

**Horn of Africa -
Climate Change Program (HoA-CCP)
(Djibouti, Ethiopia, Kenya, Somaliland, South Sudan, Sudan)**

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Mid-Term Review



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Acronyms

AAU	Addis Ababa University (Ethiopia)
ACC	African Conservation Centre (Kenya)
ADIM	Association pour le Développement Intégré de Mabla (Djibouti)
ADN	Association Djibouti Nature (Djibouti)
AfDB	African Development Bank
APN	African Parks Network
ASDA	Association for Sustainable Development Alternatives (Ethiopia)
AU	African Union
BEMO	Activity Appraisal Document, Ministry of Foreign Affairs (Netherlands)
BVO	Barwaaqo Voluntary Organization (Somaliland)
CABI	Centre for Agriculture and Biosciences International
CAREC	Central Asian Regional Environmental Centre (Kazakhstan)
CDI	Centre for Development Innovation, Wageningen University (Netherlands)
CCFIS	Cabinet de Consultants Formation et Ingénierie Sociale (Djibouti)
CERD	Centre d'Étude et de Recherche de Djibouti (Djibouti)
CRGE	Climate-Resilient Green Economy strategy (Ethiopia)
CRV	Central Rift Valley (Ethiopia)
CSO	Civil Society Organization
DBF	Djiboutian Franc
DDAR	Demand Driven Action Research
DfID	Department for International Development (United Kingdom)
DME	Climate, Energy, Environment and Water (DME) department, Ministry of Foreign Affairs (Netherlands)
EFE	Ethiopian Forum for Environment (Ethiopia)
EKN	Embassy of the Kingdom of the Netherlands
ETB	Ethiopian Birr
EU	European Union
EWCA	Ethiopia Wildlife Conservation Authority (Ethiopia)
EWNHS	Ethiopia Wildlife and Natural History Society (Ethiopia)
FAO	United Nations Food and Agriculture Organization
FfE	Forum for Environment (Ethiopia)
FSAS	Fair and Sustainable Advisory Services (Netherlands)
GBG	Gullele Botanic Garden, Addis Ababa (Ethiopia)
GHG	GreenHouse Gases
GoD	Government of Djibouti
GoE	Government of Ethiopia
GoK	Government of Kenya
GoS	Government of Somaliland
GRF	Gender Resource Facility, KIT/FemConsult (Netherlands)
GTP	Growth and Transformation Plan (Ethiopia)
HoA	Horn of Africa
HoA-CCP	Horn of Africa – Climate Change Program
HoA-REC	Horn of Africa – Regional Environment Centre (Ethiopia)
HoA-REC&N	Horn of Africa – Regional Environment Centre and Network
HoA-REM	Horn of Africa – Regional Environment Meeting
HoA-REN	Horn of Africa – Regional Environment Network
IFAD	International Fund for Agricultural Development

ICCO	Protestant Relief and Development Organization (Netherlands)
IGAD	InterGovernmental Authority on Development
IGG	Inclusive Green Growth department of MoFA (Netherlands)
ILDLP	Integrated Land Use Development Plan
ISD	Institute for Sustainable Development (Ethiopia)
IUCN	International Union for Conservation of Nature
IUCN-NL	Dutch chapter of the IUCN (Netherlands)
KIT	Royal Tropical Institute (Netherlands)
KWS TI	Kenya Wildlife Service – Training Institute (Kenya)
LEED	Leadership in Energy and Environmental Design
LGRG	Landscape Governance Research Group (HoA-CCP)
LLJ	Landscape Learning Journey (HoA-CCP program, supported by WUR-CDI)
MASP	Multi-Annual Strategic Plan (Netherlands)
MoEA	Ministry of Economic Affairs (Netherlands)
MoFA-NL	Ministry of Foreign Affairs (Netherlands)
MoA	Ministry of Agriculture
MoERD	Ministry of Environment and Rural Development (Somaliland)
MTR	Mid-Term Review
NAPA	National Adaptation Plan of Action
NFPO	National Focal Point Organization
NGO	Non-Governmental Organization
NTFP	Non-Timber Forest Products
ODI	Overseas Development Institute (United Kingdom)
PCSC	Projects Coordination Standing Committee (HoA-REN Ethiopia NC)
PUM	Netherlands Senior Experts Program (Netherlands)
SAS	Somaliland Agricultural Society (Somaliland)
SCMP	Sub-Catchment Management Plan
SDF	Somaliland Development Fund
SECS	Sudanese Environment Conservation Society (Sudan)
SGR	Shompole Group Ranch (Kenya)
SIDA	Swedish International Development cooperation Agency (Sweden)
SORALO	South Rift Association of Land Owners (Kenya)
SSH	Somaliland Shilling
SSNCO	South Sudan Nature Conservation Organization (South Sudan)
SWAR	System of Water for Agriculture Rejuvenation
SWC	Soil and Water Conservation
SWT	Shompole Wilderness Tourism (Kenya)
TCM	Tata Chemicals Magadi (Kenya)
TERI	The Energy and Resources Institute (India)
ToR	Terms of Reference
VCD	Value Chain Development
UNHCR	United Nations High Commissioner for Refugees
VDC	Village Development Committee
WASH	Water, Sanitation and Hygiene
WLC	Wildlife Crime Prevention Program
WRA	Water Resources Authority (Kenya)
WRUA	Water Resources User Association (Kenya)
WUR	Wageningen University and Research Centre (Netherlands)
YEP	Young Experts Program (Netherlands)
ZOA	Christian Emergency and Development Organization (Netherlands)

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Our special thanks go out specifically to the HoA-CCP Program coordinating team (██████████) and to the HoA-CCP Program coordinators of the implementing parties in Kenya (██████████), Ethiopia/Gambella (██████████), Djibouti (██████████) and Somaliland (██████████) who accompanied the team during the field visits and provided it with valuable insights and information about the project and its contexts.

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This is the Final report of the Mid-Term Review of the regional HoA-CCP program. Draft versions of the report have been discussed between project implementing parties during a MTR workshop in Djibouti (29 August 2017) and with the Dutch Ministry of Foreign Affairs (16 October 2017). The comments, remarks and observations received by the MTR team have been taken into account in this Final report where considered relevant and appropriate.

Mid-Term Review team

The Mid-Term review team was composed of three persons:

(██████████)
Team leader and expert in the evaluation of programs and projects on sustainable agriculture, value chain development, resilience and climate change and adaptation.

(██████████)
Consultant member of the team in Kenya and Ethiopia. Expert in the evaluation of agricultural development and rural livelihoods programs and projects.

(██████████)
Consultant member of the team in Djibouti and Somaliland. Expert in gender mainstreaming and development.

1. Introduction

This is the Final report of the Mid-Term Review of the regional Horn of Africa – Climate Change Program (HoA-CCP), which focuses on climate change adaptation and mitigation in six countries in the Horn, by addressing land and water issues and nature conservation as well as ecologically-viable value chains and greenhouse gas emission reduction.

The Horn of Africa - Climate Change Program (HoA-CCP)¹ is the first regional initiative of the Horn of Africa - Regional Environment Centre and Network (HoA-REC&N). The program addresses land and water issues, natural resource conservation, supports the development or enhancement of sustainable agriculture and ecologically-viable value chains and aims for reduction of greenhouse gas emissions. The program covers activities in six countries in the Horn of Africa where the Regional Environment Network has a National Chapter (Djibouti, Ethiopia, Kenya, Somalia/Somaliland², South Sudan and Sudan). The program is funded by the Netherlands' Ministry of Foreign Affairs (MoFA). The budget for the Start-up phase of this first regional program of HoA-REC&N (November 2014-October 2018) is Euro 4 million.

The HoA-CCP program was established to promote climate-smart, sustainable and inclusive development at grassroots level, using an area-based approach. The HoA-CCP program aims to promote landscape restoration, to increase food security and livelihood improvement, and to favor the use of renewable energy. The program is being coordinated at the regional level by the Horn of Africa - Regional Environment Centre (HoA-REC) in Addis Ababa. Except for Ethiopia, where HoA-REC implements itself, the HoA-CCP program is being implemented by endogenous civil society organizations that work on environmental governance and sustainable development, and that are all members of the Horn of Africa - Regional Environment Network (HoA-REN).

In May 2017, the Dutch Ministry of Foreign Affairs in cooperation with HoA-REC&N called for a team of consultants of European and African consultants to conduct a Mid-term Review (MTR) of the HoA-CCP program (see Annex 1)³. The HoA-CCP is one of the landscape development programs funded by the Inclusive Green Growth department (IGG) of the Dutch Ministry of Foreign Affairs. The Mid-Term Review is expected to assess HoA-CCP's progress to date, its relevance to stakeholders, and its efficiency, effectiveness and sustainability. The MTR is to provide feed-back and recommendations for enhanced implementation in the remainder of current project period (up to 31 October 2018), and to suggest supportive directions for the implementation of similar program in future.

In case of positive outcomes, the HoA-CCP program could be eligible for additional funding by the Dutch Ministry of Foreign Affairs to expand into the current project countries (i.e. more landscapes per country) or into other countries in the region (e.g. Uganda).⁴ For that purpose, the MTR team was also requested to assess existing initial project ideas and outlines.

¹ See: <http://hoarec.org/2016/11/11/horn-of-africa-climate-change-program/>

² Even when Somaliland is not yet formally recognized as a country by the international community, in this report we will refer to "Somaliland" for the sake of clarity and precision. Somaliland is largely stable and peaceful since its proclaimed independence from war-torn Somalia in 1991. Contrary to international common belief, the large majority of the (very young) population has thus never experienced war or conflict.

³ The evaluation period was extended several times on the request of the HoA-CCP implementing parties. The number of Dutch stakeholders to interview was reduced in consultation with commissioner.

⁴ The Dutch Ministry of Foreign Affairs and the Embassy of the Kingdom of the Netherlands (EKN) in Ethiopia confirm that an amount of Euro 2 million could additionally be made available if the MTR results are positive.

The MTR was carried out in the period of May-July 2017 (see program in Annex 2) by international consultant [REDACTED], from the Netherlands, in collaboration with two Ethiopian consultants: [REDACTED]. The MTR consisted in seven phases:

- A) Review of key program documents of the HoA-CCP program (Program document, Progress reports 2015 and 2016, Baseline studies per landscape, etc.);
- B) Participation by the European consultant in the 4th Landscape Learning Journey in Gambella, Ethiopia (8-12 May 2017), including separate meetings with representatives from the landscapes in Sudan and South Sudan;
- C) Field visits by the European consultant and Abiyot Tilahun Eshete to the landscapes in Kenya (11-16 June 2017) and Ethiopia (16-20 June 2017);
- D) Meetings with program coordinator HoA-REC and with the Embassy of the Kingdom of the Netherlands (EKN) in Ethiopia;
- E) Field visits by the European consultant and Roman Moges Asefaha to the landscapes in Djibouti (4-8 July 2017) and Somaliland (8-12 July 2017);
- F) Interviews with stakeholders in the Netherlands involved in HoA-REC, HoA-REN and/or HoA-CCP (MoFA-NL, WUR/CDI, IUCN-NL, Meta Meta, Beagle Solutions);
- G) Report writing by the European consultant, based amongst others on country draft reports by the two Ethiopian consultants.

The organization of the program of the field visits was left to the respective project owners. Each landscape visit typically consisted in meetings with: A) project management and project implementation staff; B) other members of the National Chapter of the Horn of Africa - Regional Environment Network (HoA-REN); and C) one or more focus groups of direct beneficiaries. Depending on project, other stakeholders were also interviewed (e.g. ministries, local governments, colleague NGOs, other programs or projects). Focus groups were requested to be representative for the project beneficiaries as regards gender and age.

In the process of the MTR, the team aimed to go beyond merely asking set questions, in order to make the meetings useful also for the receiving party, conform the logic of the Learning component of the HoA-CCP program and the aims of the Mid-Term Review. Issues discussed varied between projects and countries and between stakeholders; as to adapt to the specific proposals, subjects, project partners and contexts of implementation.

The outcomes of the MTR are limited by the fact that time for meeting with program coordinator HoA-REC was very short and the set-up of the HoA-CCP program is rather complex. For reasons of time and availability, no meetings could unfortunately take place with [REDACTED], [REDACTED]

This is the Final report of the Mid-Term Review of the regional HoA-CCP program. The report intends to provide a general, yet comprehensive and concise, picture of HoA-CCP program implementation as perceived by the MTR team. For the ease of reading, all sections start with conclusions in italics.

Chapter 2 describes the background and the set-up of the HoA-CCP program. Chapter 3 presents the HoA-CCP implementation status as per July 2017. Chapter 4 describes the program according to its relevance, effectiveness, efficiency and sustainability, based on summary Country reports (in Chapter 6) on the status of Landscape development implementation in Kenya, Ethiopia, Djibouti and Somaliland. The Country reports are an integral part of this report. They include landscape-specific conclusions and recommendations. The overall Conclusions and Recommendations of the Mid-Term Review of the HoA-CCP program are found in Chapter 5.

