Evaluation methodology

The evaluation used a mixed-methods approach that includes: Document Review, Individual Interviews, Focus Group Discussions (FGDs) and Conduct field missions to Project sites to observe results and collect additional data from beneficiaries.

A total of 10 individual interviews were completed with representatives from UNDP, DGEF, the National Commission for Solidarity, Social Protection and Gender Promotion, AfDB Project Unit team within the Ministry in charge of roads Infrastructure, and the business incubator (INNOV'lab) within the Union of Comoros Chambers of Commerce and Industry (UCCIA). Five focus group discussions were conducted with beneficiary women's associations.

Key Findings

Coherence

Alignment with National Priorities

The Project is aligned with national priorities. Specially, with the strategic Objective 3.4 of the Accelerated Strategy for Sustainable Development (SCA2D, 2018-2021), which aims to promote equity and gender equality. The Project is also aligned with the Emerging Comoros 2030 Plan, which prioritizes the revival of agriculture and fisheries as essential pillars of development and the Interim Development Plan (2020–2024).

Contribution to Sustainable Development Goals

The results of the Project contribute to the achievement of the Sustainable Development Goals (SGD): namely SDG 1(End poverty), SDG 5 (Achieve gender equality and empower all women and girls), and SDG 10 (Reduce inequality within and among countries).

Alignment with UNDP strategies

The “support for women’s financial empowerment in the Comoros” project is also aligned with UNDP strategies in Comoros and UNDP's Global Strategy for Gender Equality (2022-2025). For instance, the first outcome of the United Nations Development Assistance Framework (UNDAF, 2015-2021) for the Comoros is: *"By 2021, populations, especially the most disadvantaged, implement sustainable, innovative, inclusive, diversified economic activities that generate income and decent jobs."*

Relevance

The relevance of the Project is established, as a prior analysis of the barriers to women's financial empowerment was documented in the Project document. In addition, the selection of intervention areas and beneficiary women’s associations involved in the marketing of fisheries and agriculture products are relevant.

Collaborations with ministries and the private sector have been successfully established. These include the support of the Agricultural Development Center (CRDE) to the women of Sima-Moya in the processing of agricultural products, the collaboration with the National Commission for Solidarity, Social Protection and Gender Promotion. Finally, a theory of change was also developed in the Project document.

Efficiency

The Project has been effective in achieving its intended objectives, with 96% of the quantitative indicators being met. However, there still ongoing construction works (during the field mission in April 2024) on the premises of the Association for the Emancipation and Empowerment of Comorian Women (AFECA). Remaining electrical work needs to be done on the economic infrastructure of the women's associations in Chindini, Banguoi, and Anjouan (Pomoni). In addition, not all beneficiary women's associations have been sufficiently equipped to manage the economic infrastructures built by the Project. The beneficiary women’s association will also need a refresher training on the financial management and entrepreneurship training they received from the Project in 2021 and 2022.

Efficiency

The Project has been implemented efficiently with a budget burn rate 100% and a physical execution rate of 96%, resulting in an efficiency index of 96%. A team of specialists at UNDP including United Nations Volunteers (UNVs) ensured the Project management. UNDP has also

provided its own core funds the success of the Project more than what was initially planned. DGEF contribution was notable as the Protected Areas National Network Project ensured the supervision of Project implementation.

Effects et impacts

The Project had a positive impact on the lives of women in the Comoros.

Immediate changes due to the Project include:

- The project has facilitated the legal establishment of five structured women's associations.
- The construction or rehabilitation of economic infrastructures.
- Strengthening the capacities of women's associations members in financial management, accounting, and entrepreneurship.
- The awareness-raising of women's associations on environmental protection, sexual harassment, HIV/AIDS, and road safety issues.

The prospective long-Term Impacts of the Project include:

- Achievement of financial empowerment and contribution to improving their living conditions and those of their families.
- Access to economic opportunities, basic services (education, health, etc.), and decent jobs.
- Improvement of women's social status and their human rights.
- Development of positive attitudes and behaviors in terms of environmental protection, commitment to the fight against gender-based violence, including sexual harassment.

Sustainability

Most of the above-mentioned effects and impacts of the Project have a potential for sustainability. However, this relies on two essential pillars: ownership of the results by the beneficiaries and national stakeholders and support to the beneficiaries for long-term economic viability.

It appears important to support the beneficiaries to continue their economic empowerment process after the Project is closed. This can be done through: (1) Strengthening the management capacities of the beneficiary associations and their members; (2) Supporting this pilot initiative within the framework of other projects that will be implemented in the field of women's entrepreneurship, carried out by the Government, international donors or the private sector; (3) Sharing good practices and successes of this initiative to raise awareness, encourage and inspire other initiatives in favor of women's empowerment in the Comoros and (4) Including beneficiary associations in the targets of future projects of the Comorian Government, AfDB and UNDP.

Recommendations

Recommendation 1 addressed to UNDP, the Government of Comoros and AfDB

In similar future projects, ensure beneficiaries take ownership of the project's achievements early on. This can be achieved either before the official launch or by the end of the first year of implementation.

Recommendation 2 addressed to UNDP

Focus on strengthening construction site control mechanisms to ensure contractors consistently deliver high-quality economic infrastructure on schedule.

Recommendation 3 addressed to UNDP

Prioritize the timely completion of economic infrastructure construction to enable beneficiary women to utilize the facilities for their business activities as soon as possible.

Recommendation 4 addressed to the Government of Comoros

Ensure that the CRDE in Pomoni (Anjouan) provides technical support to women in the processing of agricultural and livestock products by providing supervision and training to beneficiaries. This can be achieved by offering supervision and training programs to beneficiaries

Recommendation 5 addressed to AfDB

For the upcoming phase of the Project, prioritize technical and financial assistance for beneficiary women's associations, strengthening their capacity in financial management and economic infrastructure operation.

Recommendation 6 addressed to UNDP

Incorporate the beneficiary women's associations from this Project into future initiatives, including the second phase of the National Protected Areas Network (RNAP2) project, the Blue Green Island (BGI) project, and the Small Grants Programme (SGP). This will ensure their continued development and leverage their existing skills and experience.

Recommendation 7 addressed to beneficiary women's associations

As direct beneficiaries, beneficiary women's associations should take ownership of the newly built economic infrastructure. This includes leading its day-to-day management and ensuring proper preventive maintenance and budgeting for future repairs.

Recommendation 8 addressed to PNUD, DGEF and the National Commission for Solidarity, Social Protection and Gender Promotion

Leverage the expertise of the National Commission for Solidarity, Social Protection and Gender Promotion and experienced women's associations in supporting training initiatives. These initiatives will focus on empowering women through financial management skills, fostering women's entrepreneurship, and raising awareness about gender-based violence (GBV).

I. NATIONAL CONTEXT OF THE “SUPPORT FOR WOMEN’S FINANCIAL EMPOWERMENT IN THE COMOROS” PROJECT

1.1. Demographic Context

The Union of the Comoros is a small developing island state facing demographic pressure, leading to intense exploitation of its resources. There are three main islands: Grande Comore, Anjouan, and Mohéli, with a high population density in Grande Comore.

Data from the latest population census in 2017 indicated a total population of 758,316 inhabitants, of which 50% reside on Grande Comore, 43.2% on Anjouan, and 6.8% on Mohéli (INSEED, 2018). In 2023, the population of the Comoros was estimated by the National Institute of Statistics, Economic and Demographic Studies (INSEED) to be 870,038 inhabitants. According to the above-mentioned census data, the demographics are characterized by a young population – 42% of the population is under 14 years old – and a high density exceeding 395 inhabitants/km², making it one of the most densely populated countries in Africa with an annual growth rate of 2.1%. The high population density and rapid population growth put a strain on the country's natural resources and infrastructure. The population is predominantly young, with half of the inhabitants under 20 years old, and nearly three-quarters living in rural areas (72%).

1.2. Human Development and economic background

The Union of the Comoros is a developing country with a low-income economy, heavily reliant on agriculture and fishing. The country faces significant economic challenges.

The Human Development Index (HDI) for the Comoros was 0.558 in 2021, ranking it 156th out of 191 countries in the UNDP's HDI table (UNDP, 2022). The low HDI and high poverty rates highlight the significant development challenges faced by the Comoros.

The unemployment rate for young people aged from 15 to 24 was 29.4% in 2004, and the proportion of the population living below the poverty line was 45.5% in 2012, according to the Accelerated Growth and Sustainable Development Strategy (SCA2D, 2018-2021).

The primary sector (agriculture, fishing, and livestock) contributes 46% to GDP compared to 12.4% for the secondary sector and provides 57% of total employment, of which 62.7% is occupied by women and 90% of operating income (AfDB, 2018). However, the country is vulnerable to natural disasters such as cyclones and such vulnerability to natural disasters poses a threat to its development efforts.

The Comorian government has made the development of the fisheries sector an economic priority. The fisheries sector plays an important role in the economy and social life of the Comoros. It is classified among the key sectors of the country's economy.

The fisheries sector is an important pillar of the Comorian economy, providing employment and income for a large portion of the population. For instance, the fisheries sector contributes 12% to Gross Domestic Product, 5% of foreign exchange earnings through exports, which represents about 21% of the contribution of the primary sector (agriculture, livestock, fishing, forestry). The fisheries sector employs more than 7% of the active population and women contribute significantly to fishing activities.

1.3. Road Infrastructures

The Union of Comoros adopted the SCA2D in 2014 for the period 2015-2019, which was revised in 2018 for the period 2018-2021. The SCA2D document has highlighted that the state of the road network has deteriorated over the past decade, making transportation difficult and expensive. The report indicates that more than half of the roads are currently in poor condition, with at least 130 km requiring major rehabilitation or reconstruction.

The Road Maintenance Fund was created in 2012 to address the persistent problem of poor-quality road infrastructure, but its funding currently covers only 30% of routine maintenance needs. This requires additional resources to effectively address the maintenance needs of the road network.

Urban Traffic Congestion is also of concern. For instance, there is an important traffic congestion in Moroni, with access to the port being particularly difficult.

The main challenge facing the road sub-sector is to ensure the maintenance of the main network and rural roads in relation to access to the markets for the production of the rural sector. Another challenge is to increase the rate of bituminous roads to a level compatible with the development of industry and services on the national territory.

1.4. Gender equality

Comorian society is often described as matrilineal, where women hold significant authority within families and communities. This social structure manifests in various aspects of life, offering certain advantages to Comorian women.