2. Horn of Africa – Climate Change Program (HoA-CCP)

2.1 Background of the HoA-CCP program

The HoA-CCP program is the first regional program to be managed by the HoA-Regional Environment Centre (HoA-REC) in Ethiopia, in collaboration with members of the HoA-REN network. It was initially conceived as an integrated water development program, and then evolved into a contextual Climate Change program, aiming for adaptation and mitigation based on an integrated landscape development approach to sustainable development.

In the Horn of Africa (HoA), environmental problems due to poor water and land management are a major threat to political stability and to the potential for socio-economic development. Climate change effects are an additional stressor and a reality in large parts of the region. Changing rainfall patterns result in increasingly unpredictable water availability and growing seasons, more frequent and prolonged droughts and intensified precipitation during the rainy season leading to excessive run-off and floods.

Where water is already scarce, demand for water still increases due to population growth, agricultural development and inadequate management of common water resources. Soil erosion by wind and water is aggravated by human activity in places where trees are removed to be used as fuelwood, charcoal, fodder or construction material. Erosion is further exacerbated when no adequate soil and water conservation measures are taken and where pressure from humans and livestock is so high that the natural vegetation does not have a chance to recover. In most of the Horn of Africa region households and landscapes are increasingly vulnerable to human- and climate-induced shocks and stresses.

For many years, the Dutch Ministry of Foreign Affairs (MoFA-NL) has been facilitating the emergence of a network of environmental, nature conservation and development-oriented civil society organizations and knowledge institutes in the Horn of Africa, one of the concentration regions of the ministry. In 2006 this led to the establishment of the Horn of Africa - Regional Environment Network (HoA-REN), and the Horn of Africa - Regional Environment Centre (HoA-REC) in Addis Ababa, Ethiopia.

The Horn of Africa - Climate Change Program (HoA-CCP) is the first regional program to be managed by the HoA-REC centre in collaboration with HoA-REN member organizations. The program builds in part upon, and provides some continuity to, environment and development interventions previously undertaken with Dutch Embassy and other (co-)funding, especially in Ethiopia (in Gambella Region) and Kenya (with the South Rift). In HoA-CCP implementation deliberate action was taken to also align and collaborate with other Dutch-funded programs and initiatives, such as the Young Experts Program (YEP) and the program for senior expert support (PUM).

The HoA-CCP program was developed in a time of profound changes in orientation of the Dutch development support. Initially conceived as an integrated water development program, it evolved into a Climate Change Program, aiming for adaptation and mitigation while working towards more sustainable landscapes. The support for the HoA-REC centre and the HoA-REN network also changed; from core funding by the Embassy of the Kingdom of the Netherlands (EKN) in Ethiopia and also rather flexible contributions to Kenyan member organizations via EKN-Nairobi, to regional program funding managed directly by the

Ministry of Foreign Affairs (MoFA) in The Hague. The regional program funding was based on a broad logical framework for the whole program and on work plans and budgets for each landscape and for general program activities.⁵

2.2 Main elements of the HoA-CCP program

The HoA-CCP program aims to showcase the potential for climate-resilient communities and businesses in selected landscapes by employing an integrated, area-based development approach; combining landscape development and restoration, value chain development and the promotion of renewable energy. The program also has a learning component to systematize learning among the landscape interveners during implementation and to ensure dissemination of successes and lessons learned.

The Horn of Africa contains many unique landscapes, including protected areas, which are inhabited and shaped by humans, livestock and wildlife. Many of these landscapes face the threats of increased demand for water, farmland, pasture, timber and fuelwood, which can seriously disturb the hydrological, economic, social, ecological and cultural services that these ecosystems provide. Moreover, they are subject to the impacts of climate change, which especially affects livelihoods depending on livestock and agriculture. Although many initiatives are undertaken to turn the tide of environmental destruction and to improve livelihoods, there is still a serious overexploitation of forests and grazing areas leading to significant environmental degradation and hence, a serious reduction in the capacity of landscapes to sustain livelihoods and to buffer and absorb climatic and other shocks.

The HoA-CCP program is a civil society-led initiative that aims to demonstrate a multi-dimensional climate-resilient, green development approach in the selected landscapes. The **vision** of the program is *to showcase the potential for climate-resilient communities and businesses in selected landscapes by employing an integrated, area-based development approach*. The program started off conceptually. In the process of implementation five landscapes were to be identified; geographical entities containing one or more river catchments.⁶ This corresponded to the six Horn countries in the network except Ethiopia, where the Gambella regional state had already been pre-selected based on a preparatory study annex proposal to develop an Eco-Hub complementary to two existing HoA-REC programs.⁷ The period November 2014-October 2018 was regarded as a Start-up Phase of a more long-term process to stimulate landscape development in the Horn of Africa while taking environmental aspects explicitly into consideration.

The HoA-CCP program targets activities that alleviate current stresses placed on ecosystems and that restore the functioning of ecosystem services. Three outcome fields were defined in Program document as approved by donor MoFA-NL:

⁵ EKN-Addis Ababa still provided institutional support to HoA-REC at the start of the HoA-CCP program. Therefore, not all costs of support staff were adequately covered by the approved HoA-CCP budget. The EKN-Addis Ababa institutional support to HoA-REC ceased in 2015.

⁶ See page 21 of the Project document: HoA-REC (2014), Horn of Africa - Climate Change Program. A Regional Climate Change Adaptation and Mitigation Program, focusing on Water, Land, Sustainable Value Chains and Green House Gas Emission Reduction. Start-Up Phase. Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan. Project Document. HoA-REC, Ethiopia. August 2014, 48p.

⁷ See: HoA-REC (2014), Gambella, Ethiopia. HoA-CCP Inception Landscape Proposal. HoA-REC, Ethiopia. August 2014, 36p.



Photo Deforestation for agricultural development in Gambella Region, Ethiopia



Photo The search for groundwater from dry river beds in the sandy soils of Somaliland.

Landscape restoration through sustainable land and water management and natural resource conservation: Promotion of landscape restoration requires both ‘soft’ and ‘hard’ interventions, i.e. Integrated Land use Development Plans (ILDLP), community mobilization, environmental education and awareness-raising, and concrete measures of Soil and Water Conservation (SWC). Science-guided, participatory ILDPs should support decision-making on land and water management and facilitate zoning and protection of different land use types, such as the safeguarding of vegetation cover on steep slopes upstream, the fair distribution of natural resource between different stakeholders, ensuring ecological connectivity between natural areas, and the creation of buffer zones around nature reserves. According to HoA-REC&N Soil and Water Conservation measures in the drought-prone and drought-stricken Horn of Africa should essentially focus on water buffering through the approach of Retention, Recycling and Re-use (3R).

Increased food security by promoting climate-smart agriculture and green value chains: The Horn of Africa is one of the most food insecure regions in the world and the ability to cope with climate change and improve agricultural production depends on the integrity of the natural resource base. Measures of landscape restoration can ensure a sound basis for agricultural development and human well-being. Sustainable grazing and farming practices, including integrated soil fertility management, agroforestry and crop diversification, are promoted in the selected landscapes. Such practices may improve the livelihoods of smallholders and foster environmental values at the same time, thus increasing resilience of the system. Poor access to markets will need to be addressed to improve incomes.

Green House Gas emissions reduced and livelihoods improved through the promotion of renewable energy, REDD+, climate-smart waste management and green infrastructure: To decrease energy-related pressure on natural resources and to keep greenhouse gas (GHG) emissions as low as possible in the selected landscapes, the HoA-CCP program aims to identify and support entrepreneurs and potential service providers to expand the production and use of renewable energy. The entrepreneurs will serve as production and dissemination points for devices and services, at household level (cook stoves, solar lanterns, solar home systems) and for agricultural production and processing (solar irrigation, pumps, solar dryers, etc.). The introduction of cook stoves and solar lighting can diminish deforestation, and the productive use of renewable energy for irrigation and processing may create new livelihood options for the rural poor.

The HoA-CCP program also has a learning component to systematize learning among the landscape interveners and innovators during implementation and to ensure further dissemination of successes and lessons learned.

2.3 Logical framework

The Logical framework of the HoA-CCP program at Project approval was only indicative. The indicators were not formulated SMART, difficult to be used to track progress, and leaving too large a margin for receiving party to interpret and adjust to own-felt needs.

The introduction to the Logical Framework of the HoA-CCP as in Program document states:⁸ “HoA-REC&N functions as a catalyzing, guiding and facilitating organization to get concrete, innovative interventions accomplished with its members and a broadening spectrum

⁸ See page 25 of: HoA-REC (2014), Horn of Africa - Climate Change Program. Program document. August 2014, 48p.

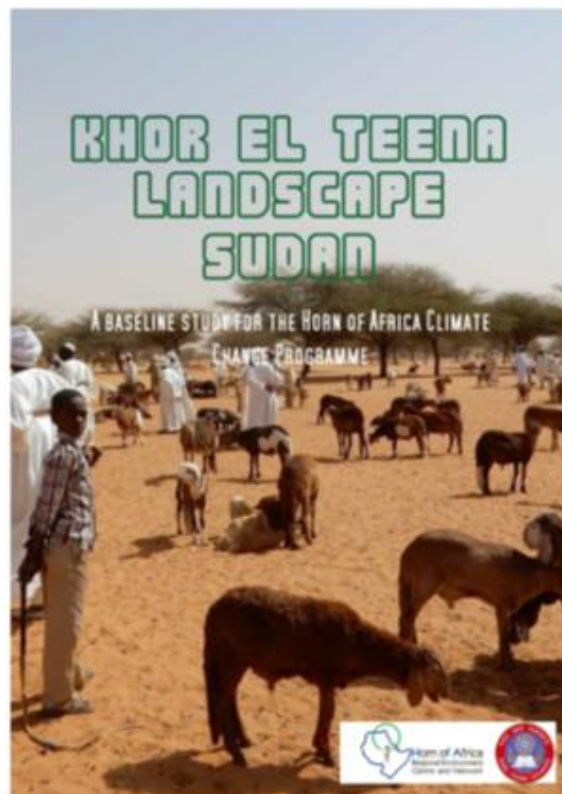
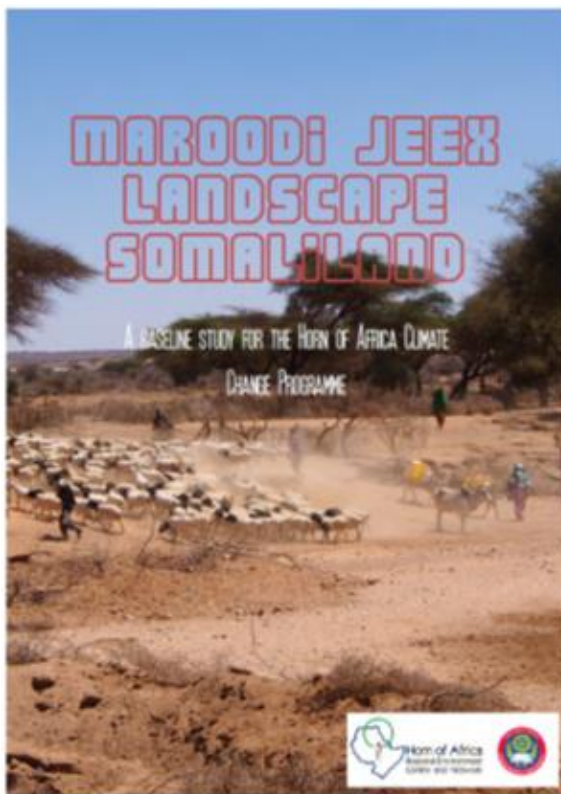
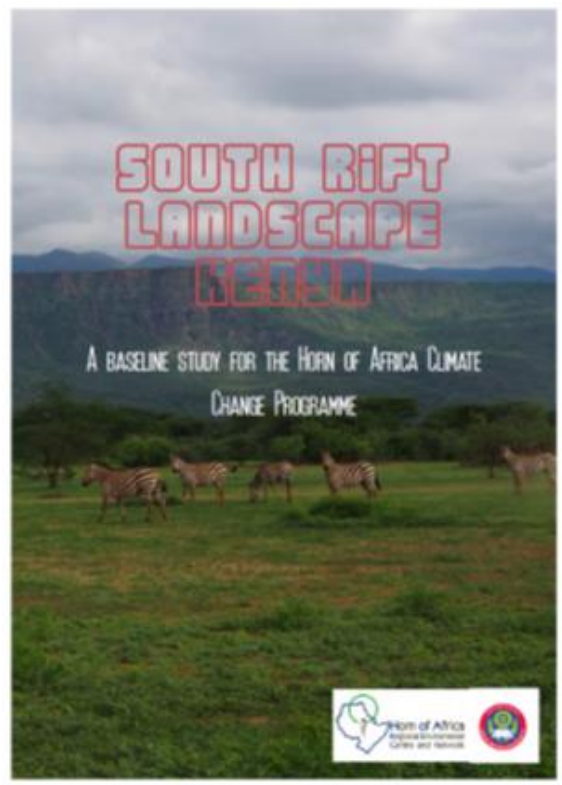
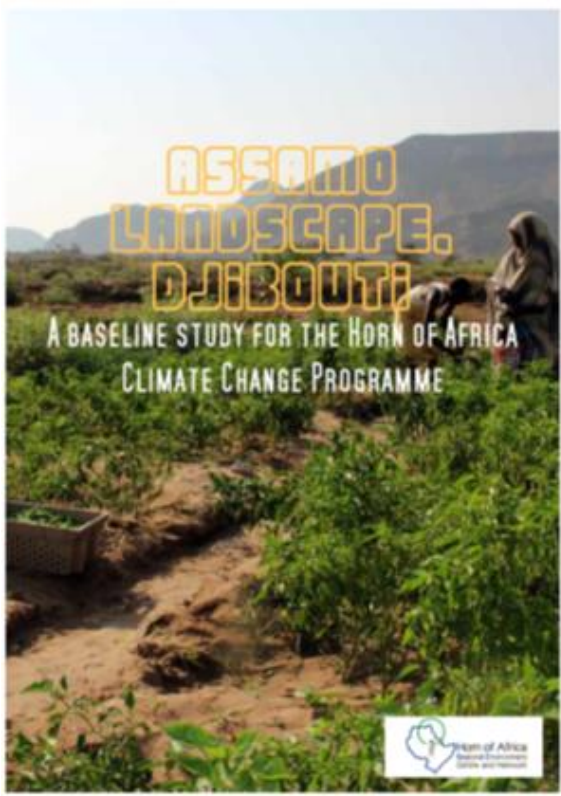