Matrilineal inheritance practices confer certain benefits to Comorian women through tradition and customs. Their social status grants them privileges derived from matrilineage. Matrilineal affiliation allows Comorian women, typically the eldest, to inherit land and houses (manyahuli). However, the concept of property ownership in the context of manyahuli is complex. While the eldest woman holds the title of "guardian of solidarity and continuity of family ties", she cannot

dispose of the property as she sees fit. Real control often lies with the family, particularly men: husbands, brothers, and maternal uncles.

A second type of inheritance exists outside the manyahuli system, where women can inherit equally alongside men under either Muslim or non-muslim law.

Despite the apparent matrilineal structure, the 2018 Comoros Gender Profile has highlighted the underlying patriarchal cultural background. This concealed patriarchy could be among the root causes of persistent gender inequalities.

In Ngazidja, traditionally, ownership of land and houses passes to the eldest daughters through matrilineal inheritance (manyahuli). However, effective control often falls to men. For lands other than manyahuli, inheritance follows agnatic lines (paternal descent): 32% of land was owned by women in 2017, compared to 68% by men. Few women hold land titles under civil law. Only customary and Muslim law guarantee their property ownership, which could explain these figures.

This situation correlates with increasing poverty among women, limited arable land, and high population density (Anjouan: 784 inhabitants/km²). According to customs and traditions, men provide for household needs and hold leadership positions.

The matrilineal system in the Comoros, while offering certain advantages to women, also presents complexities and challenges in terms of gender dynamics and power relations.

Grand marriages, a significant cultural practice, reinforce the traditional division of labor between genders. These ceremonies, while seemingly empowering women, often perpetuate harmful stereotypes and prejudices.

The practice of matrilocality, where couples reside in the wife's family home, serves as a protective measure for women's property rights over the conjugal home. However, it does not fully shield them from discrimination.

The high prevalence of GBV, with 92% of women reporting experiencing it in the 2012 Demographic Health Survey (Direction Générale de la Statistique et de la Prospective - DGSP/Comores and ICF International, 2014), highlights the need for a more robust legal framework to protect women's rights. The "legitimization" of GBV by a significant portion of women underscores the deep-rooted cultural norms that perpetuate such violence.

The limitations of customary and traditional practices in addressing gender inequalities and protecting women's rights necessitate a stronger emphasis on positive law. This entails

codifying women's rights, ensuring their access to justice, and challenging harmful cultural norms.

Participation to decision making in household

Women play a central role in household management, taking care of children, managing finances, and making decisions on family matters. While this contribution is valuable, it also reinforces traditional gender roles and stereotypes.

The pressure to conform to traditional roles, such as the housewife or the breadwinner, can limit women's opportunities and perpetuate gender inequalities. This division of labor often places a disproportionate burden on women, who are expected to hold the majority of domestic responsibilities while also contributing to the household's income.

Leadership in the community

While Comorian women may hold informal leadership within the household, they often face barriers when it comes to formal leadership positions in the political and economic spheres. Despite these challenges, women actively participate in community leadership, particularly in religious and social spheres. They play a vital role in preserving traditions, rituals, and spiritual practices. Their contributions to the community's well-being and moral fabric often earn them respect and influence.

Women's economic contributions are often essential for the survival of families and communities. Their involvement in agriculture, informal trade, and handicrafts provides a significant source of income and strengthens their position within society.

While women play multifaceted roles in Comorian society, they still face significant challenges in achieving full equality. Addressing gender inequalities requires a multifaceted approach that tackles both legal and social barriers, promotes economic empowerment, and challenges harmful cultural norms.

Progress and way forward

The Government of Comoros has adopted a National Policy on Gender Equity and Equality in 2007 and established Gender Focal Points within each ministry. However, significant gender inequalities persist in various domains, that impede the full participation of women in the country's development.

The female labor force participation rate is low (36% compared to around 81% for men), and there are more unemployed women than men. Indeed, women's employment is also more likely to be precarious - there are very few women in non-agricultural wage employment (13.7%) and there are more women than men in self-employment. Women constitute about 43% of the agricultural labor force in the Comoros and are the majority in the informal sector (54%).

Despite ratifying the Convention on the Elimination of All Forms of Discrimination against Women, women remain under-represented in all spheres of socio-economic activity in the Comoros, in politics at the national level (3%) and at the local level, in administration, and in the legal and judicial professions.

Gender-based violence is a reality in the Comoros, but actions to combat this scourge are still limited.

The situation of women in the Comoros presents complexities and certain contradictions. While women face challenges in terms of political representation and labor market participation, the matrilineal system offers them certain protections in terms of land ownership and divorce settlements. There has been some progress in terms of legal frameworks and policies promoting gender equality, but implementation and enforcement remain challenging.

Addressing gender inequalities in the Comoros requires a multifaceted approach including:

- Strengthening legal frameworks to ensure the full implementation and enforcement of gender equality laws and policies.
- Empower women and provide them with access to education, training, and financial resources to enhance their economic opportunities.
- Combat harmful norms such as deep-rooted cultural norms and stereotypes that perpetuate gender inequalities.
- Encourages and supports women's participation in leadership roles in all spheres of society.

Thus, achieving gender equality in the Comoros is an ongoing process that requires sustained commitment and concerted efforts from the government, civil society, and the international community. By addressing the underlying causes of gender disparities and empowering women to fully participate in society, the Comoros can harness the full potential of its people and achieve sustainable development.

To address the inadequate road infrastructure in the Comoros, the Government secured a grant from AfDB to finance the rehabilitation of roads in the country with a component on women financial empowerment. The rehabilitation of roads project had four components:

Roadworks: This component focused on the physical rehabilitation of the road network, including upgrading and maintenance of existing roads.

Support for women's financial empowerment in the Project Impact Area (PIA): This component aimed to empower women in the PIA by providing them with skills training, access to finance, and opportunities for economic participation.

Institutional Support: This component focused on strengthening the capacity of the Comorian government to manage and maintain the road network, as well as to implement gender equality policies.

Project Management: This component ensured the overall coordination and implementation of the Project, including monitoring and evaluation activities.

The coordination of the “support for women’s financial empowerment in the Comoros” component of the Road Network Rehabilitation project was entrusted to UNDP under a tripartite agreement signed between AfDB, the Comorian government, and UNDP.

This report presents the key finding of the final evaluation of the Project component related to women financial empowerment.

1.5. Description of the “support measures for women’s empowerment in the Comoros” project

The Project has made the strategic choice to focus on the urgent need to address household poverty through the development of income-generating activities for women's groups operating along the Sima/Moya and Moroni/Foumbouni roads. Thus, the overall objective of this Project is to improve the living conditions of the target populations in the Project's intervention area.

The Project’ objectives are in line with the Accelerated Growth and Sustainable Development Strategy (SCA2D 2015-2019), as well as SDG 1 (end poverty), SDG 5 (achieve gender equality by empowering women and girls), and SDG 10 (reduce inequality). The intervention is also in line with the government's priorities for the revival of agriculture and fisheries, considered an essential pillar of the "Comoros Emergent 2030" vision.

Funded by AfDB under the Comoros Road Network Rehabilitation Project with a budget of one million fifty-one thousand, six hundred twenty-four US dollars (US\$1,051,624) and implemented by UNDP, the “Support for women's financial empowerment” component aimed to promote the socioeconomic inclusion and entrepreneurship of women in the Sima-Moya region (Anjouan) and Moroni, Chindini and Banguoi (Grande Comores) with a view to:

- Professionalize the beneficiary women's groups/Associations.
- Develop income-generating activities for the benefit of the beneficiary women,
- Limit production losses.
- Ensure food security.
- Raise women's awareness of environmental considerations, sexual harassment and HIV/AIDS issues, and road safety throughout the process of professionalizing their activities.

In this perspective, the Project contributes to the achievement of the following two outcomes:

Outcome 1: Socio-economic infrastructure and equipment are rehabilitated

(i) Rehabilitation of the AFECA (women's in waste recycling) association premises (rehabilitation of latrines, provision of solar kit, tables and chairs); (ii) Support to two main women's associations involved in fish smoking (provision of ovens, tables, and solar freezers, rehabilitation of premises and latrines); (iii) Support to women's associations involved in post-catch fish activities at the Chindini and Banguoi sites (rehabilitation and equipment of a storage facility, a multipurpose building, provision of coolers and a solar lighting system); (iv) Construction and operationalization of a multi-purpose center for women in Anjouan.

Outcome 2: The technical and organizational capacities of women's groups are strengthened

(i) Legalization of women's associations; (ii) Organization and management of an associative movement; (iii) Animation and financial management of an association.

In terms of figures, the Project should reach approximately 1,025 women, including:

- 300 women fishmongers from Chindini and Banguoi;
- 75 women trained and involved in the processing of fishery products;
- 450 women petty traders at the Moroni market;
- 200 women from the villages in the Sima-Moya area who will benefit from the various activities to considerably improve their living conditions and create decent jobs.

1.6. Project stakeholders

Table 1 provides an overview of the key stakeholders involved in the Project, along with their respective roles and responsibilities.

The identification and engagement of key stakeholders were essential for ensuring effective Project management and achieving the outcomes.

The inclusion of the Gender Commission highlights the Project's commitment to gender equality and women's empowerment, ensuring that their perspectives and needs are considered throughout the Project lifecycle.

Table 1 : Project stakeholders

Donor	United Nations Agencies	Public Institutions	Beneficiaries
African Development Bank (AfDB)	UNDP	<ul style="list-style-type: none">- Directorate General of Environment and Forests- Ministry in charge of roads infrastructure- National Commissariat for Solidarity, Social Protection, and Gender Promotion	<ul style="list-style-type: none">- women's associations involved in fish processing- Women's associations in waste recycling- Women's associations involved in agricultural products processing,- Community and religious leaders,- women associations/groups' leaders

II. OBJECTIVES, SCOPE AND EVALUATION CRITERIA

2.1. Purpose and objectives

The overall objective of the mission is to conduct a comprehensive final evaluation on both the achievement of Project targets and the quality of the implementation. Specifically, the objectives are the followings:

- 1) Maintain comprehensive records of Project performance to ensure transparency and accountability to UNDP, AfDB, the Comorian Government, and other stakeholders
- 2) Analyze the Project's performance in terms of relevance and coherence, effectiveness, efficiency, and sustainability of results and potential socio-economic impacts;
- 3) Identify all the factors that have facilitated or hindered the implementation of activities;
- 4) Assess the effectiveness of the Project reporting system, steering, counseling and monitoring/coordination mechanisms;
- 5) Assess the synergy with public structures, other Projects and other organizations involved in the field;
- 6) Assess the relevance of the communication means for visibility of the Project as well as the integration of the gender dimension in the implementation of the Project;
- 7) Draw recommendations that can provide new directions for programming and future projects.

2.2. Evaluation scope

Thematic Scope: The evaluation will cover a broad range of Project activities, including the rehabilitation of socioeconomic infrastructure, capacity building, and activity monitoring.

Geographic Scope: The evaluation will focus on interventions in two specific regions: Sima-Moya (Anjouan) and Moroni, Chindini, and Banguoi (Grande Comore).

Temporal Scope: The entire duration of Project implementation: from 2020 to the time of this final Project evaluation.

2.3. Deliverables

The following products are expected from the evaluation : an inception report, a draft evaluation report, and a final evaluation report.

- The inception report outlines the methodology to be used to conduct the evaluation including data collection methods, data collection tools, data analysis methods, and the evaluation timeframe.
- The draft report presents the preliminary findings of the evaluation and provide recommendations for improving the Project.

- The final report will present the final findings of the evaluation and incorporate any feedback received from the Steering Committee.

2.4. Evaluation criteria and evaluation questions

The evaluation is focused on the Organisation for Economic Co-operation and Development (OECD) and Development Assistance Committee (DAC) criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability, while also considering gender mainstreaming issues. Specifically, the main evaluation questions are as follows:

Coherence

1. To what extent are the Project's design and objectives aligned with national development priorities, and how effectively do they contribute to achieving SDGs?

Relevance

2. To what extent did the Project address women's empowerment?
3. To what extent has the Project's logical framework, objectives, and expected results been clearly, explicitly, and logically expressed in the Project document?

Effectiveness

4. To what extent were the Project's objectives and results achieved, and what factors facilitated or hindered this?

Efficiency

5. To what extent were the available resources used efficiently, and could there have been more efficient ways to utilize these resources?

Impact

6. What are the immediate impacts/effects of the Project, and what are the potential long-term or socio-economic impacts the Project may have?

Sustainability

7. To what extent can the Project's results be sustained in the post-project period, at both the institutional level and the operational level?

In addition to these main questions, the consultant has developed more specific sub-questions as well as the indicators and data sources presented in a detailed table in the evaluation matrix (See Annex 2).

III. METHODOLOGY APPROACH

The final report should meet the standards set out in the United Nations Evaluation Group (UNEG) Quality Checklist for Evaluation Reports. The consultant has taken into account the principles of participation and inclusion by involving public, private and associative stakeholders linked to the Project at all levels of the evaluation process. The main methods used include:

- Document review,
- Secondary data analysis,
- Primary data collection from stakeholders.

Data analysis and report writing apply a triangulation of information collected from different sources/methods to improve the validity of the results.

3.1. Document review

The desk review focused on the following documents:

Project document,

Progress reports,

Project financial reports,

The Project implementation agreement between the Government and UNDP,

The work plans between UNDP and the Ministry in charge of the environment for the implementation of the “support for women’s financial empowerment in the Comoros” project,

The Accelerated Strategy for Sustainable Development (SCA2D, 2018-2021),

The National Policy on Equity and Gender Equality,

The UNDP's Strategic Plan and Country Program Document (CPD),

The United Nations Development Assistance Framework (UNDAF), and SDGs,

3.2. Primary data collection

Individual interviews and Focus Group Discussions (FGDs) were conducted

3.2.1. Individual interviews

Semi-structured interviews were conducted with key informants from the main partners:

UNDP, DGEF, the Directorate in charge of infrastructure, National Commissionerate for Solidarity, Social Protection, and Gender Promotion, private sector (e.g., INNOV'lab, business incubator in Comoros within the Union of Comoros Chambers of Commerce).

3.2.2. Focus group discussions

Focus group discussions were organized with five (5) beneficiary women's associations in Grande Comore (Moroni, Chindini, and Banguoi) and in Anjouan (Sima-Moya) as follows:

- AFECA women involved in waste transformation into biodegradable bags and utility items in Moroni,
- ACVPF (Comorian Association of Smoked Fish Vendor) in charge of fish product processing (smoking and drying of fish) in Moroni;
- Chindini Women's Association involved in fish sales,
- Banguoi Women's Association involved in fish sales,
- Women's Association of the villages in the Sima area in Moya, beneficiaries of various Project activities (discussions held online due to flight cancellation).

For each association, the consultant discussed with 3 to 5 women from each women's association.

3.3. Participants in interviews and focus groups discussions

Table 2 below presents the participants for primary data collection. In addition, observations of physical achievements (construction and equipment of socio-economic facilities, dynamism of women's associations) were made and documented throughout the data collection phase in the field.

Table 2: Participants in the interviews and focus groups discussions

Organizations	Position	Participants
UNDP	Assistant Resident Representative	1
	Programme Manager, Resilience and Sustainable Development	1
	RNAP Project Coordinator	1
Ministry of Land Use and Urban Planning, responsible for Land Affairs and Land Transport	Directorate in charge of infrastructures	3
Ministry of Health, Solidarity, Social Protection and Gender Promotion	National Commission for Solidarity, Social Protection and Gender Promotion.	2
private sector	INNOV'lab, business incubator	1
Total institutional participants		9
Moroni	Women's organizations involved in post-catch fish-handling activities (Chindini site)	6
	Women's organizations involved in post-catch fish-handling activities (Banguoi site)	3
	ACVPF (fish product processing)	3
	AFECA (waste recycling)	2
Anjouan (Sima to Moya)	Beneficiary women associations	3
Total FGDs participants		17
Total participants		26

3.4. Data collection tools

Each individual or group interview covered all the key evaluation criteria. Indeed, field data collection applied two separate tools:

The interview guide addressed to the representative of the stakeholders (UNDP, Ministries, service providers). The interview guide addressed to beneficiary women's associations.

3.5. Data analysis and reporting

Both secondary and primary data were analyzed based on the evaluation matrix, which was validated before the data collection phase.

Primary data from interviews: These data were transcribed and analyzed using thematic analysis, a qualitative research method that identifies, examines, and codes recurring themes within the data.

Data from focus groups: These data were also analyzed using content analysis, a method for systematically identifying and analyzing the meaning of text or other forms of communication. For each theme discussed, the participants' remarks were transcribed and analyzed.

Triangulation of information sources, which involves using multiple data collection methods to gather information about the same topic, was employed to ensure the validity and reliability of the findings. This approach allowed for cross-checking and verification of information from different sources, including secondary data, interviews, and observations.

3.6. Validation and submission of evaluation report

A workshop was organized at the end of the data collection phase to present the preliminary report of the evaluation.

During this workshop, the consultant presented the main lessons learned from the Project's implementation, highlighting both successes and challenges. Additionally, the consultant identified and shared best practices that could be replicated in future projects to enhance effectiveness and sustainability.

The inputs and feedback from stakeholders and beneficiaries during the workshop were carefully considered and incorporated into the final evaluation report.

3.7. Ethical considerations

Confidentiality and personal data protection

In accordance with data privacy regulations, the consultant ensured that the confidentiality and protection of personal data of Project beneficiaries were strictly upheld. This included safeguarding access to beneficiary databases and implementing appropriate data handling procedures.

Informed consent of respondents

Respondents (interview participants) were provided with an informed consent form attached to each questionnaire. This form clearly explained the evaluation objectives, participation conditions, the right to decline answering certain questions, and the intended use of the collected data. Interviews were conducted only after obtaining consent from the participants.

3.8. Evaluation timeline

The evaluation was planned and executed between March and May 2024. The timeline incorporated the participatory nature of the evaluation process, allowing for adequate time for the technical committee to review the methodology and the draft report. A two-week field data collection mission was conducted in the Comoros Islands. The detailed evaluation timeline is provided in Annex 1.

IV. KEY FINDINGS PER EVALUATION CRITERIA

4.1. Coherence

The coherence addresses the question to what extent the Project's objectives and design are aligned with national priorities and contribute to SDGs. The answer to this question, the section is structured as follows:

- did the Project align with the promotion of gender equity, particularly the financial empowerment of women in the Union of Comoros?
- To what extent has the Project contributed to the achievement of the SDGs and UNDP priorities?

4.1.1. Project alignment with national priorities

The design and implementation of the Project took into account the challenges of women's empowerment in the Union of Comoros.

In the SCA2D (2018-2021), the strategic objective 3.4 within the strategic axe titled "Consolidation of Governance and Promotion of the Rule of Law," promotes equity and gender equality. In line with the implementation of the National Policy on Equality and Gender Equity which aims to reduce gender inequalities and ensures gender mainstreaming, SCA2D acts on different dimensions of gender inequalities such as economic and financial empowerment. The Project is therefore in line with SCA2D, which aims to implement specific self-employment programs in rural and urban areas to support women and young people in implementing income-generating activities related to fish processing, agriculture, and livestock throughout the country, with the support of development partners.

Furthermore, the Project's objectives are aligned with the "Comoros Emergent 2030" vision, which prioritizes the revival of agriculture and fisheries, considered essential pillars of development in Comoros. Accordingly, the "Comoros Emergent 2030" document includes Pillar 4 dedicated to "modernized agriculture for food security," which is based on a value chain and rural agricultural entrepreneurship approach to promote more productive and climate-resilient agricultural systems, competitive and sustainable, integrating the resilience of rural communities and relying on agricultural product processing units following the value chains.

Finally, the Project is aligned with the interim development plan (PDI) of the Comoros for the period 2020-2024, which is the strategic document aimed at laying out the foundations for sustainable economic and social emergence of the country. This plan is in line with the "Comoros Emergent 2030" vision, particularly the reduction of poverty and vulnerability, especially among women.

Overall, the Project is effectively aligned with national priorities, it contributes to gender empowerment, agricultural development.

4.1.2. Contribution the achievement of Sustainable Development Goals

The outcomes of the Project contribute toward achieving SDGs 1 (end poverty), SDG 5 (achieve gender equality and empower all women and girls), and SDG 10 (reduce inequality).

SDG 1: end poverty: Goal 1.4 aims to "ensure that by 2030, all men and women, particularly the poor and vulnerable, have equal rights to economic resources, including access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, new technologies and financial services tailored to their needs, including microfinance." Key Project's interventions related to this objective include creation of beneficiary women's associations, the technical and financial support to beneficiary women, and the construction of market facilities in support to women's associations involved in the processing of fishery and agricultural products to limit the loss of production.

The Project has contributed significantly to reducing household poverty and has encouraged riparian communities' initiatives to protect environmental biodiversity.