Photo The covers of the Baseline studies for Djibouti, Kenya, Somaliland and Sudan.

of partners. The approach is flexible to the degree that jointly with member organizations specific landscapes are selected and, based on an integral analysis, particular clusters of activities are undertaken that match the overall vision of the program to create climate resilient communities in Djibouti, Ethiopia, Kenya, Somalia, South Sudan and Sudan.” The Program document goes on saying: “The development and promotion of specific value chains will require detailed gender studies to ascertain the optimal potential for implementation. It is important to note that activities mentioned below are optional in each landscape and will be selected according to the needs and priorities identified in the inception phase. At the end of the inception phase, the output indicators will be determined per landscape.”

The Mid-Term Review team notes and appreciates that the donor left a high degree of freedom to the project implementing parties in order to develop a landscape development approach. In fact, project coordinator and project implementation partners were given a high level of trust and authority to adjust the Logical framework to their specific landscape, their needs and their ambitions. For the project coordinators and implementers (the receiving party) this meant a unique opportunity to adapt to felt needs. However, for commissioner (the funding party) it implies high risks in terms of effectiveness, efficiency, transparency and accountability.

In practice, this arrangement actually resulted in a flawed programmatic set-up and complicated adequate monitoring and evaluation. Commissioner should have assessed on forehand the capacity of implementing partners to deal with the loose set-up. Retrospectively, the participatory planning and programming exercise for the HoA-CCP program should also best have been a separate phase rather than an activity within the broader program.

2.4 Baseline studies

The Baseline studies were informative, concise and comprehensive; they may serve project partners also e.g. in proposal development. The Vision and Strategic Plans are too general though to allow for proper programming, budgeting and implementation by project partner.

The HoA-CCP program started off in 2015 in all landscapes but Gambella (Ethiopia) with an extensive Baseline study and the formulation of a Vision and Strategic Plan. Reports are available for the landscapes of: Assamo (Djibouti)^{9 10}, South Rift (Kenya)^{11 12}, Maroodi Jeex (Somaliland)^{13 14} and Khor-El-Teena (Sudan)^{15 16}. The Baseline survey in South Sudan was initiated in 2015 but could not be completed due to insecurity in the project area (the Imatong Mountains in Eastern Equatoria – on the border with Uganda)¹⁷.

⁹ See: HoA-REC (2015), Assamo landscape, Djibouti. Baseline study for the HoA-CCP program. By: Borgia, C., M. Hulshof, F. Sambalino, L. Tolk. HoA-REC, Ethiopia. September 2015, 50p.

¹⁰ See: HoA-REC (2015), Assamo landscape, Djibouti. Vision and Strategic Plan. September 2015, 8p.

¹¹ See: HoA-REC (2015), South Rift landscape, Kenya. Baseline study for the HoA-CCP program. By: F. Sambalino, M. Hulshof, C. Borgia, L. Tolk., T. Kleinendorst. HoA-REC, Ethiopia. July 2015, 53p.

¹² See: HoA-REC (2015), South Rift landscape, Kenya. Vision and Strategic plan. July 2015, 9p.

¹³ See: HoA-REC (2015), Maroodi Jeex landscape, Somaliland. Baseline study for the HoA-CCP program. By: Borgia C., M. Hulshof, L. Tolk, T. Kleinendorst, F. Sambalino. HoA-REC, Ethiopia. July 2015, 49p.

¹⁴ See: HoA-REC (2015), Maroodi Jeex landscape, Somaliland. Vision and Strategic plan. July 2015, 8p.

¹⁵ See: HoA-REC (2016), Khor El Teena landscape, Sudan. Baseline study for the HoA-CCP program. By: Borgia C., O. Hoffmann, M. Hulshof, F. Sambalino, A. El Moghraby, S. Mohammed & N. Habash. HoA-REC, Ethiopia. January 2016, 51p

¹⁶ See: HoA-REC (2016), Khor El Teena landscape, Sudan. Vision and Strategic Plan. January 2016, 7p.

¹⁷ The Baseline survey had to be discontinued when the team of international and national consultants was held up and threatened by irregular army personnel.

For Gambella (Ethiopia), another document had been produced in the process of Program development, at the request of donor MoFA-NL. It focused on the establishment of a Gambella Landscape Eco-Hub rather than on interventions in the broader landscape.¹⁸ The idea for a Gambella Eco-Hub arose out of previous Dutch (co-)financed HoA-REC project activities in Gambella Region.¹⁹ The Gambella Eco-Hub was intended to become an information, training and demonstration centre, complementary to larger programs such as on the development of an Integrated Land Use Plan (ILDP) for the entire Gambella Region and the EU-funded and IGAD-managed Biodiversity Management Program (BMP) to improve the management of the Gambella National Park.

The Baseline studies were commissioned from the central program budget by the HoA-CCP management at HoA-REC, and carried out by the Dutch consultancy firms Meta Meta and Acacia Water in collaboration with local consultants per country (specialized in biophysical, socio-economic and gender aspects). A provision of Euro 237,000 (i.e. 6% of total) was made in the budget to carry out the studies - through documentary review, field visits and planning workshops.

The strength of the Baseline studies and the Vision and Strategic Plans is their equivalent rigor, outline, lay-out and presentation. The Baseline studies are valuable pieces of work describing the landscape qualitatively on socio-economic, institutional and biophysical elements, and providing analyses on livelihoods and landscape management. Further gender information was added following specific support by the Dutch KIT/FemConsult-managed Gender Resource Facility (GRF) regarding the Kenya and Somaliland Baseline studies.²⁰ The reports are informative, concise and comprehensive, and they may serve the project partners also beyond the HoA-CCP program, e.g. in the development of new project proposals.

The Vision and Strategic Plans are more difficult to judge. They are the output of separate Planning workshops that were carried out to validate the Baseline study information. The Vision and Strategic plans each present a visually nice but rather complicated and unclear map of Challenges and Opportunities and then elaborate respectively on: Water buffering potential (Djibouti, Kenya), Recommended land use and 3R measures (Somaliland) and Improving water availability (Sudan). The Vision and Strategic Plans make mention of a wide range of possible intervention areas (from 12 for Djibouti and Somaliland to 20 for Kenya) and types of activities (from 29 for Somaliland to 44 for Djibouti) per landscape. As such, they are too general to allow for proper programming, budgeting and implementation by project partner. In view of the time and budget invested, this is considered unfortunate.

¹⁸ See: HoA-REC (2014), Gambella, Ethiopia. HoA-CCP Inception Landscape Proposal. August 2014, 36p.

¹⁹ The NGO Forum for Environment (FfE) had requested attention for this part of Ethiopia due to increasing pressure on land from national and international investors, leading to marginalization of original inhabitants and political tensions. FfE and HoA-REC then invested in activities like the facilitation of land use planning processes in combination with a moratorium on large scale land deals until a proper Integrated Land Development Plan (ILDP) would be in place (MoFA-NL, ██████████, 24 August 2017).

²⁰ See: GRF (2015), Gender review of HoA-REC&N baseline reports for HoA-CCP program: Kenya and Somaliland. Semi-Final version. Gender Resource Facility, KIT/FemConsult. July 2015, 16p. + Annexes.

2.5 Monitoring & Evaluation

The Logical framework of the HoA-CCP program was rather general and not up to standard. It was not SMART in formulation and it should have been revised thoroughly after project start and Baseline studies.

The Logical Framework of the HoA-CCP program²¹ is a ten page document. For reference it is attached in Annex 4. The framework was elaborated in the course of 2015 for the purpose of Monitoring and Evaluation, “(...) as a practical tool, to help measuring how individual landscapes will respond to social, economic and environmental pressures, to increase the resilience of communities and landscapes.”²² The revised Logical Framework was established in February 2016, well after project start and after the Baseline studies were established.

The Overall objective of the HoA-CCP program is: ***“Promotion of climate-smart, sustainable and inclusive green development in Djibouti, Ethiopia, Kenya, Somalia, South Sudan and Sudan focusing on land, water, value chains and renewable energy, enhancing climate change adaptation and mitigation, and creating resilient communities and landscapes in the Horn of Africa.”***

The program has three Specific objectives or Outcome levels defined:

1. Landscape restoration promoted through sustainable land and water management and natural resource conservation;
2. Increased food security by promoting climate-smart agriculture and green value chains;
3. GreenHouse Gas (GHG) emissions reduced and livelihoods improved through promotion of renewable energy, climate-smart waste management, REDD+ and green infrastructure.

The Overall objective does tick many policy boxes, yet it does not specify how (e.g. participatory approach, landscape approach) or with whom (e.g. through endogenous NGOs in all countries) the Overall objective could be achieved. The Outcomes tick yet another number of policy boxes, in addition to the Overall objective. However, the objectives of the program are not formulated in a Specific, Measurable, Acceptable, Realistic and Time-bound (SMART) manner. This may have served general acceptance of the proposal at policy level, yet it has complicated successful implementation of the program on the ground.

The HoA-CCP program has defined overall indicators per output and contribution indicators for the landscapes. Again, these are not well-defined and are thus subject to interpretation regarding the quantity and the quality of funded program interventions. For the first Outcome level, for example: What is a proper Land Use Management Plan? How should it look like? Who should have been involved in formulation? Who decides on and owns the plan? And when “at least two water management and soil conservation practices are applied per landscape”, what quality criteria should these meet, how much water should they provide, for how many communities or beneficiaries, etc.?

²¹ See: HoA-REC (2016), Revised Monitoring & Evaluation Framework. February 2016, 10p.

²² See: HoA-REC (2016), HoA-CCP Progress report, November 2014 - December 2015. March 2016, 43p.



Photo Giraffes in the savanna border zone of a wildlife conservancy, where wildlife, cattle and Masaai communities co-exist following day/night and rainy season/dry season patterns.



Photo Camels on the move in the Maroodi Jeex landscape, Somaliland.

What are the “climate-smart and green value chains” mentioned under Outcome 2? The Program document does not define what “climate-smart” or “green” is, nor does it refer to value chain activities beyond on-farm production (e.g. processing, storage, transport, pricing, marketing). Where it does refer to “increased availability of households to financing”, it does not specify what kind of financing and how the activity could be facilitated and monitored. Ambitions also seem to be unrealistically high when satellite images and GIS maps are referred to as “means of verification”; while these are unlikely to provide substantial evidence of the impacts of smaller-scale, capacity-building and awareness-raising civil society projects such as those undertaken by HoA-CCP program in the different landscapes.