SDG 5: Gender equality and empowerment of all women and girls

For gender equality and women and girls' empowerment, SDG 5.2 aims to "eliminate all forms of violence against women and girls in public and private spheres, including trafficking and sexual exploitation and other forms of exploitation." The Project contributes to this objective by providing training programs on legal rights and raising awareness among women on issues of sexual harassment and HIV/AIDS, empowering women and creating an environment where they can report abuse.

SDG 10: reduced inequality: Target 10.2 aims to "empower and promote the social, economic, and political inclusion of all, regardless of age, sex, disability, race, ethnicity, origin, religion, or economic or other status." As women suffer from imbalances compared to men in all areas of development, women who have benefited from the Project activities (which contribute to a reduction in gender inequality in the Comoros through activities such as training in business development and financial literacy, access to socio-economic facilities), will be able to improve their living conditions and create decent jobs.

4.1.2. Contribution to UNDP programmatic results

The Project aligns with UNDP's Global Gender Equality Strategy (2022-2025), which is committed to eradicating poverty, reducing inequalities and exclusion, and empowering all women.

For UNDP Country Programme in Comoros, the Project's results contribute to Outcome 1 of the United Nations Development Assistance Framework (UNDAF, 2015-2021): "By 2021, populations, particularly the most disadvantaged, implement sustainable, innovative, inclusive, diversified economic activities that generate income and decent jobs".

Moreover, UNDP applies a four-point gender equality marker to track fundings and expenditures dedicated to promoting gender equality and women's empowerment. The “support for women’s financial empowerment in the Comoros” project is classified at Level 3, meaning that gender equality is a primary objective (this intervention is primarily aimed at promoting gender equality and women's financial empowerment). Examples of Gender-Marked Results (GN3) include:

- Socio-economic infrastructure of target groups is rehabilitated and equipped and, and a multipurpose center for women is created in Anjouan,
- socio-economic infrastructures are rehabilitated and equipped,
- Monitoring of support activities for women's groups is ensured;
- Formalization of women's association along the two rehabilitated roads is effective;
- Capacity building of women in financial education, entrepreneurship, in the management of community activities and awareness-raising on sexual harassment and HIV/AIDS.

4.2. Relevance

Relevance assessment questions are the followings:

- 1) To what extent has the project addressed women's empowerment issues?
- 2) Were the objectives and expected outcomes of the Project clearly, explicitly, and logically expressed in the project document?

The following aspects are taken into consideration when assessing the relevance:

- 1) Relevance to women's empowerment issues in the Comoros. This aspect examines how well the project addresses the specific challenges and needs of women in the Comoros regarding empowerment.
- 2) selection criteria for implementing areas and primary beneficiaries to ensure the Project reaches the most relevant populations and areas for impact
- 3) Logic of intervention and expected outcomes. This aspect assesses the Project's approach, activities and strategies and how well these are aligned with the desired outcomes for women's empowerment.

4.2.1. Has the Project been effective in addressing women's empowerment issues?

The “Support to women's financial empowerment in the Comoros” has considered the real needs and challenges faced by Comorian women. For instance, the project document conducted a comprehensive gender analysis to identify the key obstacles hindering women's financial empowerment.

Project addressed challenges to key women empowerment in different domains.

Low female economic activity

In 2018, the female economic activity rate in the Comoros was 23.7%, significantly lower than the 53.2% rate for men. In response to this participation to economic activity for women, the Project has prioritized promoting women's entrepreneurship and access to financing. This financial empowerment is essential for enabling women to meet their own needs and those of their families.

Predominance of women in informal sectors

A majority of Comorian women (89.6% according to the 2022 informal economy survey) are employed in informal sectors, characterized by precarious jobs, low wages, and limited social protection. To address this issue, the Project has adopted the strategic approach of professionalizing women's associations. This involves providing them with market infrastructure (socio-economic infrastructures) and equipment for the processing and transformation of agricultural and fisheries products.

Insufficient female literacy Rate

As the Project direct beneficiaries are women in rural areas with low education levels, it has developed training activities on financial literacy and basic accounting. These training modules aim to equip women with the necessary skills to professionalize their economic activities, bridging their educational gaps and enhancing their capacity to explore innovative income-generating opportunities beyond traditional reselling.

Prevalence of violence against women

Violence against women remains a significant obstacle to their empowerment and overall well-being. To address this challenge, the project incorporates awareness-raising sessions for beneficiary women's associations on violence against women such as sexual harassment.

4.2.2. Criteria for selecting Project intervention areas

The criteria applied to select intervention regions and areas are as follows.

Increase employment and income opportunities in the Project's Influence Area. So, the project has targeted women's associations and their communities living near protected areas, specifically those engaged in activities along the two road axes that were being rehabilitated.

Equip local communities to support biodiversity conservation efforts

The project included awareness-raising activities on various topics to encourage the adoption of eco-friendly behaviours, public health and road safety measures among the population living near these two road axes.

Ensuring the sustainability of previous project interventions

UNDP had implemented a Global Environment Facility (GEF) funded project, titled “Enhancing Adaptive Capacity for Increased Resilience to Climate Change in the Agricultural Sector (CRCCA)” to support the Comoros in reducing the vulnerability of its agricultural sector to climate change and weather variability. This CRCCA project has made significant investments in the agricultural sector in the intervention area of Anjouan. For instance, CRDE center were made operational.

The “Support for women financial empowerment” project has constructed a multipurpose center for women in Anjouan for women's associations in the Sima-Moya region. These women associations would then receive technical support from the CRDE in managing income-generating activities.

Leverage existing UNDP projects

The Project has been implemented along these two road axes around protected areas (with activities on sustainable agriculture, ecotourism, sustainable fishing, and handicrafts) where UNDP was involved through its National Protected Areas Network (RNAP) project. Therefore, “Support to women financial empowerment” project and the RNAP project have the same target areas. Since both projects target the same communities, the RNAP project has leveraged its field missions to monitor the progress of the women's financial empowerment.

4.2.3. Relevance of the results chain and the theory of change

The review of the results framework indicates that efforts have been made to identify baseline data and expected targets for most indicators. However, to facilitate the monitoring of activities over time, it would have been necessary to develop an implementation plan for activities throughout the Project timeline.

The theory of change also describes other complementary interventions from the Government and other partners involved in women's financial empowerment. However, the theory of change is not detailed in the project document regarding the mechanisms to be put in place when risk assumptions are confirmed. In addition, a complementary risk hypothesis on the delay in the construction of socio-economic infrastructures could also be formulated.

To conclude this section on relevance, evidence shows that the Women's Financial Empowerment Project in the Comoros is relevant in terms of the selection criteria related to Project areas along the two rehabilitated road axes and the choice of women's associations in these areas. In addition, the project objectives, activities, expected effects, and the indicators associated with them, are clearly defined in a logical and coherent manner. However, the theory of change could have been improved in terms of risk hypotheses and adaptation measures.

4.3. Effectiveness

The evaluation questions related to effectiveness are as follows:

1. To what extent have the project's objectives and results been achieved?
2. What factors have facilitated the achievement of these objectives and results?
3. What were the main challenges encountered?

To provide answers to these questions, the effectiveness analysis focuses on:

- Achievement of Project objectives: Have the project's intended results been fully or partially achieved?
- Qualitative assessment of Project results considering both positive and negative impacts.
- Key constraints in achieving Results related to major constraints that have hindered the full achievement of project results.
- Partnerships and collaboration to assess the effectiveness of established/existing partnerships.

4.3.1. Progress toward quantitative indicators

The “Support for women's financial empowerment” project focused its direct investments on supporting women's associations, with complementary institutional strengthening activities. This approach was coherent as the Project has taken into account the institutional capacity-building efforts made by the RNAP project. Table 3 below presents the baseline and endline indicators.

Table 3: Result matrix

#	Indicators	Baseline	Endline target	Results	Data sources	Achieved (Yes or No)
Component 1: Rehabilitation and equipment of socio-economic infrastructure						
2	Rehabilitation of the AFECA premises (women's association engaged in waste recycling)	No	Yes	Close to completion, minor	Evaluation	Allmost achieved (95 %)
3	Supply of solar kit to the AFECA association premises	No	Yes	No	Evaluation	Underway
4	Equip the AFECA premises with tables, chairs, recycling machine, ...	No	Yes	Yes	Evaluation	achieved
5	Rehabilitation of premises and support for women's association involved in fish smoking	No	Yes	Yes	Evaluation	achieved
6	Rehabilitation of premises and latrines Supply of ovens, tables, and solar-powered freezers	No	Yes	Yes	Evaluation	achieved
7	Identification of beneficiary women group in Chindini				Rapport d'activité	achieved
8	Construction of conservation premises, a multi-purpose building in Chindini	0	1	1	Evaluation	achieved

#	Indicators	Baseline	Endline target	Results	Data sources	Achieved (Yes or No)
9	Supply of solar lighting system) in Chindini	0	Yes	Yes	Evaluation	achieved
10	Supply of coolers in Bangoi	0	10	10	Evaluation	achieved
11	Construction of conservation premises, a multi-purpose building in Bangoi	0	1	1	1	achieved
12	Supply of solar lighting system) in Chindini	0	Yes	Yes	Evaluation	achieved
13	Supply of coolers in Bangoi	0	Yes	Yes	Evaluation	achieved
14	Construction of a multipurpose center for women in Anjouan	0	1	1	Evaluation	achieved
15	Supply of equipment to the multipurpose center in Anjouan	0	Yes	Yes	Evaluation	achieved
16	Financial support to women associations of the multipurpose center with 10 income generating activities (Micro enterprises)	0	10	10	Evaluation	achieved
Component 2: Capacity building						
17	Formalization of beneficiary women associations	0	5	5	Progress reports	Not achieved
18	Capacity building of beneficiary women association in the management of community activities	0	5	5	Progress reports	Not achieved
19	Capacity building of beneficiary women associations in accounting and financial literacy	0	5	5	Progress reports	achieved
20	Equipment maintenance training for beneficiary women associations	0	5	5	Progress reports	achieved
21	Awareness of women associations on HIV, sexual harassment, COVID 19, environmental protection and road safety in the project impact area	0	5	5	Progress reports	achieved
Component 3: Monitoring						
22	Recruitment of a specialist in income-generating activities (United Nations Volunteer: UNV)	0	1	1	Progress reports	Not achieved
23	Recruitment of a specialist in civil construction (UNV)	0	1	1	Progress reports	Not achieved
24	Routine monitoring	0	Yes	Yes	Progress reports	achieved
25	Semi-annual and annual progress reports	0	Yes	Yes	Progress reports	achieved
26	Final evaluation and audit	0	Yes	Yes	Progress reports	achieved

Based on the above table, one out of 25 planned activities or groups of activities, was not completed, resulting in a completion rate of 96%. This rate is a highly satisfactory performance. Beyond the quantitative outcomes, the Project has also contributed to positive changes within the beneficiary women's associations. The next section highlights some qualitative

achievements, in terms of immediate effects on the beneficiaries, such as the effective use of newly constructed market facilities in Bangoi, Chindini and Anjouan.