Outcome level 3 refers to a reduction of GreenHouse Gas (GHG) emissions. It is evident that GHG emissions of the project countries involved are not a major contributor to global human-induced climate change. To mitigate climate change, GHG emissions need to be reduced either at source (e.g. fossil fuel production sites) or at consumption level (e.g. in the large fuel consuming economies). Still, it is of course justified and laudable to favor the production and consumption of renewable energy in precarious landscapes where scarce and vulnerable biomass is being used for fuelwood or charcoal production – which is the case in most of the landscapes of the HoA-CCP program. Outcome 3 could have been re-formulated in such a manner, to be realistic and to enable proper monitoring and evaluation.

Many more questions could actually be asked about the current revised Logical framework (e.g. What is “climate-smart waste management”?, “linkage to REDD+”?, “green infrastructure”?, etc.). In short, the Logical framework of the HoA-CCP program was too general and just not up to standard. It was not defined in a SMART manner. It should have been revised thoroughly after the Baseline studies and after the strategic and operational planning per landscape.

As donor wanted to facilitate a flexible landscape development approach, and therefore agreed to a rather general Logical framework during Program approval and implementation, the MTR team does not see a need for the HoA-CCP program to engage in reformulation of the Logical Framework in the remainder of the current Start-up Phase (which is 1.5 years). Instead all efforts should be put into successful implementation of the different landscape project plans and activities, and discussions should start between project partners about how to safeguard and build upon the program’s results after the end of the current program period (i.e. October 2018). The project implementing parties should start to develop a joint framework for formulating a detailed follow-up proposal, e.g. considering whether and how to expand into other landscapes and how to involve more national and international institutions for the sake of impact and sustainability.

3. HoA-CCP program status (as per July 2017)

3.1 HoA-CCP program governance

The HoA-CCP Program document does not contain a section on program governance. The institutional capacity of the Horn of Africa - Regional Environment Centre (HoA-REC) is described in the document, but the relations between HoA-REC and the HoA-REN network are not specified. The institutional set-up of HoA-REC, as a regional centre that is also part of the Addis Ababa University, was also unclear from project document.

The HoA-CCP Program document does not contain a section on program governance. The Program document states that HoA-CCP is a program of the Horn of Africa – Regional Environment Centre and Network (HoA-REC&N) based in Addis Ababa, Ethiopia. However, HoA-REC&N does not actually exist as a legal entity in Ethiopia or elsewhere in the region.

Management of the HoA-CCP program is in the hands of the Horn of Africa - Regional Environment Centre (HoA-REC). HoA-REC is also not an independent legal entity under Ethiopian law. HoA-REC is hosted by Addis Ababa University (AAU), first as a project of the Faculty of Science and later as an autonomous institution affiliated to the university.²³ See Figure 1 for the “linkage” between HoA-REC and the HoA-REN network structure.²⁴

The contract for HoA-CCP program implementation by HoA-REC was signed between donor MoFA-NL and the AAU. The operational modalities for implementation between AAU and HoA-REC were not specified in Program document, which created room for emergence of a “double bureaucracy” as regards decision-making and financial management. In practice, the Centre has to obtain approval from AAU administrative staff for many decisions and money transfers etc.; which results in substantial delays in project implementation.

The relations between HoA-REC and the wider Horn of Africa - Regional Environment Network (HoA-REN) for implementation of the HoA-CCP program were also not specified in Program document, and are actually still unclear for many actors to date and a source of tension and frustration.²⁵ The HoA-CCP program does not have a Steering Committee or similar which could have guided the HoA-REC centre and the project partners during set-up and implementation of the program. In principle the Regional Council meeting of the HoA-REN network could have played such a role²⁶, as the program was designed to serve and be implemented by the HoA-REN network. However, such has not been stipulated in the HoA-CCP Program document. Moreover, there currently is an organizational and personality

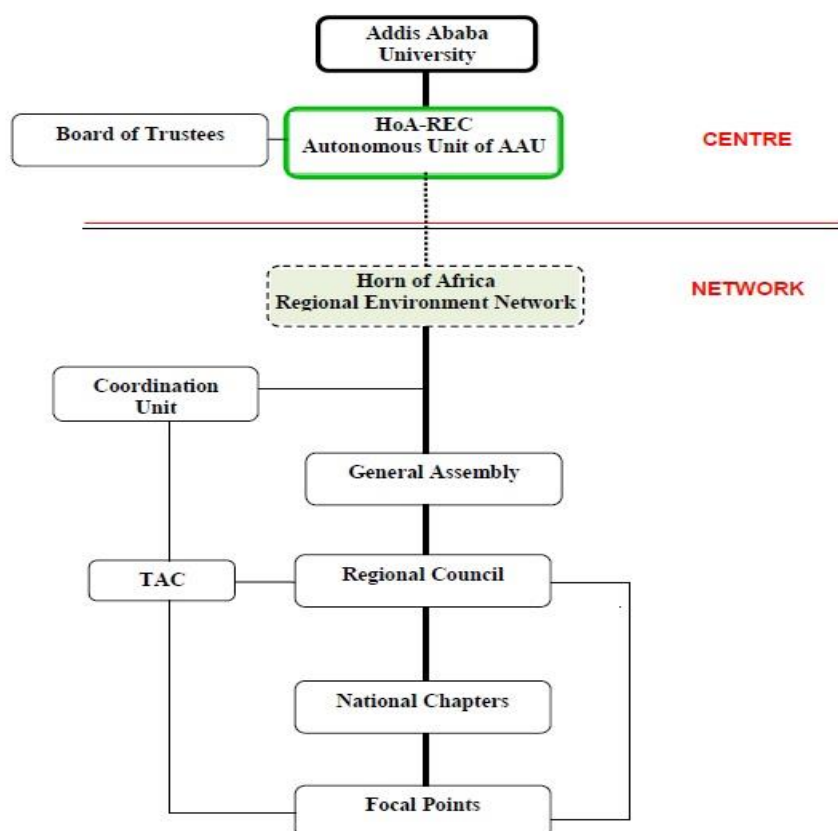
²³ The rather complicated legal [REDACTED] situation around civil society organizations (CSOs) in Ethiopia led the new HoA-REC centre to be hosted by a renown but rather big knowledge institute (Addis Ababa University) that has the status of a governmental body. At the time the AAU had the ambition to facilitate a regional network of CSOs and knowledge institutes, whereby the latter would serve the implementing CSOs e.g. via Demand-Driven Action Research (DDAR). On the hand this gave the centre convening power, but it also led to a bureaucratic administrative culture. The relations with the HoA-REN network are still not well-defined.

²⁴ See: HoA-REC&N (2014), Strategic Plan 2015-2019 (Draft version 2.1). August 2014, 34p.

²⁵ See in Figure 1 the double horizontal lines and the dotted vertical line between HoA-REC and HoA-REN.

²⁶ In its May 2017 meeting, the Regional Council also has expressed its interest to act as a Steering Committee for the HoA-CCP project.

Figure 1. Relation between the HoA-REC centre and the HoA-REN network



Source: HoA-REC&N (2014), Strategic Plan 2015-2019 (Draft version 2.1). August 2014, 34p.

overlap between the members of the HoA-REN Regional Council meeting and the HoA-CCP implementing persons and organizations.

Below we will briefly outline the current status of the HoA-REN network, the HoA-REN National Chapters and the HoA-REC centre, which is coordinating the HoA-CCP program.

3.2 Horn of Africa – Regional Environment Network (HoA-REN)

The HoA-REN network was established in 2006 and now has about 45 members. Members meet at least once a year. HoA-REN does not have a separate budget. It did however have a paid coordinator, who is based at the HoA-REC centre in Ethiopia. Yet, coordination does not currently seem to work out well. Relations between HoA-REN and HoA-REC are also not well-defined.

The Horn of Africa - Regional Environment Network (HoA-REN) was established in 2006 following a meeting of environment and development organizations active in the Horn of Africa that were identified by consultants from the Ethiopian Forum for Environment (EFE), the AAU and WUR, with support from the EKNs in the HoA region. Since then, the members of HoA-REN have met about every year during a Horn of Africa - Regional Environment Meeting (HoA-REM). Regional meetings were held in Addis Ababa, Djibouti, Khartoum and Nairobi. The 7th HoA-REM was organized in Addis Ababa, Ethiopia (November 2014) and the 8th HoA-REM in Hargeisa, Somaliland (November 2015), with participants from around the Horn of Africa.

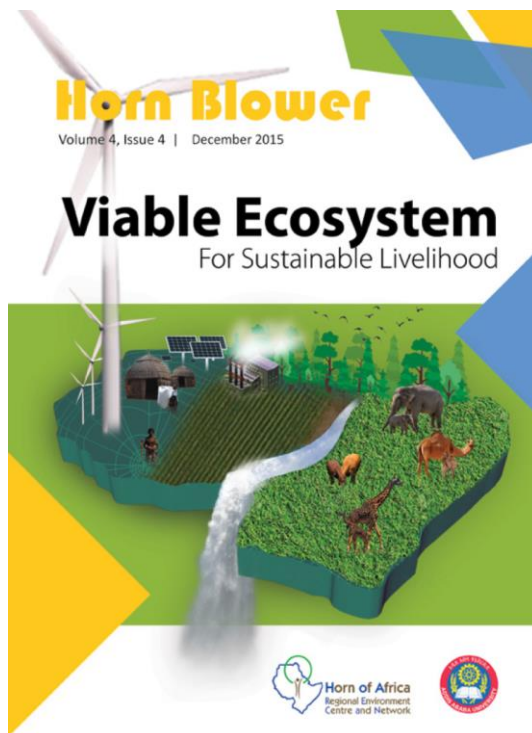
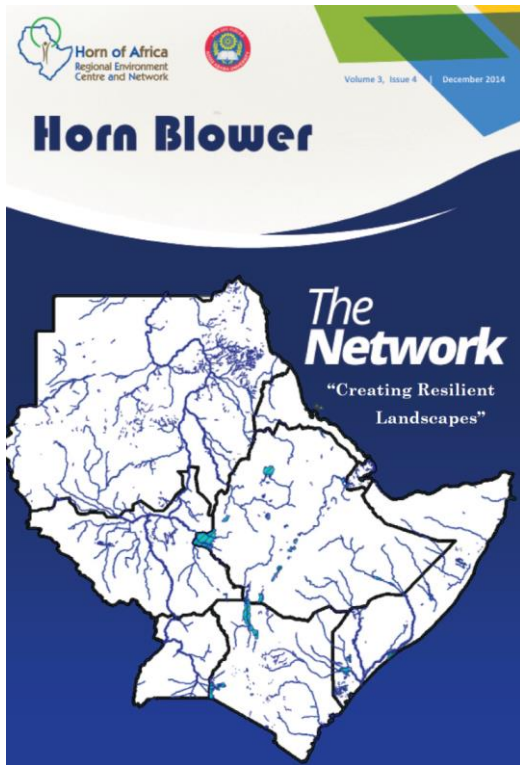


Photo Covers of the HoA-REC&N magazine “The Horn Blower”.



Photo Graphical representation of the “landscape jigsaw puzzle” and stakeholders.

The HoA-REN **network** is unique in the Horn of Africa by the fact that it aims for the enhanced collaboration and coordination between Civil Society Organizations (CSOs) on the one hand, and knowledge institutes on the other. Through Demand-Driven Action Research (DDAR) and participatory approaches, HoA-REN as a network is intended to strengthen the environment and development efforts of endogenous civil society organizations in the Horn of Africa with knowledge and a sound evidence base. By the same, the network intends to encourage knowledge institutes to become more demand-led and outward-oriented, translating academic knowledge and expertise into practical, applicable and proven techniques, technologies and approaches. Partners of HoA-REN are public and private local, national, regional and international organizations working on environmental issues and sustainable development in the Horn of Africa region.

HoA-REN currently has around 45 **members** from six countries²⁷, of which 20 from Ethiopia.²⁸ About two-thirds of members are CSOs, the rest are knowledge institutes. Membership is awarded by the HoA-REN Regional Council. Membership criteria are²⁹:

- Endogenous CSOs, higher education and research institutions within the HoA;
- Members must be actively involved in environmental issues and sustainable development in the HoA region and should share the objectives and interests of the HoA-REN;
- The organization/institution must be legally registered in its respective country and able to demonstrate the existence of functioning formal governance structures;
- The organization/institution must apply for membership through its National Chapter.

As the membership criteria are not exclusive in principle, many more endogenous CSOs and knowledge institutes working on environmental issues and sustainable development in the Horn of Africa would be expected to be interested in membership - if the network's services are good and relevant and adherence is easy.

The members of HoA-REN are organized in **National Chapters** at country level, with coordination by a National Focal Point Organization (NFPO) (see Figure 1). The National Chapters are autonomous voluntary networks without any legal status or budget. They drive on the joint commitment of its members to improve environmental governance according to the country context. The Ethiopian National Chapter is the largest and the most elaborate National Chapter. It has a paid National coordinator and a well-structured governance system with three office bearers. The members are organized in three clusters to help develop projects in the landscapes of Addis Ababa, South-West Ethiopia/Gambella and the Rift Valley.