4.3.2. Qualitative analysis of key results

Result 1: Rehabilitation and equipment of socio-economic infrastructure

The project has made significant progress in the rehabilitation and equipment of socio-economic infrastructure for women's associations.

The rehabilitated facilities of ACVPPF are functional, but the association requested additional equipment, such as larger solar freezers to increase fish storage capacity.

The project-built premises of AFECA requires some finishing work (windows, flooring, electricity). Additionally, this women's association requested financial support to purchase a waste processing machine to complement the bag and biodegradable utility-making machine provided by the project.

The women's association in Chindini called "Manouka Voumba" has requested and obtained a cold room instead of freezers to store fish for sale. The association has also requested solar electricity system to power the cold room due to frequent grid power outages. The association and their community have begun using the new market facility while awaiting the completion of electrical work.

The women's association in Bangoi called "Chindo Chema" has not yet occupied the newly built market facility center. The evaluation has found that equipment for solar electricity to power the freezers has been provided and would be installed soon. UNDP has also agreed to finance and provide the Bangoi site with solar electricity system for the cold room for temporary fish storage.

The beneficiary women's association in Sima-Moya, "Mtroumché Mchissiwani" has requested solar electricity system to address power outages. The beneficiary women have also requested training sessions on the use and maintenance of the multipurpose center's equipment in Anjouan including:

- Fish processing unit (salted, dried)
- Flour mill
- Bakery
- Flour production unit (manioc, wheat, taro...)
- Sewing machines
- Crafts (Kofia)
- Vacuum packaging machine
- Poultry farming unit (including a 1,000-egg incubator)
- Market gardening training

The beneficiary women from Sima-Moya who participated in the interviews reported using equipment they were familiar with, such as sewing machines, while waiting to be trained on the other equipment.

Result 2: Capacity-building activities

All the planned activities were implemented, as confirmed by interviews with the beneficiaries, the service provider, and Inov'Lab. Key activities included:

- Support for the formalization of women association and the development of the statutes and internal regulations of these associations,
- Training of beneficiaries in organizational management, group facilitation and leadership,
- Training of beneficiaries in basic accounting and financial management,
- Support for women in establishing a Project monitoring committee.

Awareness sessions for women's associations on HIV/AIDS, COVID-19, GBV including sexual harassment, road safety, and environmental protection were also implemented for women who received entrepreneurship training.

Financial literacy and entrepreneurship training were highly valued by the beneficiaries as the knowledge and new skills gained helped them better organize and make their income-generating activities more profitable. These training sessions have also helped the beneficiaries to create and promote networks of friendship and solidarity among women.

Capacity building activities have been well received and have had a positive impact on the beneficiaries' ability to manage their associations and businesses. As one participant in the interviews with the women said: "Since we took these trainings, we have been applying the lessons to better manage our small businesses". According to another member of a women's association: "Since not all the women in our association were able to attend the training, when we go to the markets, especially on the outskirts of Moroni, we take the opportunity to raise awareness among other women about the importance of keeping simple accounts in order to better manage our savings and reinvest the profits from the sale of fish, fruits, and vegetables". However, further training and support are required for some associations, particularly in managing the newly constructed socioeconomic infrastructure.

4.3.3. Major constraints in timely achieving the Project results

Absence of pre-existing formalized women's groups

Initially, women in Chindini, Banguoi, and Sima-Moya were not formalized. The Project had to first assist in the formalization of these women's associations.

Beneficiaries-requested changes to activities

While the Project activities and targets were initially determined jointly by the Government and AfDB, once the Project coordination was transferred to UNDP, planned activities were presented to the beneficiaries. The beneficiaries welcomed the Project activities without major amendments. However, during the implementation phase, women's associations requested significant changes or adjustments to the activities. For instance, women in Chindini and Banguoi requested solar electricity to power the cold rooms and those in Sima-Moya requested solar electricity to power the multipurpose center in POMONI.

Delays in construction and rehabilitation

The recruitment of contractor firms for construction and rehabilitation works took longer than expected. Once recruited, contractors did not progress as agreed upon with the project, leading to delays in finishing works.

These major constraints hindered the project's timely and efficient implementation, affecting the achievement of some planned results. The project team had to adapt and respond to the changing needs and requests of the beneficiaries, while also addressing the challenges faced by delays in construction and rehabilitation.

4.3.4. Effectiveness of partnerships

Collaboration with the Ministry of Infrastructure and the Ministry of Environment

DGEF was responsible for coordinating the Project activities and reporting results to UNDP. UNDP, in turn, submitted periodic reports to AfDB. The Ministry of Land Use Planning, Urbanism, Land Affairs, and Land Transport through the Directorate General of Roads and Road Transport, was responsible for implementing AfDB road rehabilitation project, which included the initiative "Support for the financial empowerment of women in the Comoros."

In spite of organizational changes within the two ministries, the teams worked together effectively and in close collaboration with the Gender Commission for project implementation.

Partnership with DGEF and the RENAP Project

The Project has effectively collaborated with the DGEF. The RNAP project coordinator was responsible for the technical and financial implementation of the project in close collaboration with the National Network of Protected Areas project team.

The RNAP project provided the "Support for the financial empowerment of women in the Comoros" project with access to its information Technology equipment and vehicles which provided the necessary resources, such as fuel, communication costs, and small supplies, for the better implementation of activities.

Collaboration with the Gender Commission and existing women's associations

As planned in the project document, programming meetings and the entire Project development process were carried out in partnership with the Gender Commission. However, it was also expected that all women's capacity-building activities would be carried out in close collaboration with the Gender Commission and existing women's associations (such as the EFOICOM association and the Comoros Women and Development Network). This collaboration aimed to capitalize on the experience of these organizations which had acquired solid experience that could be valued within this Project.

Unfortunately, this collaboration was not optimal, therefore, other service providers (Inov'Lab and the National Directorate for Women's Entrepreneurship) implemented the capacity-building activities (financial literacy and entrepreneurship training, awareness-raising) for the benefit of beneficiary women.

Support from the CRDE of Pomoni to the women's association in Sima-Moya

The CRDE center was expected to support women in Anjouan in the use and maintenance of the equipment installed by the Project in the multi-purpose center in Anjouan. The evaluation noted that this support had not yet been effective.

The project established partnerships with government agencies and non-governmental organizations to support its implementation. While some partnerships were highly effective, such as the collaboration with the DGEF and the RNAP project, others fell short of expectations, such as the suboptimal collaboration with the Gender Commission and women's associations. The unfulfilled commitment of the CRDE to support women in Sima-Moya highlights the importance of clearly defined roles and responsibilities and effective monitoring mechanisms within partnerships.

4.3.5. Gender Mainstreaming

4.3.5.1. Gender Dimensions

The document review confirmed that the development of activities and strategies was informed by an analysis of the root causes of gender inequality and women's unemployment. This analysis led to the decision to focus on the financial empowerment of women by supporting the professionalization of their income-generating activities.

4.3.5.2. Human rights and equity

When selecting intervention areas, the Project relied on national statistics, the results of recent studies, and sought synergies with other UNDP interventions. This approach ensured that the

choice of primary beneficiaries (women in associations) and intervention areas was fair and equitable.

Moreover, the financial empowerment of women would contribute to addressing other gender issues such as those related to women's participation in household decision-making, reproductive health, and child marriage.

To conclude, the Project's activities and strategies were designed to address the root causes of gender inequality and women's economic insecurity. The Project targeted vulnerable areas and ensured that both direct and indirect beneficiaries were considered. The Project's approach is expected to promote gender equality and empower women in various aspects of their lives.

.

4.4. Efficiency

Efficiency refers to the Project's ability to achieve its objectives while using resources (time, money, personnel, materials) optimally. The key question is: could the project have achieved the same results with fewer resources, or achieved better results with the same resources?

4.4.1. Optimal use of mobilized resources

The total planned budget was one million fifty-one thousand six hundred twenty-four United States (US) dollars (USD 1,051,624) funded by AfDB within the framework of the Comoros road network rehabilitation project and implemented by UNDP. Table 4 below presents the breakdown of the initial budget by Project deliverables (products).

The analysis of Project's expenditures reveals that construction of socioeconomic infrastructure accounted for 58.6% of the total budget. This is further broken down into: (1) construction of infrastructure in Chindini and Banguoi (44%) and, (2) construction of the multipurpose center in Anjouan (14.6%). This allocation aligns with the Project's strategic focus on sustainable investment in market infrastructure to enhance women's commercial activities.

Monitoring and evaluation along with project management activities utilized 14.5% of the budget. The initial budget did not include awareness-raising activities for women's associations. UNDP subsequently reallocated funds to finance these sessions.

Table 4 : Initial budget structure

Expected products	Planned budget	% of budget
Product 1: the premises of AFECA is rehabilitated and equipped with tables, chairs, recycling machine	82,000	7.8%
Product 2: ACVFP association received support from the Project	116,000	11.0%
Product 3: Construction of socioeconomic infrastructure in Chindini and Banguoi	465,000	44.2%
Product 4: Construction of multipurpose Center in Anjouan (POMONI)	154,000	14.6%
Product 5: Support to women association to formalize their associations	82,624	7.9%
Product 6: Monitoring & Evaluation and Management	152,000	14.5%
Total	105,1624	100%

AfDB provided a total grant of USD 1,051,624 for the project. As of the evaluation date (April 2024), the project had utilized or committed all funds from AfDB.

- In 2021 and 2022, the project used USD 597,444.29, representing 57% of the total AfDB contribution.
- The remaining funds were allocated to complete ongoing civil works for the infrastructure projects.

The UNDP contribution exceeded the initial commitment of USD 50,000 by USD 121,525.89.

Table 5 : Expenditures per Project components (2021-2022)

Components	Expenditures /2021		Expenditures / 2022		Total Expenditures	% of total Expenditures
	Planning	utilization	Planning	utilization		
Activity 1: Infrastructures	400,000	214,546.6	434,745	336, 546.39	551,092.99	71.7%
Activity 2: Support to Women Associations	14,783	6, 495.12	000	6, 765.75	21,548.75	2.8%
Activity 2: PNUD support to Women Associations	0000	152, 418.75	51,000	19,107.14	171,525.89	22.3%
Activity 3: – M&E	318,230	24, 490.3	21,861.00	21,861.00	46,351.3	6.0%
TOTAL	733,013	397,958	507,606	384,515.38	768 ,970.18	100%
Total AfDB funds					597,444.29	

4.4.2. Budget efficiency analysis

The efficiency index is 96% based on physical targets and budget because the project has achieved 96% of its physical targets and expended all allocated funds. This indicates that the project has been able to effectively utilize its resources to achieve its objectives. Despite facing challenges such as the COVID-19 pandemic, delays in project setup and construction, the project has achieved a significant level of accomplishment.

4.4.3. Efficient use of human resources

The project was implemented by a team of UNDP specialists, including international UN Volunteers (UNVs) with expertise in engineering and income-generating activities, as well as RENAP project specialists. These specialists worked on the project either part-time or full-time. Capacity-building activities for women's associations implemented a cascade training method. A cascade training is a cost-effective way to train a large number of people by leveraging a "train-the-trainer" approach. In practice, a small group of women were identified and receive in-depth training by subject matter experts. These women became the "master trainers."

In the “Support of women financial empowerment” Project, approximately half of the women were selected and trained in financial education and entrepreneurship. These trained women then took on the role of trainers themselves, disseminating their knowledge with other members of their respective associations. This approach was confirmed and appreciated by members of AFECA and ACVPPF associations who participated in interviews.

4.5. Effects, Impact and Sustainability

The evaluation assesses both short-term and long-term effects of the Project through the following key evaluation questions:

- What are the tangible short-term effects of the Project?
- What are the long-term effects or potential socioeconomic impacts of the Project?

Sustainability analysis examines the factors that contribute to the long-term viability of the Project's outcomes and focuses on:

- Evidence of the sustainability of the Project outcomes,
- Project ownership by stakeholders,
- Project ownership by beneficiaries and their community.

4.5.1. Effects or immediate impact

At the project's conclusion, the intervention yielded the following outcomes:

Formalization of women's associations: The project directly facilitated the establishment of three formal women's associations under national legislation in Anjouan, Chindini, and Banguoi. This formalization enhances their access to financial services.

Construction of market infrastructure: Three market infrastructures were constructed in Chindini, Banguoi, and Sima-Moya, dedicated to the business activities of women's associations. These structures aim to boost economic opportunities and increase income generation.

Rehabilitation of association premises: The project invested in the rehabilitation and equipment of premises for AFECA and ACVPF women's associations in Moroni. This provided women with a safe and supportive environment for networking, collaboration, and participation in activities. Additionally, the project-provided equipment improved their productivity.

Capacity building for women: Five women's associations received training that empowered women with financial management and entrepreneurial skills. These skills enable them to make informed business decisions and pursue opportunities.

Supportive environment for entrepreneurship: The project fostered an environment conducive to women's entrepreneurship, encouraging their participation in the economic sphere.

Awareness-raising activities: These activities reached half of the beneficiary association members and promoted women's well-being, safety, and knowledge of important issues.

4.5.2. Impact or expected long-term effects

The project's long-term outcomes extend beyond immediate economic benefits, empowering women to become self-sufficient, contribute to their communities' well-being, and advocate for a more just and sustainable future. By fostering self-confidence, improving living conditions, promoting environmental responsibility, and combating gender-based violence, the project is creating a lasting positive impact on the lives of women and their communities.

4.5.3. Sustainability

The Project's effects extend far beyond immediate outcomes, potentially influencing individuals, families, and communities for years to come. Here are some of the anticipated long-term benefits:

The Project has supported women beneficiaries in formalizing their associations. This official legal status allows them to operate independently, enter into contracts, and increase their credibility with partners, donors, and beneficiaries. Registration with the Commercial Register can also be an eligibility criterion for obtaining public or private grants and financing, further strengthening their financial sustainability.

To further professionalize the women's associations, the Project has provided training in accounting, financial management, and entrepreneurship. These skills will enable the beneficiaries to manage their businesses more effectively in the long term, improve their income management, and make sound investments that contribute to economic growth. Training and skill development for women are crucial for sustaining the project's positive impacts.

The Project has conducted awareness-raising activities on critical issues including environmental protection, HIV/AIDS, sexual harassment, and road safety. As a result, communities along these two roads are expected to continue adopting eco-friendly behaviors, prioritizing safety measures, and promoting public health and road safety practices even beyond the project's implementation period.

A significant portion of the Project's investment was dedicated to building market infrastructure, including facilities for processing agricultural products, waste recycling, production of biodegradable products, marketing fishery products, and a multipurpose center for women. These infrastructures contribute to: Developing income-generating activities for women beneficiaries; reducing post-harvest losses and; ensuring food security.

By their nature, these socioeconomic infrastructures are designed for long-term use, promoting the Project's continued positive impact and benefiting other community members. However, ensuring the high sustainability of these investments relies on strong ownership by both the government and the beneficiaries.

4.5.2.1. Project ownership

Sustaining the Project's achievements requires ownership of the results by the beneficiaries and government counterparts. In this regard, the participatory approach adopted by the Project has the potential to ensure the sustainability of the project's achievements. The government counterparts, particularly the DGEF, have confirmed their participation in the Project phases (design, planning, implementation, and monitoring). The participatory approach should continue extensively in the support and technical supervision of women's activities. This supervision of women's activities should continue through the RNAP Project.

However, in Sima-Moya, the women have not yet received technical support from CRDE in POMONI for the optimal use of the production and processing units in the multipurpose center in Anjouan.

4.5.4. Additional conditions to enhance sustainability

Strengthening the management capacities of beneficiary associations and their members

The women's associations received training in financial education and entrepreneurship in 2021 and 2022. It would therefore be worth to provide more in-depth complementary training in economic infrastructure management (market facilities and multipurpose center) and in financial management, entrepreneurship, and leadership.

To sustain and grow the beneficiaries' associations, it would be important to facilitate networking and exchange of experiences between women entrepreneurs to promote mutual support and sharing of best practices.

Scaling up the Project's outcomes

To ensure the impact of this pilot initiative to support women's financial empowerment to be sustainable, it is suggested to consider these associations within the framework of other projects that will be implemented in the field of women's entrepreneurship, whether they are carried out by the Government, donors, or the private sector.

Disseminating the project's results and lessons learned can serve to raise awareness and inspire other initiatives in favour of women's empowerment.

Finally, the institutionalization of women's empowerment initiatives in the Comoros by integrating women's empowerment interventions into national development strategies and programs should make it possible to address the issue of women's financial empowerment in structural manner.

Supporting beneficiary associations in future projects

During interviews, the evaluation learned that there are a number of upcoming projects that could include the women's associations of this Project to strengthen the sustainability of the results.

Firstly, for the Comorian government, a second phase of the Project is under negotiation with AfDB. This is an opportunity to have some actions towards the beneficiary associations of this Project. For instance, after the Project end, the DGEF should, through the POMONI CRDE, provide technical support to women in the activities of processing agricultural and livestock products, ensuring supervision-training of the beneficiary women.

Finally, UNDP could consider the Project's beneficiary associations within the framework of upcoming or ongoing such as: the second phase of the National Protected Areas Network (RNAP2) project, the Blue Green Island (BGI) project, and the Small Grants Programme (SGP) project.

V. CONCLUSIONS ET RECOMMENDATIONS

This conclusion section presents a summary of the main findings and proceeds to rate the Project's performance according to the evaluation criteria. The section also provides recommendations for strengthening the sustainability of the Project's outcomes, which can be used to design future projects in the field of women's empowerment.

5.1. Synthesis of findings

The project has made significant progress in achieving its objectives, particularly in empowering women, improving their living conditions, and promoting sustainable practices. The project's participatory approach has been a key factor in its success, ensuring the involvement and ownership of beneficiaries and stakeholders. The project's investments in training, infrastructure, and awareness-raising activities have had a positive and lasting impact on the lives of women and their communities.

Based on the evaluation criteria, the "Support for Women's Financial Empowerment in the Comoros" project has demonstrated good performance in terms of relevance, coherence, effectiveness, efficiency, and gender mainstreaming (See Table 6). The level of performance in terms of impact and sustainability shows promise, but requires further efforts to ensure long-term results. Consequently, most of the recommendations focus on the impact and sustainability of the Project's outcomes.

Table 6: Performance ranking against evaluation criteria

Criteria	Score	Key findings
Coherence	4,5	The Project's objectives align well with the needs and priorities of women in the Comoros, the SGD and UNDP strategic programming in addressing issues of financial empowerment, entrepreneurship, and job opportunity
Relevance	4,5	The Project design demonstrates a thoughtful and strategic approach to addressing women's financial empowerment. The Project's foundation in data, targeted intervention areas, alignment with other UNDP initiatives, and clear theory of change are all strengths. Further documentation of risk mitigation mechanisms would further strengthen the project's design.
Efficiency	4,5	The project has achieved very good financial performance and almost all deliverables were completed. The increased UNDP contribution highlights the Project's importance and the need for flexibility to address emerging requirements.
Effectiveness	4	The project's ability to achieve 96% of its quantitative targets despite significant challenges. This demonstrates its good planning, implementation, and adaptability.
Effects/Impact	3,5	<p>Immediate and perceptible changes</p> <p>Formalization of 3 women's associations, construction of 2 socioeconomic infrastructure and a multipurpose center, rehabilitation and equipment of premises for ACVPF and AFECA.</p> <p>Financial literacy and entrepreneurship training and awareness raising on diverse topics</p> <p>Long-term changes</p> <p>Capacity building, increased awareness and recognition among women, authorities, and local leaders about the importance of women's empowerment and the need to address the barriers that hinder their full participation in the economy. However, there is a need for continued support to ensure the sustainability of its outcomes.</p>

Criteria	Score	Key findings
Gender	4,5	The Project has demonstrated a comprehensive approach to women's empowerment, addressing both direct and indirect beneficiaries. By empowering women directly and creating an enabling environment that supports their empowerment, the Project has had a positive and lasting impact on individuals, households, and their communities.
Sustainability	3,5	While the project has achieved significant results, there is evidence that ownership of these outcomes among beneficiaries is only moderate There are concerns regarding the long-term viability of certain project achievements, particularly in relation to the management of socioeconomic infrastructure and the utilization and maintenance of equipment at the Anjouan multipurpose center. These concerns highlight the need for ongoing support and capacity building to ensure the sustainability of these results.