The National Chapters in all countries meet more or less regularly and as need arises.³⁰ Their strength is primarily in the exchange of knowledge and information. For the smaller countries, such as Djibouti and Somaliland, HoA-REN helps the individual members and the National Chapter to gain profile and be recognized; especially if membership comes with the organization of larger events, such as a HoA-REM meeting or a Landscape Learning Journey where high level policy-makers may come in as speakers.

²⁷ In 2015, it was agreed to also bring on board environment-related civil society and academia in Uganda and Eritrea, with the intention to cover and align with the environmental needs and challenges of the same region that is addressed by the Inter-Governmental Authority for Development (IGAD).

²⁸ Another 20-25 organizations are reportedly awaiting approval of their HoA-REN membership application since more than 1-2 years. Approval is due by the HoA-REN Regional Council meeting.

²⁹ See: HoA-REN (2015), Selection Criteria for Membership to the Horn of Africa - Regional Environment Network. January 2015, 3p.

³⁰ The Ethiopian Chapter members meet quarterly and as required to exchange experience and discuss challenges faced by the network members.

In Ethiopia, in 2014 and 2015, the HoA-REN National Chapter was involved through HoA-REC in the selection of beneficiaries of Dutch funding for capacity-building of environmental organizations (grants of Euro 5,000 each).³¹ The Ethiopian National Chapter has easy access to the HoA-REC centre and the HoA-REN coordinator. However, members based outside Addis Ababa tend to participate little in the network activities by lack of funding to cover the associated expenses.

HoA-REN has a Constitution³² and is governed by a General Assembly, a democratically elected President or Chairperson, and a **Regional Council** formed by twelve members (two representatives per country; one CSO person and one knowledge institute). The Regional Council generally meets once a year, usually during a HoA-REM meeting, or otherwise depending on funding and meeting opportunity (e.g. connected to a regional event). Expenses of HoA-REN Regional Council meetings tend to be covered with diverse project funds.³³

The HoA-REN network does not actually have a separate budget; it does not request any annual membership fee nor is it funded directly through any donor funds. HoA-REN does however have one paid coordinator. The **HoA-REN coordinator** is based at the HoA-REC centre in Addis Ababa. Since January 2016, the position of Regional coordinator is vacant.³⁴ The Coordinator of the Ethiopian National Chapter currently acts as an interim.³⁵ Her position was paid from the HoA-CCP budget until July 2017, and is now covered for 40% (until the end of 2017) by a contribution of IUCN Netherlands (IUCN NL) under its multi-annual Strategic Partnership on Lobby and Advocacy with the Dutch Ministry of Foreign Affairs.

The HoA-REN network coordination does not appear to be working well. Network members complained that the coordinator spent much of her time on activities of the HoA-REC centre, that the agenda of HoA-REN Regional Council meetings is not shared in advance, and that the minutes of Regional Council meetings are reportedly only made available one year later. On the other hand, there is a lack of timely feed-back from the National Focal Points about proposed programs and agenda points. During the meeting of the MTR team with members of the Ethiopian National Chapter, there were also signs of poor or miscommunication between the coordinator and participants. Whereas the MTR team did receive the minutes of the Regional Council 2016 meeting, the interim coordinator was unable to share the minutes of the 2014 and 2015 meetings, which are relevant to the MTR as these covered the HoA-CCP program period. The minutes of the 2017 Regional Meeting were not available to the MTR team by the time of writing (late-July).

³¹ See: HoA-REN Ethiopia (2014), Fund disbursement guidelines for Capacity Strengthening and Implementation of Small projects by HoA-REN Ethiopia Member Organizations. April 2014, 4p.; and HoA-REN Ethiopia (2014), Releasing fund to HoA-REN Ethiopia Network Members. Internal Memo (17 June 2014).

³² See: HoA-REN (2014), Constitution for the Horn of Africa - Regional Environment Network. November 2014, 14p.

³³ For example, the HoA-REN Regional Council met in Addis Ababa (14-15 May 2017), with funding of IUCN (Netherlands) under its WildLife Crime Prevention (WLC) program, which is funded by the Dutch Ministry of Foreign Affairs. Most Regional Council members had first participated in the HoA-CCP Landscape Learning Journey 4 (Gambella, 8-12 May 2017) thus reducing travel cost.

³⁴ The former [REDACTED] left without a message as per [REDACTED]. [REDACTED] See: HoA-REN (2017), Report of the HoA-REN Regional Council Meeting (10 May 2016). April 2017, 13p.

³⁵ HoA-REC and the Ethiopian National Focal Point Organization (NFPO) agreed that the Ethiopian Chapter National Coordinator be placed at HoA-REC for further assistance and support to the then Network Deputy Director. Since his leave, the Ethiopian Chapter Coordinator also acts as interim Regional Coordinator.

Complaints about the functioning of the HoA-REN network were discussed in-depth during the Regional Council meeting in May 2017, based amongst other on a “Check-list of Setbacks and Recommendations for Reinforcement of the Regional Network”, which was elaborated in November 2016 by the Ethiopia Chapter members.³⁶ Aware that HoA-REN lacks a legal status, the Regional Council now will explore two main options: to register in Ethiopia as a private regional network, or to formalize the network as a regional collaborative activity between universities. In principle, the Regional Council would prefer the network and the centre to remain together.³⁷ However, it also considers the option of locating the HoA-REN secretariat outside Ethiopia in case the current set-up would not improve.

3.3 Horn of Africa – Regional Environment Centre (HoA-REC)

The HoA-REC centre is an autonomous organ of the Addis Ababa University. It is based in a special eco-design building in Addis Ababa, and has thus far mainly implemented projects in Ethiopia. HoA-REC has a high convening power and it has been influencing policy-making in Ethiopia. The HoA-CCP program is the first regional program it implements. After a rapid growth, HoA-REC currently is in troubled waters because of inefficient financial and operational management, discontinuation of a major EU/IGAD funded project, high staff turn-over and the forced leave of the HoA-REC founder and long-time Executive Director. It may take HoA-REC years to recover and restore donor confidence.

The Faculty of Science at **Addis Ababa University** (AAU) initiated the Regional Environment Centre and Network (HoA-REC&N) as a project in 2006, with the support of the Embassy of the Kingdom of the Netherlands (EKN). Dutch technical and financial support was provided to assess several knowledge institutes and CSOs in the Horn and bring selected environment-related organizations together to exchange knowledge and experience, to formalize the Gullele Botanic Garden project in Addis Ababa, and to construct an eco-friendly building there that could serve as an inspiring ‘green’ space for the Centre and the Network to meet, organize events and work together, while also serving as a (paid) venue for third parties in order to recover costs. Through its bilateral program the EKN supported HoA-REC&N initiatives in Ethiopia that focus on the sustainable development of several landscapes; in Gambella Region, the Omo Valley and the Central Rift Valley (CRV).

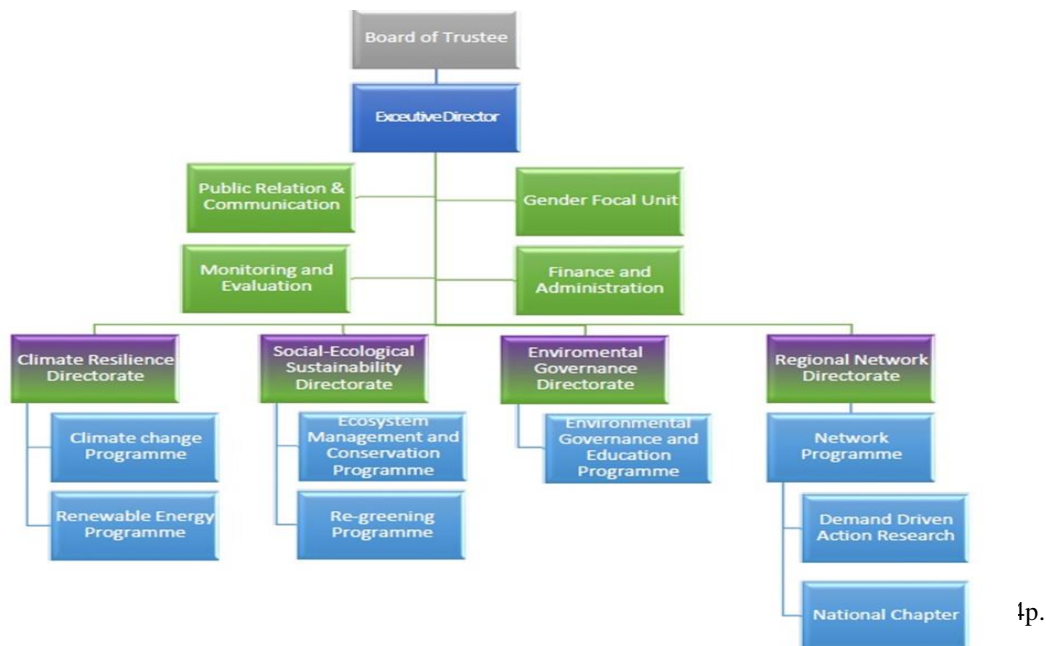
The Addis Ababa University Senate officially established HoA-REC&N as an **autonomous** regional institution governed by a Board of Trustees in 2009.³⁸ The Centre has grown very fast since and reached a significant number of staff. Figure 2 presents HoA-REC’s organogram as per August 2014. HoA-REC facilitates, strengthens and advocates initiatives related to environmental conservation, natural resource management, climate change adaptation and mitigation, including promotion of renewable energy, as well as value chain development of sustainable products and services that fit in landscapes with healthy ecosystems.

³⁶ See: Wondafrash, M. (2016), Checklist of Setbacks and Recommendations for Reinforcement of the Regional Network & HoA-REN Ethiopia Chapter. Ethiopian Wildlife and Natural History Society (EWNHS), Ethiopia. November 2016, 15p.

³⁷ For many member organizations Addis Ababa is the most ‘logical’ city to host the HoA-REN network, given Ethiopia’s demographic, political and economic weight in the region, and the presence of continental institutions like the African Union and the Economic Commission for Africa next to many embassies.

³⁸ See: AAU (2009), Addis Ababa University Statutes on the Establishment of the Horn of Africa - Regional Environment Centre. Addis Ababa University (AAU), Ethiopia, 14p. (Date unknown, 2009)

Figure 2. Organogram of HoA-REC as an autonomous institute of Addis Ababa University (as per August 2014).



By design the HoA-REC centre is to coordinate and support the HoA-REN network of about 45 **endogenous civil society organizations** and **knowledge institutes** in Djibouti, Ethiopia, Kenya, Somalia, South Sudan and Sudan.³⁹ These organizations all focus on environmental governance and sustainable development. Over time, HoA-REC&N and its partners from inside and outside the region have built a track record in supporting sustainable development options and improved environmental governance.⁴⁰

Since 2006, HoA-REC&N has managed substantial program and project funds provided by the Embassy of the Kingdom of the Netherlands (EKN), DfID, the European Union, IGAD, World Bank, TERI, ODI, the French Embassy and Dutch NGO partner ICCO.⁴¹ However, except for the HoA-REM Regional Environment Meetings (HoA-REM), a capacity-building project and several environmental education and governance projects, almost all activities were implemented in Ethiopia alone. It has been difficult to mobilize funding for regional programs, as most donor agencies are organized bilaterally.

The HoA-REC centre is based in a very exceptional **eco-design building** located in the Gullele Botanic Garden (GBG) of Addis Ababa. The building was designed by an Ethiopian-Belgian consortium of architects and open its doors in 2013. The Centre was awarded a LEED@Gold Green Building certificate in March 2017 for Leadership in Energy and Environmental Design; which was a primer for Ethiopia. The design and construction of the HoA-REC centre has been financed through Dutch development cooperation.

³⁹ Reportedly it was agreed in May 2017 between the AAU and HoA-REN that two HoA-REN representatives (the HoA-REN President and another Regional Council member) will become part of the HoA-REC Board of Trustees. If this is confirmed by AAU, the Statutes of HoA-REC will need to be revised accordingly.

⁴⁰ HoA-REC has been able to influence many policies, mainly in Ethiopia, e.g. a moratorium on big agricultural investments in Gambella until a regional land use plan had been approved, stimulation of composting and artificial wetland construction to purify waste and effluents of greenhouses, promotion the flaring of methane from waste dumps, etc., while also stimulating the formation of relevant government institutions such as a water management authority for the Ethiopian Rift Valley. The Centre also played a role in preventing destruction of Lake Natron, the breeding ground of the lesser flamingo in Eastern Africa, when the Tanzanian government intended to allow soda-ash production there. (MoFA-NL, [REDACTED]).

⁴¹ See: HoA-REC (2014), Horn of Africa - Climate Change Program. Program Document. August 2014, 48p.