Ranking score

Score	Color	Signification
1-1,9		Unsatisfactory
2-2,9		Somewhat unsatisfactory
3-3,9		Somewhat satisfactory
4-4,4		Satisfactory
4,5-5		Very Satisfactory

5.2. Lessons learned

The identification of lessons learned was based on the analysis of Project documentation and interviews conducted with stakeholders and beneficiaries. These lessons encompass both successful and areas of improvement interventions, along with the factors associated with their performance.

The selected lessons learned should be those that UNDP and its partners wish to share to facilitate the improvement of processes and practices. Thus, upon the assessment of Project's performance, the following key lessons learned can be capitalized upon for the implementation of similar projects in the future.

Involvement of the Directorate General of Environment and Forestry in achieving results: The active participation of government through DGEF, was important in achieving the Project's outcomes. This commitment demonstrated the importance of collaboration between government agencies and non-governmental organizations in promoting women's empowerment initiatives.

The commitment of the Government was key to Project success: The project's success highlighted the essential role of the government ownership in ensuring long-term sustainability. Government support, both financial and institutional, is essential for maintaining and scaling up the Project's impact.

Integrated approach for women's empowerment: The project underscored the need for an integrated approach to women's empowerment that goes beyond providing economic

infrastructure. Effective interventions should consider the holistic needs of beneficiaries, including social, educational, and legislative aspects.

Need for additional funding for associations: The project identified the need for additional funding to support women's associations beyond the project's initial timeframe. Ongoing financial support will enable these associations to sustain their activities and achieve long-term goals.

Project sustainability relies on beneficiary ownership: The project's sustainability is heavily dependent on the commitment and ownership of direct beneficiaries. The example of women in Chindini benefiting from the support of men, including village leaders, demonstrates the importance of enhancing a supportive environment that encourages women's participation and ownership.

These lessons learned provide valuable insights for designing and implementing future women's empowerment initiatives. By considering these factors, specialists can increase the likelihood of achieving sustainable and impactful results.

5.3. Recommendations

In light of project's performance and the remaining challenges in women's empowerment in Comoros, the following recommendations for enhancing the sustainability of this Project could improve the design and implementation of future projects.

Recommendation 1 addressed to UNDP, the Government of Comoros and AfDB

In similar future projects, ensure beneficiaries take ownership of the project's achievements early on. This can be achieved either before the official launch or by the end of the first year of implementation.

Recommendation 2 addressed to UNDP

In similar future projects, focus on strengthening construction site control mechanisms to ensure contractors consistently deliver high-quality economic infrastructure on schedule.

Recommendation 3 addressed to UNDP

Prioritize the timely completion of economic infrastructure construction to enable beneficiary women to utilize the facilities for their business activities as soon as possible.

Recommendation 4 addressed to the Government of Comoros

Ensure that the CRDE in Pomoni (Anjouan) provides technical support to women in the processing of agricultural and livestock products by providing supervision and training to beneficiaries. This can be achieved by offering supervision and training programs to beneficiaries

Recommendation 5 addressed to AfDB

For the upcoming phase of the Project, prioritize technical and financial assistance for beneficiary women's associations, strengthening their capacity in financial management and economic infrastructure operation.

Recommendation 6 addressed to UNDP

Incorporate the beneficiary women's associations from this Project into future initiatives, including the second phase of the National Protected Areas Network (RNAP2) project, the Blue Green Island (BGI) project, and the Small Grants Programme (SGP). This will ensure their continued development and leverage their existing skills and experience.

Recommendation 7 addressed to beneficiary women's associations

As direct beneficiaries, beneficiary women's associations should take ownership of the newly built economic infrastructure. This includes leading its day-to-day management and ensuring proper preventive maintenance and budgeting for future repairs.

Recommendation 8 addressed to PNUD, DGEF and the National Commission for Solidarity, Social Protection and Gender Promotion

Leverage the expertise of the National Commission for Solidarity, Social Protection and Gender Promotion and experienced women's associations in supporting training initiatives. These initiatives will focus on empowering women through financial management skills, fostering women's entrepreneurship, and raising awareness about gender-based violence (GBV).

BIBLIOGRAPHIE

Agreement between the Ministry for Agriculture, Fisheries, Environment, Tourism and Handicrafts and UNDP

Project document: « Support of Women Financial empowerment in the Comoros »

Progress report of the Project (August 2020 – March 2022)

Financial report of the Project (Year 1; 2021)

Financial report of the Project (Year 2; 2022)

BAD, (2018). Perspectives Économiques en Afrique 2018 : Union des Comores Nations Unies aux Comores, (2023) : PROFIL GENRE DE L'UNION DES COMORES : « Genre, autonomisation des femmes et amélioration des conditions de vie »

Direction Générale de la Statistique (2024). Enquête Démographique et de Santé et à Indicateurs Multiples 2012 au Comores

INSEED, (2023). Rapport de l'enquête sur l'économie informelle aux Comores

INSEED, (2018) : Institut National de la Statistique et des Etudes Economiques et Démographiques : Résultats provisoires du Recensement General de la population et de l'habitat 2017

PNUD, (2022). Rapport sur le développement humain 2021/2022 : Temps incertains, vies bouleversées : façonner notre avenir dans un monde en mutation

Secrétariat General DU Gouvernement Commissariat General au Plan (2019). Stratégie de Croissance Accélérée et de Développement Durable (SCA2D)

Direction Générale de la Statistique et de la Prospective - DGSP/Comores and ICF International, (2014). Enquête Démographique et de Santé et à Indicateurs Multiples aux Comores 2012. Rockville, MD 20850, USA : DGSP and ICF International.

ANNEXES

Annex 1: Planning of data collection phase

Date	Participants in interviews: Names – Organizations & Position	Sex
22/04/2024 10 AM-11 AM	Khitami Said Soilihi Programme Manager, Resilience and Sustainable Development, UNDP : khitami.said.soilihi@undp.org	1 Man
22/04/2024 12 – 1 PM	SAID YOUSOUF MBECHEZI, Assistant Resident Representative & Head of Program,UNDP : youssef.mbechezi@undp.org	1 Man
22/04/2024 2 – 3 PM	Project Team / Ministry in charge of Roads Infrastructure Cordinator : Dahilou Saïd Halidi MÉE: Saïd Massur Chei	1 woman and 3 Men
22/04/2024 : 4-5 PM	Fouad Saïd Hachim/Head of Operations, Innov' Lab / UCCIA	1 Man
23/04/2024 : 9-10 AM	AFECA association (waste Recycling) President : Halima Issouf	2 women
23/04/2024 :11AM-12PM	ACVPF association (fish product processing) Riama Alnamid (President), Adjirata (Secretary General), Salhata Mohamed (Treasurer)	3 women
24/04/2024 :9-10 AM	National Commission for Solidarity, Social Protection and Gender Promotion. Representative: Maissara Adma	1 woman & 1 Man
24/04/2024 :12PM-1PM	Women's organizations involved in post-catch fish-handling activities (Chindini site)	6 women & 1 Man
24/04/2024 :4-5PM	Women's organizations involved in post-catch fish-handling activities (Banguoi site)	3 women
26/04/2024: 8-9 PM	Women association in Sima-Moya (Anjouan)	3 women
30/4/2024: 9-10 AM	Cordinator of RENAP Projet, UNDP, Mr. Fouad Abdourabi fouad.abdourabi@undp.org	1 Man
03/05/2024	Meeting to preliminary findings	

Annex 2: Evaluation matrix

Questions	Sous-questions	Indicateurs	Sources de données
Cohérence			
1) . Dans quelle mesure les objectifs et la conception du projet sont-ils en adéquation avec les priorités nationales, et contribuent aux ODD ?	1.1. Le montage du projet est-il en cohérence avec les principes de l'exécution nationale, en considérant le cadre institutionnel notamment l'ancrage du projet ? 1.2. Dans quelle mesure le projet est en phase avec la SCA2D, l'ODD1 (mettre fin à la pauvreté), l'ODD 5 (parvenir à l'égalité des sexes en autonomisant les femmes et les filles et l'ODD10 (réduction des inégalités) ?	-Preuve de l'ancrage du projet en termes de respect des principes de l'exécution nationale -Axes spécifiques de la SCA2D auxquels le projet contribue -Evidence que les résultats du projet contribuent aux ODD (ODD1, ODD5, ODD10)	-Revue des documents du projet -Revue des conventions entre le PNUD et le Gouvernement et entre le PNUD et la BAD -Revue de la SA2D et des ODD -Entretiens avec le PNUD, les ministères impliqués et la BAD
Pertinence			
2) . Dans quelle mesure le projet est une réponse aux problèmes d'autonomisation des femmes aux Comores ? 3) Les objectifs et les résultats attendus tels que traduits dans le cadre logique ont été clairement, explicitement et logiquement exprimés dans le document du projet en termes vérifiables ?	2.1 Le projet est-il une réponse aux problèmes réels d'autonomisation des femmes aux Comores ? 2.2. Quelle est la pertinence des zones d'intervention et des femmes bénéficiaires ? 3.1. Dans quelle mesure les objectifs, le cadre logique, de la théorie du changement du projet permettent d'atteindre les résultats escomptés ?	-Preuve que l'analyse du problème de l'autonomisation des femmes a été soutenue par des données probantes -Preuve que le ciblage des femmes et des associations des femmes bénéficiaires le long des deux axes routiers est optimal Pertinence et cohérence des objectifs, le cadre logique, de la théorie du changement du projet permettent d'atteindre les résultats escomptés.	-Revue des documents du projet -Revue de la chaîne des résultats : objectifs, cadre logique, théorie du changement -Entretiens avec le PNUD, les ministères impliqués et la BAD
Efficacité			

<p>4) Dans quelle mesure les objectifs et les résultats du projet ont été atteints et quels sont les facteurs, qui ont facilité l'atteinte de ces derniers et les principales difficultés rencontrées ?</p>	<p>4.1. Quel sont les résultats totalement ou partiellement atteints ? 4.2. Quels sont les facteurs, qui ont facilité l'atteinte des résultats ? 4.3. Quelles ont été les principales difficultés rencontrées ? 4.4. Quelle a été l'efficacité de la communication/visibilité du projet et la prise en compte des questions liées au genre et à la réduction de la pauvreté ? 4.4. Quelles synergies ont été créés ou renforcées avec les structures publiques, les autres projets, les ONG et autres structures intervenant dans le domaine ? 4.5. Quelle a été l'efficacité des mécanismes d'orientation, de conseil et de suivi/coordination et du système de rapportage du projet ?</p>	<p>-% des indicateurs atteints -% des indicateurs de résultats non atteints ou partiellement atteints -Preuve de la pertinence des moyens de communication mobilisés pour une meilleure visibilité du Projet ainsi que l'intégration de la dimension genre dans la mise en œuvre du projet -Existence de synergies ont été créés ou renforcées -Contribution des mécanismes d'orientation, de conseil et de suivi/coordination et du système de rapportage aux résultats du projet</p>	<p>-Rapports d'activités -Entretiens avec : PNUD, ministères, bailleur) -Entretiens avec les bénéficiaires (femmes et groupements de femmes)</p>
<p>Efficiency</p>			
<p>5) Dans quelle mesure les ressources disponibles ont été utilisées de façon optimale et quels usages plus efficaces de ces mêmes ressources auraient pu être faits ?</p>	<p>5.1. L'utilisation des fonds était-elle optimale ? 5.2. Le mécanisme de suivi budgétaire (rapports financiers...) est-il efficace et adapté aux partenaires du projet ? 5.3. Quelle est l'efficacité du système de renforcement des capacités des femmes bénéficiaires ?</p>	<p>-Taux d'exécution financière -Efficacité du mécanisme de suivi budgétaire (rapports financiers) -Degré adéquation du mécanisme de renforcement des capacités</p>	<p>-Rapports financiers -Interviews (PNUD, ministères, femmes et groupement de femmes bénéficiaires ?)</p>
<p>Effects/impact</p>			
<p>6) Quelles sont les effets perceptibles du projet et les effets à long termes ou impact socio-économique du projet d'autonomisation des femmes ?</p>	<p>6.1. Existe-t-il des changements visibles en termes d'autonomisation des femmes, d'amélioration des conditions d'emploi des femmes, de structuration des associations de féminines ? 6.2. Quels sont les changements à court et long terme dus au projet au niveau individuel, formel, informel, systémique ?</p>	<p>Existence de changements immédiats perceptibles Existence de changements perceptibles pour le long terme</p>	<p>-Rapports d'activités annuels -Entretiens avec tous les acteurs y compris les bénéficiaires directes</p>
<p>Durability</p>			
<p>1) Dans quelle mesure les résultats du projet pourront se poursuivre dans</p>	<p>1.1. Dans quelle mesure le projet a-t-il permis au système national de s'approprier les approches et les résultats du projet ?</p>	<p>-Existence de preuves de viabilité des acquis du projet</p>	

<p>l'après-projet au niveau institutionnel et opérationnel ?</p>	<p>1.2. Quel est le niveau de participation et d'appropriation par les femmes et les communautés des approches et des résultats du projet ?</p> <p>1.3. Quelles sont les principaux atouts et contraintes ayant ou pouvant affecter la pérennisation des acquis du projet au niveau communautaire et institutionnel ?</p> <p>1.4. Dans quelle mesure les résultats, les approches et dispositifs de mise en œuvre du projet pourront-ils être intégrés aux pratiques des institutionnelles et des associations de féminines ?</p> <p>1.5. Quelles pourraient être les perspectives d'intervention pour une éventuelle deuxième phase ?</p>	<p>-Degré d'appropriation du projet par le gouvernement et les associations féminines</p> <p>-Facteurs qui pourraient menacer la pérennisation des résultats</p> <p>-Preuve que les résultats, approches et dispositifs de mise en œuvre du projet seront capitalisés dans les politiques et les stratégies de promotion du genre</p> <p>-Résultats qui peuvent être mises à l'échelle</p>	<p>-Rapports d'activités annuels</p> <p>-Entretiens avec tous les acteurs y compris les bénéficiaires et les communautés</p>
--	--	--	--

Annex 3: Informed consent read before all interviews

Consentement lu avant tous les entretiens

Je m'appelle ZIDA Yemdaogo, je suis consultant de l'évaluation d'un projet du PNUD financé par la BAD intitulé projet d'autonomisation des femmes.

Il s'agit du volet d'appui à l'autonomisation des femmes mis en œuvre par le PNUD et le Gouvernement des Comores dans la région de Sima-Moya (Ndzواني) et de Moroni, Chindini et Banguoi (Ngazidja) dans Zone d'influence du projet de réhabilitation des axes routiers Sima-Moya et Moroni-Foumbouni (Ngazidja)

Le volet autonomisation financière des femmes a pour objectif de promouvoir l'inclusion socioéconomique et l'entrepreneuriat des femmes de la région de Sima-Moya (Anjouan) et de Moroni, Chindini et Banguoi (Grande Comore) dans la perspective de :

- Professionnaliser les groupements des femmes bénéficiaires
- Développer des activités génératrices de revenus au bénéfice des femmes bénéficiaires
- Limiter la perte des productions
- Assurer la sécurité alimentaire
- Sensibiliser les femmes dans la prise en compte de l'environnement, les enjeux liés aux harcèlements sexuels et VIH SIDA, et la sécurité routière dans tout le processus de professionnalisation de leurs activités.

Dans le cadre de cette étude, nous conduisons des entretiens avec des personnes ressources et les bénéficiaires du projet pour apprécier des résultats du projet et identifier des interventions qui peuvent être mises à l'échelle.

Nous vous invitons à nous faire part de votre point de vue sur les résultats du projet et sur la pérennisation de ces résultats.

Le consultant garantit que ces informations seront traitées de manière confidentielle. Le document d'analyse ne contiendra pas d'informations permettant de tirer des conclusions sur des personnes ou des positions concrètes.

**Merci d'avance pour vos contributions et apports
Le consultant.**

Annex 4: interview Guides

Guide d'entretien : partenaires du projet (PNUD, DGEF, Direction des infrastructures, Commissariat en charge Genre)

Grille d'entretien (PNUD et partenaires)		
I-Identification du participant		
Date	Lieu	Sexe
Section		
Rôle dans le projet à évaluer		
Cohérence		
1) Le montage du projet est-il en cohérence avec les principes de l'exécution nationale, en considérant le cadre institutionnel notamment l'ancrage du projet ?		
2) Dans quelle mesure le projet est-il en phase avec les priorités nationales et les ODD ?		
Pertinence		
3) Quelles sont les forces et faiblesses des mécanismes institutionnel d'autonomisation des femmes ?		
4) Le projet est-il une réponse aux problèmes réels d'autonomisation des femmes aux Comores ?		
5) Quelle est la pertinence de la sélection des zones d'intervention et des femmes bénéficiaires ?		
6) Dans quelle mesure les objectifs, le cadre logique, de la théorie du changement du projet permettent d'atteindre les résultats escomptés ?		
Efficacité		
7) Connaissez-vous quelques résultats du projet bien réussis ?		
8) Y a-t-il des résultats visés du projet qui ne sont pas atteints ? Lesquels et pourquoi ?		
9) Efficacité du système de S&E et la coordination du projet ?		
10) Y-il des facteurs qui ont entravé l'atteinte des résultats du projet ?		
11) Quelle a été l'efficacité de la communication/visibilité du projet ?		
12) Quelles synergies ont été créés ou renforcées avec les structures publiques, les autres projets, les ONG et autres structures intervenant dans le domaine		
Efficienne		
13) Comment appréciez-vous l'affectation et l'utilisation des ressources financières et humaines du projet ?		

14) Quelles sont les forces et faiblesses du système de renforcement de capacités des associations féminines mis en place par le projet ? (Formation des femmes bénéficiaires, formalisation des associations féminines) ?
Effets/impact
15) Pouvez-vous citer des changements immédiats perceptibles attribuables au projet ?
16) Y -a-t-il des changements perceptibles pour le long terme en termes d'autonomisation des femmes ?
Durabilité
17) Comment appréciez-vous l'appropriation du projet par les femmes et les communautés ?
18) Comment appréciez-vous l'appropriation du projet par le Gouvernement ?
19) Quelles interventions peut-on mettre à l'échelle ? et à quelles conditions ?
20) Avez-vous des commentaires ou suggestions additionnels ?

Grille d'entretien (Associations de féminines bénéficiaires)		
I-Identification du participant		
Date	Lieu	Nombre de femmes /__/__/ Nbre d'hommes /__/__/
Nom de l'Association		Domaine d'intervention
Efficacité		
En introduction, décrire le projet et citer quelques activités et s'assurer que l'interlocuteur à participer aux activités du projet avant de continuer.		
1) Quelles interventions du projet avez-vous bénéficié ?		
<ol style="list-style-type: none"> 1. Réhabilitation du local de l'association AFECA des femmes recyclant les déchets 2. Appui à l'association des femmes impliquées dans le fumage de poissons (fourniture de fours, tables, et congélateurs solaires, réhabilitation d'un local et des latrines 3. Appui aux associations féminines impliquées dans les activités post captures de poissons sur les sites de Chindini et de Banguoi 4. Construction et opérationnalisation d'un centre multifonctionnel pour les femmes à Anjouan 5. Appui aux groupements féminines bénéficiaires dans la formalisation et la légalisation de leurs groupements et associations respectives (Activité 5.1) 6. Formation des groupements et associations féminines bénéficiaires en système organisationnel, animation et gestion (Activité 5.2) 7. Formation des groupements et associations féminines bénéficiaires en comptabilité simple et gestion financière (Activité 5.3) 8. Formation des groupements et associations féminines bénéficiaires en hygiène publique (Activité 5.4) 9. Formation des groupements et associations féminines bénéficiaires en techniques d'entretien des équipements (Activité 5.5) 10. Sensibiliser les femmes dans la prise en compte de l'environnement, les enjeux liés aux problèmes sociaux et VIH SIDA et la sécurité routière dans tout le processus de 		
2) Pouvez-vous citer quelques résultats du projet bien réussis ?		
3) Y a-t-il des résultats visés du projet qui ne sont pas atteints ? Lesquels et pourquoi ?		
4) Quelles sont les forces et faiblesses des mécanismes institutionnels d'autonomisation des femmes ?		
5) Y-il d'autres facteurs qui ont entravé l'atteinte des résultats du projet ?		
Efficiences		
6) Comment appréciez-vous l'affectation et l'utilisation des ressources financières et humaines du projet ?		
7) Quelles sont les forces et faiblesses du système de renforcement de capacités mis en place par le projet		
Effets/impact		
8) Pouvez-vous citer des changements immédiats perceptibles attribuables au projet ?		
9) Y-a-t-il des changements perceptibles pour le long terme en termes d'autonomisation des femmes ?		
Durabilité		
10) Comment appréciez-vous l'appropriation du projet par les femmes et les associations féminines ?		

11) Comment appréciez-vous l'appropriation du projet par les autorités locales ?
12) Comment appréciez-vous l'appropriation du projet par le Gouvernement ?
13) Quelles bonnes pratiques peut-on mettre à l'échelle ? et à quelles conditions ?
14) Avez-vous des commentaires ou suggestions additionnels ?