In 2011, the HoA-REN network decided to form National Chapters and in 2012 the decision was made to design joint **regional programs** together with the Centre. The Horn of Africa - Climate Change Program (HoA-CCP), launched in November 2014, is the first regional endeavor of the Centre and the Network.

HoA-REC as a regional centre (co-)hosts international conferences, such as the Horn of Africa - Regional Environment Meetings (HoA-REM) and the recent African Landscapes Dialogue in March 2017 (with Eco-Agriculture Partners, USA). Since 2012, it regularly publishes a **regional magazine** named “Horn Blower” which comprises reports, interviews and news about international conferences and member projects. The magazine also serves as a platform for communication about the HoA-CCP program.

However, the institutional development of the Centre did not keep pace with the growth of projects and programs and there was insufficient attention for financial continuity. Increasing concerns in 2016 about the financial and operational management of HoA-REC led commissioner Dutch MoFA to request and facilitate technical assistance on financial and administrative management through an IUCN NL-contracted consultant.⁴²

Poor reporting and lack of implementation under HoA-REC’s coordination further contributed to the decision of the European Union (EU) and the InterGovernmental Authority on Development (IGAD) to withdraw its funding for implementation of the large Biodiversity Management Program (BMP) in Gambella.⁴³ The BMP program was designed to support the elaboration of an Integrated Land use Development Plan (ILDP) for Gambella Region, and to develop a management system and infrastructure for eco-tourism in Gambella National Park.⁴⁴ For HoA-REC this decision implied a significant loss of funding, status and appreciation amongst donors, from which it may take a few years to recover.

Given the concerns about the financial and operational management of HoA-REC and its ability to effectively perform as a regional centre for the Horn of Africa (see below), significantly changes in staff have taken place since early-2016.⁴⁵ The founder of HoA-REC had to step down as its Executive Director per 1st January 2017, and was replaced by an emeritus professor from the AAU. No explanation or letter was provided by Addis Ababa University to the staff of the HoA-REC and/or the members of the HoA-REN network. It is still unclear to stakeholders what will be the procedure for nominating a new Executive Director, and if and how the HoA-REN network will be involved in recruitment procedure.⁴⁶ Communication with stakeholders about the leadership change has thus been abysmal.

⁴² Financial and operational management have reportedly improved since, yet process is still underway.

⁴³ The principle reasons for termination of the BMP project were different though: 1) the amount of time it took the implementing partner ██████████ to get registered in Ethiopia; 2) the failure to secure a work permit for the Project Manager assigned by ██████████ to manage BMP on the ground of professional incompetency; 3) the refusal from ██████████ to replace the unqualified manager resulting in further delays; 4) violation of a proclamation by ██████████ resulting in the blockage of its account by the Ethiopian authority; and 5) the failure of the Ethiopian Wildlife Conservation Authority (EWCA) to secure a letter showing the commitment of the Ethiopian government for the successful completion of the project.

⁴⁴ The BMP project was to be implemented by HoA-REC in collaboration with relevant authorities and stakeholders, and to be supported in national park development and management by the ██████████. However, BMP implementation was fraught by administrative, financial and political complications; such that after one year only 1% of budget had reportedly been spent.

⁴⁵ At least following key positions were affected: Deputy Director/Regional coordinator HoA-REN, Financial manager, HR manager, (Dutch) advisor to Executive Director, and Coordinator of Gambella Branch Office.

⁴⁶ The Executive Director was not available for meeting the MTR team at the time of visit and had temporarily handed over his powers to the Deputy-Director. The AAU was also not available for meeting the MTR team.



Photo The HoA-REC centre located in the Gullele Botanical Garden in Addis Ababa, Ethiopia.

3.4 HoA-REC funding support to the HoA-CCP program

Although efforts are being made to upgrade HoA-REC's managerial capacity, the centre does not yet appear to be fit to ensure smooth and timely re-distribution of donor funding towards the respective landscapes and countries. HoA-REC needs greater independence from the AAU in order to be able to adequately function as a regional centre.

The HoA-REC centre is the project implementing party of the Horn of Africa - Climate Change Program (HoA-CCP) and thus responsible for program finances and accountability.

HoA-REC has unfortunately not been able thus far to timely provide the HoA-CCP project implementing parties with funds. Delays in money transfer to Djibouti, Kenya and Somaliland have been between 4-6 months depending on country and year (see Figure 3). Date of transfer is moreover not equal to date of receipt by beneficiary. Explanations for delays are multiple and include: HoA-REC's dependency on the AAU for approval signatures, lack of foreign currency at the National Bank of Ethiopia, HoA-REC's lack of financial planning and management, delays in or inadequate reporting by project partners, and delays in arrival of donor funds e.g. due to inadequate reporting by HoA-REC.

Figure 3. Provides an overview of the dates of transfer and the amounts transferred to each of the landscapes under the HoA-CCP program.

Payee- Landscape (Project Activity FUNDS)	Allocation of funds in Nov 2014(€)	Budget	Amount(€)						Total(€)	Balance(€)
			2015	Date of transfer	2016	Date of transfer	2017	Date of transfer		
ADN (Djibouti)	€ 500.000,00	1 st bi-annual	-		€ 93.556,00	4-7-2016	€ 118.736,00	31/05/2017	€ 263.518,00	€ 236.482,00
		2 nd bi-annual	-		€ 51.226,00	28/09/2016				
SORALO (Kenya)	€ 500.000,00	1 st bi-annual	€ 80.000,00	9-9-2015	€ 84.313,58	20/05/2016	€ 115.078,00	31/05/2017	€ 348.656,96	€ 151.343,04
		2 nd bi-annual			€ 69.265,38	28/09/2017				
BVO (Somaliland)	€ 500.000,00	1 st bi-annual	€ 80.000,00	10-1-2015	€ 118.940,00	5-4-2016	€ 96.893,00	31/05/2017	€ 365.498,00	€ 134.502,00
		2 nd bi-annual			€ 69.665,00	28/09/2016				

Source: HoA-CCP Program management (170717).

As HoA-REC is hosted by the Addis Ababa University, it is thus subject to all rules and regulations that apply to the university. Whereas its 2009 Statutes allow HoA-REC a high degree of independence in decision-making and implementation of projects, including HoA-REC project administration, the centre does depend on the AAU for finance and administration. All money transfers need to be authorized by both HoA-REC Director and the AAU administration, and then be signed by the AAU President. Orders for transfer of funds are then physically taken to the National Ethiopian Bank by AAU staff. In practice, this procedure translates into significant delays in transfer of funds.⁴⁷ These delays (estimated at 1-1.5 months) add up to other delays, e.g. related the lack of foreign currency at the bank, the HoA-REC in-house program management and/or late receipt of donor funds.

HoA-REC holds separate Euro, US dollar and Ethiopian Birr bank accounts at the bank of the AAU, which is the National Bank of Ethiopia. Under the AAU rules and regulations, HoA-REC can reportedly not have multiple bank accounts, e.g. one per project and/or donor. It is also not allowed to open a bank account e.g. with a bank that has representation in the beneficiary project country. An exception was made for HoA-REC in Ethiopia, in May 2017,

⁴⁷ In August 2017 it was decided by AAU that a staff member will be liaison for HoA-REC on financial matters.

by allowing the centre to open a separate bank account for the HoA-REC Gambella Branch Office. The fact that all HoA-REC projects are managed through one and the same account reduces transparency and accountability, and has repeatedly resulted in cash flow problems.

By contract with donor MoFA-NL, HoA-REC is obliged to have its finances audited on a yearly basis. The Audit report 2015 raised various concerns regarding financial management.⁴⁸ The HoA-CCP Financial report over the period 2014-2015 was twice not accepted by donor. By letter of 16 August 2016, the Ministry writes:⁴⁹ *“It is in our view very urgent to clear all outstanding advances at the Centre and to restructure the financial administrative system. (...) With a disapproved financial report, an Audit report that is signaling important shortcomings and ongoing complaints about late payments and insufficient follow-up to international payments, we are very concerned about the Centre’s managerial and financial administrative capacity.”*⁵⁰

In order to improve financial management and to increase transparency and accountability, HoA-REC was facilitated already in 2012 by the Dutch development organization ICCO to purchase a new SAP system for financial administration and management. The system remained essentially unused until early-2016, when the Dutch Ministry of Foreign Affairs and project partner IUCN-NL agreed to facilitate implementation of the new digital financial management system through the mid-term placement of a financial and organizational consultant (4 months in 2016; 2 months in 2017). Even when progress had been made, by the time of writing this report, the SAP system was reportedly still not completely up and running.

So far HoA-REC has not been able to transfer any funds at all to Sudan and South Sudan. Both landscapes were therefore not included in the Mid-Term Review. Sudan was already subject to an international embargo long before the HoA-CCP program started. No alternative routes for transfer of funds were apparently found by HoA-REC and donor in the meantime, so that the Sudan project component in Khor-EI-Teena has been stalled to date.⁵¹ No funds could either be transferred to South Sudan, as that country fell into despair in 2013 due to war and conflict, rendering work impossible in the envisaged Imatong landscape.⁵²

The Gambella landscape in Ethiopia is a specific case in the HoA-CCP financial management and administration. For all HoA-CCP landscapes contracts have been signed for implementation, except for Gambella. In Ethiopia HoA-REC acts both as a coordinator and implementer of the HoA-CCP program. The staff of the Gambella branch office is paid its salaries directly through the HoA-REC centre. For procurement of goods and services, Gambella also depends in full on the HoA-REC centre. Up until very recently, amounts of maximum ETB 150,000 at a time (i.e. only Euro 6,000) would be made available to the HoA-CCP Gambella project team for implementation. Once spent, the team first had to submit a

⁴⁸ See: Thomas, L.P. (2016), HoA-REC&N Financial statements for the year ended 31 December 2015. Audit report. Chartered Certified Accountants. 27 July 2016, 16p.

⁴⁹ See: IGG (2016), Response to payment request HoA-CCP and disapproval of 2nd version of Financial report 2014/15. Letter of IGG to HoA-REC (16 August 2016). Department Inclusive Green Growth (IGG), Ministry of Foreign Affairs (MoFA), Netherlands, 4p.

⁵⁰ At the time of writing, the Audit report 2016, due per 1st of July 2017, had not yet been submitted to donor.

⁵¹ In July/August 2017 first HoA-CCP funds have reportedly been transferred to Sudan through IUCN-NL. It is not known to the MTR team whether receipt of funds has been acknowledged and if all is now indeed in place for the implementing partner to start operations.

⁵² A new plan has reportedly been proposed by South Sudan to implement the HoA-CCP project in an urban setting in the capital Juba (e.g. urban waste management, establishment of green spaces, urban farming). However, this plan is not known to the MTR team.

financial report to the Addis Ababa office, before any new money would be sent.⁵³ This lack of cash flow repeatedly led to “dry” periods in which implementation had to be suspended. This utterly inefficient financial management of the Gambella Eco-Hub implementation activities is now gradually being replaced and solved according to HoA-REC management.

In summary, the HoA-REC as a regional centre was not fit, and probably still is not fit yet, to ensure smooth and timely re-distribution of donor funding towards the respective landscapes in the HoA countries. This situation is likely to persist also for the remainder of project period. Both donor and project partners are recommended to anticipate actual delays in their financial planning and to speed up project implementation to the extent feasible and realistic.

A no-cost extension of the HoA-CCP program activities in specific landscapes could be considered but this option is not likely feasible or desirable under this regional program, as it would be difficult for both the centre and the implementing parties to cover their costs.⁵⁴ It is thus considered a better option to finalize what can be finished under the current contract and to formulate a detailed proposal for a Follow-up Phase starting November 2018.

Project implementation in Sudan and South Sudan should be reviewed. Even if money transfer would be successful, the remainder of project period will not realistically allow achievement of the initial HoA-CCP objectives as stated in project documents.

3.5 HoA-REC technical support to the HoA-CCP program

HoA-CCP is the first regional program managed by HoA-REC. New expatriate staff was recruited from within the Horn. General personnel management for the HoA-CCP program raises questions as some positions provided for in Program document were not filled, whereas new ones were created and then abandoned during implementation. The relations between HoA-CCP staff and implementing parties seem to be cordial, yet programmatic, controlling and functional rather than motivating, enriching and facilitating. Problems with fund transfers impact on the working relations.

Next to financial management of the HoA-CCP program, HoA-REC is to provide technical and administrative support to the project partners, and is responsible for information exchange, capacity-building, communication, policy influencing and advocacy.

HoA-CCP is the first regional program managed by HoA-REC, whose staff until then had mainly consisted of Ethiopian nationals. New expatriate staff was recruited in the first half of 2015, in the person of the Kenyan wildlife, development and NGO expert [REDACTED] and the South Sudanese wildlife conservation officer [REDACTED]

⁵³ Until recently, the situation was even such that the Gambella Branch office had to physically send one of its staff to Addis Ababa, per flight, to submit the report and request new payment for implementation.

⁵⁴ Note that, for running projects, “no cost extension” is generally without cost to donor but not to implementing party, while many fixed costs and salaries do not tend to be compensated for.

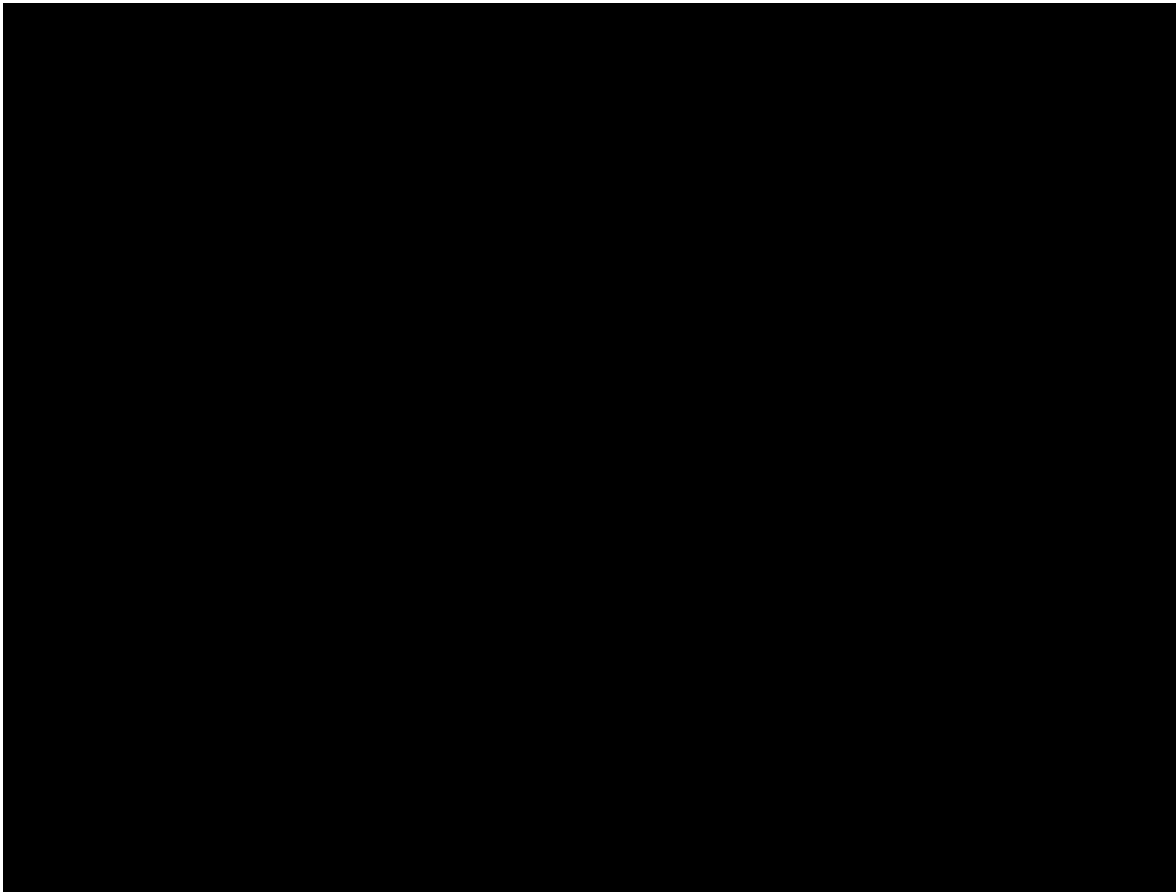


Photo *The HoA-CCP program coordinators* [REDACTED]



Photo *The participants at the 4th Landscape Learning Journey in Gambella, Ethiopia (May 2017).*

The team received part-time support for specific program components from HoA-REC's Dutch landscape governance and development advisor, [REDACTED], who had been leading the HoA-CCP program formulation. [REDACTED] was (and is) employed by the Dutch consultants of Meta Meta, with initial Dutch funding from the Young Expert Program (YEP). He left HoA-REC by late-2016 following political unrest and has not since returned.

The two full-time HoA-CCP staff share their office in Addis Ababa since mid-2016 with the coordinator of the Dutch-funded IUCN NL WildLife Crime Prevention (WLC) program, Eiru Olinga Moses from Uganda. The WLC project (2016-2017)⁵⁵ overlaps with the HoA-CCP program in that two implementing partners are the same: HoA-REC&N in Ethiopia and SORALO in Kenya.⁵⁶ Management, human resource, financial, IT, Monitoring & Evaluation communication and general logistical and administrative support to HoA-CCP program is provided by HoA-REC's general staff.

The HoA-CCP Original budget did provide for the recruitment of an Expatriate Program coordinator, but it did not provide for the position of an Expatriate Program officer. It is unclear to the MTR team when and how it was decided to recruit a Program officer from outside Ethiopia. Fact is that spending on this position has increased four-fold compared to Original budget. Expenses for the Program coordinator were also underestimated.

General personnel management for the HoA-CCP program raises questions. The planned HoA-REC support by a Public Relations & Communications officer, a Monitoring & Evaluation officer and a Finance and Administration Officer was reduced to 25% of original budget. In turn, not less than (6) positions were added to plans: Gender coordinator, Donor liaison officer, Regional communication engagement officer, Landscape development and management officer, Dutch Young Expert support and a Program assistant. Most of these positions were again discontinued at some moment in time, as staff left and was not replaced. The original budget for an International M&E consultant was reduced and these tasks were incorporated into the job activities of the Expatriate Program officer. As such, external monitoring and evaluation was replaced by internal program monitoring for implementation.

The HoA-CCP staff supports the implementing parties in the different landscapes in the development of annual Action Plans and in the quarterly reporting on project implementation and finances. In 2015, it became clear to the HoA-CCP team that various implementing parties required additional technical support from the Centre to properly shape their work plan and implement landscape activities. The team therefore dedicated significant amounts of time in drawing inputs from the six landscapes to refine and consolidate the landscape Action Plans with their corresponding budget structures.⁵⁷

Observing the different landscapes and challenges, the HoA-CCP reporting recognizes that *“the selected landscapes are facing unique development challenges”*. A joint HoA-CCP M&E framework was elaborated in 2015 with all implementing parties. *“This will serve as a guide to develop landscape specific indicators of resilience, with the flexibility to incorporate key emerging development challenges and priorities by landscape coordinators as*

⁵⁵ The WLC project is a response to the request of the Dutch Parliament (Budget amendment request Leegte/Smaling) and is considered the start of a more long-term Dutch involvement in preventing and combatting wildlife crime in the Horn of Africa.

⁵⁶ See: IUCN (2015), Horn of Africa – Wildlife Crime Prevention (WLC) program. Towards trans-boundary cooperation to prevent and combat Wildlife Crime in the Horn of Africa. International Union for Conservation of Nature (IUCN), Netherlands. August 2015, 23p.

⁵⁷ See: HoA-REC (2016), Horn of Africa - Climate Change Program. Progress report, November 2014 - December 2015. HoA-REC, Ethiopia. March 2016, 43p.

implementation gets underway.”⁵⁸ In 2016, monitoring and support visits were subsequently carried out jointly by the HoA-CCP Program coordinator and the Program officer to Djibouti (July)⁵⁹, Ethiopia (August)⁶⁰, Kenya (September)⁶¹ and Somaliland (October)⁶².

Other HoA-CCP support to the implementing parties includes the following:

- * technical support on Annual plans, Budgets, Activities and reporting as required by donor;
- * some generic indicators for reporting of progress by the landscapes based on their diversity;
- * facilitate the participation of the implementing parties in conferences such as the African Sustainable Development Forum, the African Landscape Dialogue (March 2017), and the WUR/CDI international training on Landscape management in Indonesia;
- * support the HoA-CCP implementing parties in the roll-out of the energy component;
- * promote visibility of the HoA-CCP program, encouraging the landscapes to share their stories, e.g. through the magazine “Horn Blower” and the website (www.hoarec.org);
- * guide the development of proposals, leverage additional funding and link related programs;
- * provide technical support on key thematic areas; e.g through Meta Meta, PUM etc.

Whereas the MTR team has not received any specific comments or observations regarding the technical support by the HoA-CCP project team, so far the relations with implementing parties seem to be programmatic, controlling and functional rather than motivating, enriching and facilitating. Obviously, the persistent problems with delayed payment (or non-payment) of implementation funds has a bearing on the profile of HoA-REC as the HoA-CCP coordination agency. Also, the lack of implementation structure at the start of the HoA-CCP project has meant that a lot of time had to be invested in setting up systems, tools and approaches. Most implementing parties are, moreover, largely new to this kind of project implementation with a mix of activities aiming for sustainable landscapes. Only SORALO in Kenya and BVO in Somaliland might claim to have similar project experience and expertise; yet even for them today the HoA-CCP funding is the biggest project they manage.

3.6 HoA-CCP landscape selection

Landscape selection has been carried out with HoA-REN member organizations in the different countries involved. Criteria for selection did not specify any preference for interconnectedness of the different landscapes. The procedure was biased in that no alternative landscapes seem to have been considered, and that all civil society Focal Points of the National Chapter turned out to be HoA-CCP implementing party. There is no specific provision for HoA-REN National Chapters to be involved in implementation. Idem for knowledge institutes. Furthermore, there is a lack of Demand-Driven Action Research (DDAR) under HoA-CCP, which negatively reflects upon the unique character of the HoA-REN network and the HoA-REC centre.

After approval of the HoA-CCP program proposal by the Dutch Ministry of Foreign Affairs a two day workshop was organized in Addis Ababa in November 2014 for selection of the HoA-CCP landscapes in each of the project countries except for Ethiopia.

⁵⁸ See: HoA-REC (2016), Horn of Africa - Climate Change Program. Progress report, November 2014 - December 2015. March 2016, 43p.

⁵⁹ See: HoA-REC (2016), HoA-CCP Field Visit report – Djibouti (19-23 July 2016). July 2016, 12p.

⁶⁰ See: HoA-REC (2016), HoA-CCP Field Visit report – Gambella, Ethiopia (9-13 August 2016). September 2016, 7p.

⁶¹ See: HoA-REC (2016), HoA-CCP Field Visit report – Kenya (21-24 September 2016). September 2016, 9p.

⁶² See: HoA-REC (2016), HoA-CCP Field Visit report – Somaliland (13-18 October 2016). November 2016, 8p.

The Ethiopian landscape, however, had been selected prior to the workshop, following a quality assurance meeting at the Dutch Ministry of Foreign Affairs in May 2014, where the draft HoA-CCP proposal had been reviewed by experts in the field of sustainable development, environment and gender, who recommended that before final approval of HoA-CCP a proposal should be developed for one landscape to show how the three outcomes of the HoA-CCP program could be combined through an area-based approach in a specific setting.⁶³

The Landscape selection workshop in November 2014 was attached to the 7th Horn of Africa - Regional Environment meeting (HoA-REM). The workshop was attended by HoA-REN's civil society and academic focal points from Djibouti, Kenya, Somalia, South Sudan and Sudan, as well as the HoA-REN president, HoA-REC's Gambella Branch Office coordinator, staff members based at the HoA-REC centre, a representative of the Netherlands Ministry of Foreign Affairs and two consultants from Meta Meta.

The criteria for landscape selection included the following⁶⁴:

- 1) Ability to operate in the area, also in terms of security;
- 2) Size of the landscape and the nature of landscape boundaries;
- 3) Presence of water-related climate change effects and related livelihood impacts;
- 4) Presence of viable economic opportunities;
- 5) Presence of committed government;
- 6) Potential impact that can be gained from working in the landscape;
- 7) Potential to attract wider (financial) support from other donors to the integrated management of the landscape; and
- 8) Presence of HoA-REN members in the landscape.

The criteria for landscape selection did not specify any preference for interconnectedness of the landscapes, e.g. through trans-boundary or thematic overlap. The MTR team considers this a missed opportunity, as the "regional" character of the HoA-REN network and the HoA-REC centre would certainly have been boosted if geographically-complementary landscapes⁶⁵ or thematically-overlapping landscapes had been selected. As the HoA-CCP program evolved, a lack of overlap between the different landscapes became apparent.

The landscapes selected during the workshop were⁶⁶: Mount Arrey/Assamo (Djibouti), South Rift/Ewaso N'Giro South watershed (Kenya), Hargeisa Watershed/Maroodi Jeex (Somaliland), Shamal/Kordofan or Khor-El-Teena (Sudan) and Bandingilo National Park (South Sudan). For reasons of security, the South Sudan landscape was later changed for the Imatong Mountains. However, since insecurity set in there as well, the South Sudan partners are now considering HoA-CCP implementation in urban environments in the capital Juba. The Landscape selection workshop departed from the assumption that each country would receive a similar amount of funding for project implementation (Euro 500,000 over 4 years).⁶⁷ Whereas this is in itself a clear and defensible policy, alternative options should have been

⁶³ For the proposal as accepted by donor, see: HoA-REC (2014), Gambella, Ethiopia. HoA-CCP Inception Landscape Proposal. HoA-REC, Ethiopia. August 2014, 36p.

⁶⁴ See: HoA-REC (2016), Horn of Africa - Climate Change Program. Progress report, November 2014 - December 2015. HoA-REC, Ethiopia. March 2016, 43p.

⁶⁵ It is acknowledged that transboundary work in the Horn of Africa is often complicated by the fact that many areas are not safe enough to work in.

⁶⁶ See: HoA-REC&N (2014), HoA-CCP Landscape Selection Workshop (23-26 November 2014), 8p.

⁶⁷ Exception was made for Ethiopia/Gambella (Euro 600,000), as it was a follow-up to earlier activities supported by the same donor.

considered, such as e.g. distribution of funding according to the number of HoA-REN members per country.

The procedure followed to select landscapes in each of the countries appears to have been biased. Even when reportedly two landscapes per country were considered, the Workshop report does not make any mention of alternative landscapes and of the reasons to not include them in the HoA-CCP program.⁶⁸ Also, in all countries except for Ethiopia, the civil society National Focal Points that were present in the Landscape selection workshop turned out to be the country's implementing party under the HoA-CCP program.⁶⁹

The National Chapters in each country may or may not be involved. The HoA-CCP program document had not reserved them a specific place. In practice, the HoA-REN National Chapters are indeed involved in project implementation in Djibouti (significantly) and Somaliland (to a limited extent), but only marginally in Kenya, and not at all in Ethiopia where HoA-REC implements the program itself.⁷⁰ In consequence, the HoA-CCP program unfortunately does hardly contribute to strengthening the HoA-REN network as such.

There is also no specific provision (e.g. in project document or in budget) for the involvement of knowledge institutes in HoA-CCP implementation. Yet, after the first HoA-CCP Learning Landscape Journey in November 2015, a Concept-note was elaborated for establishment of a Landscape Governance Research Group (LGRG), which would include -but not be limited to- Demand-Driven Action Research (DDAR). Some progress in LGRG development seems to have been made since, but overall efforts are still small and scattered.

Demand-Driven Action Research (DDAR) is indeed taking place under HoA-CCP in Kenya, where the Lale'Enok Education and Research Centre is an integral part of project implementation. In Djibouti and Somaliland, however, only small budgets of Euro 5,000 each have been reserved for research, there is no ToR or research outline available yet, and the subject matters chosen thus far are either just remotely related to project implementation (neem biological control in Djibouti) or too big for a small desk study (invasive species *Prosopis* in Somaliland).⁷¹ The lack of DDAR under the HoA-CCP program reflects negatively upon the unique character of the HoA-REN network and the HoA-REC centre, as both centre around collaboration of CSOs and knowledge institutes.

3.7 HoA-CCP learning component

The Landscape Learning Journeys (LLJ) are a unique facility for participants to dive into concepts related to an area-based landscape approach. The LLJ are well-appreciated by participants and they contribute to HoA-CCP supporting and generating a regional environmental network of landscape interveners in the Horn of Africa. Yet, future sessions should be less conceptual and more connected to the actual HoA-CCP implementation.

⁶⁸ See: HoA-REC&N (2014), HoA-CCP Landscape Selection Workshop (23-26 November 2014), 8p.

⁶⁹ In all countries except Ethiopia, the civil society National Focal Points were requested to take the lead in the HoA-CCP program because they had shown the biggest motivation to work with the Centre and the Network and because they already worked on landscape development aspects. (MoFA-NL, ██████████, 24 August 2017).

⁷⁰ In Ethiopia, other HoA-REN members are intended to become involved, but thus far no substantial plans have been made or decisions taken. One complication is that none of them is present today in the Gambella Region.

⁷¹ Positive is that a *Prosopis* Workshop has recently been organized (August 2017) by the HoA-CCP program in Djibouti in collaboration with researchers from the Centre for Agriculture and Biosciences International (CABI). See: HoA-REC&N (2017), A call to a coordinated and integrated response to managing invasive *Prosopis* species in the Horn of Africa. Workshop on *Prosopis juliflora* (Djibouti, 25-28 August 2017). Press release, 2p.

The learning component of the HoA-CCP consists of a total of six (6) Landscape Learning Journey (LLJ) sessions, where representatives of all project partners meet in a landscape each 6 months on a rotational basis. The first LLJ was held in Hargeisa (Somaliland, November 2015), the second in Ziway (Ethiopia; April 2016), the third in Magadi (Kenya; November 2016) and the fourth in Gambella (Ethiopia; May 2017). The next LLJ will likely take place in Djibouti. Management and implementation of the learning component is in the hands of the Centre for Development Innovation (CDI) of Wageningen University and Research Centre (WUR), the Netherlands. The learning component includes a website and a mailing list which are managed by WUR (not HoA-REC), however these are not yet in frequent use.

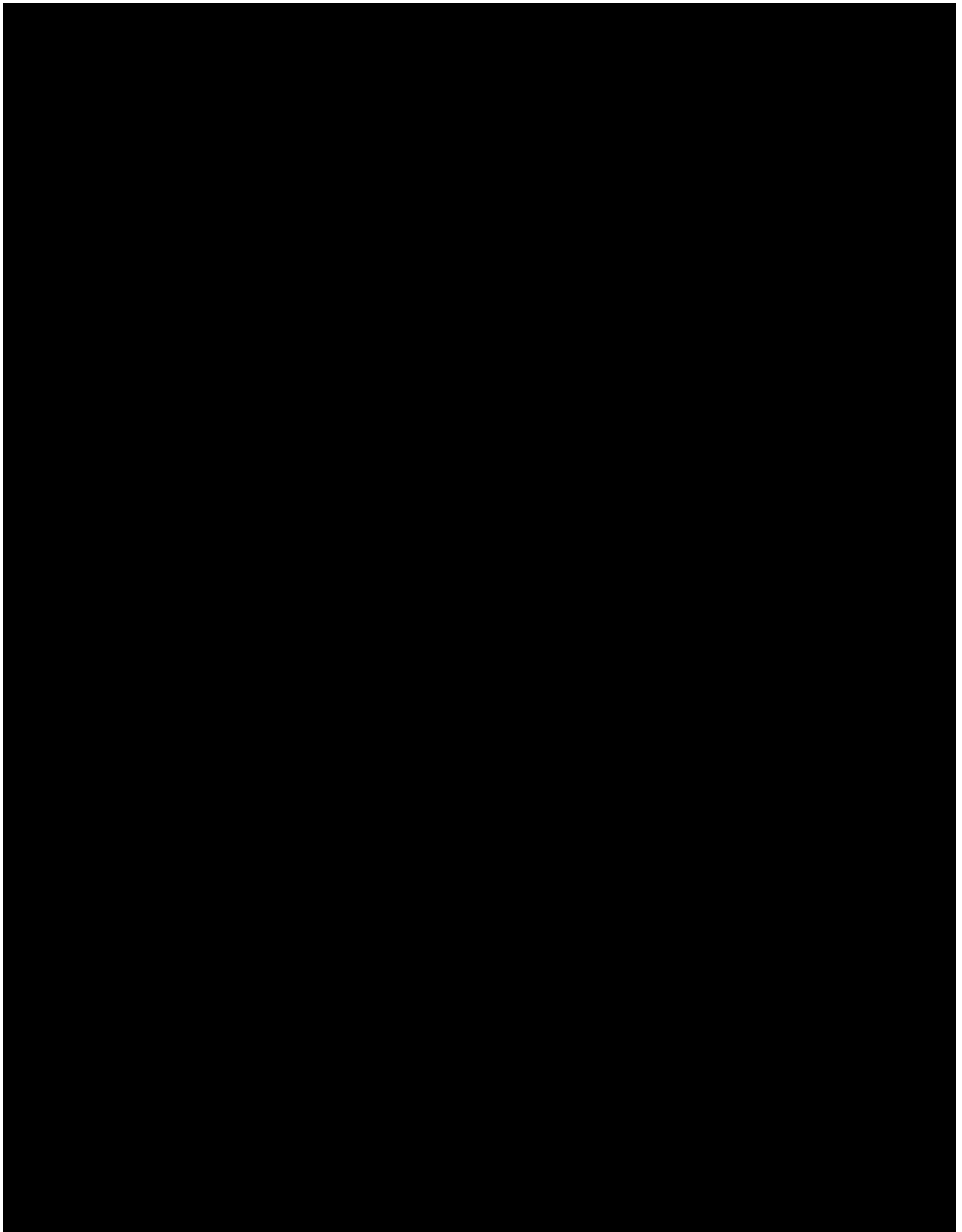
The Landscape Learning Journey sessions are a unique opportunity for each of the participants, usually two CSO representatives and one academic representative per country, to dive into concepts related to an area-based landscape development approach. The participants are in principle selected from their HoA-REN National Chapters. Additional actors may be invited case-by-case depending on the local context.

Each LLJ session is designed to encompass a particular theme related to the landscape development approach as understood by CDI/WUR (e.g. coherence, stakeholders, conflict, etc.) and a field day is included to learn from experience in the particular visited landscape. Time involvement is covered by the respective organizations the participants are attached to. All travel and board and lodging expenses are covered by HoA-CCP from the central budget.

The LLJ sessions are largely based on an already longer existing CDI/WUR Training course which is held annually in Indonesia. In 2016 and 2017, the HoA-CCP program facilitated the participation of two persons, one from civil society and one from academia, in the two-week training in Indonesia.

The Landscape Learning Journeys represents approximately 10% of total HoA-CCP budget (Euro 400,000). This is a significant amount of money, and many development programs could actually only dream of having such a learning facility. Yet, the sessions appear to be of good quality and are highly appreciated by the participants. All interviewees state that the sessions help them to learn new concepts, to step back and reflect on their own particular landscape, their approaches and interventions, and to learn from and discuss with people from other landscapes about their work, successes, challenges and opportunities.

The MTR team considers that the Landscape Learning Journeys may actually well be a major contributor to HoA-CCP supporting and generating an effective regional environmental network of landscape interveners in the Horn of Africa. The MTR team does, however, believe that future LLJ sessions should be less conceptual and should dive more specifically into the actual experiences, results, successes, challenges and failures of HoA-CCP implementing parties in their particular contexts. Connecting themes could be for example soil and water conservation (i.e. outcome 1), value chain interventions (outcome 2), solar energy promotion (outcome 3): How do you work on it in your landscape? How does it relate to your landscape? Are there alternative options? What can you learn from the other HoA-CCP landscapes? What can you learn from similar landscapes elsewhere in the Horn of Africa? How do you ensure technical expertise and quality? How do you relate to markets? Better linkage between the LLJ and the HoA-CCP implementation contexts and experiences would contribute to strengthening the network and justifying the investment in learning.



Photos Images of program beneficiaries in Kenya, Ethiopia, Djibouti and Somaliland.

4. Program implementation status (per July 2017)

For this Mid-Term Review, the MTR team visited four out of six landscapes making part of the HoA-CCP program. Detailed Country visit reports are available in Chapter 6. They include landscape-specific conclusions and recommendations. The Country reports should be read and explored for full background and understanding of below chapter.

4.1 Program relevance

The HoA-CCP program is found to be relevant to contexts and to target beneficiaries. The value chain activities are very relevant yet deserve deepening and strengthening in the remainder of project period. The landscape improvement and restoration activities are also relevant but are quite different in each and every landscape. The program component on GHG emission reduction and the promotion of renewable energy has not yet gained pace.

The HoA-CCP program is found to be relevant to contexts and to target beneficiaries. All **landscapes** visited are under pressure of varying types and degrees of developments, threats and hazards; ranging from land and water grabbing, deforestation and misuse or over-exploitation of natural resources, to land use change, outmigration and urban expansion.

The **target beneficiaries** generally lack the financial and human resources to undertake similar actions as those funded and facilitated by the HoA-CCP program. The MTR team considers it essential for target beneficiaries to enjoy clear-cut and fast livelihood improvements through the program's interventions. The HoA-CCP program focuses by design on the generation of income for beneficiaries through value chain interventions. Value chain development links beneficiaries to markets through new or improved produce. Once established or strengthened, value chains can enhance self-sustained production and trade.

The MTR team does, however, consider that the **value chain activities** in almost all landscapes require further attention - in the remainder of program and beyond. Specialist technical support is required to strengthen the value chain knowledge and expertise of both the targeted beneficiaries and the implementing parties. The HoA-CCP program is recommended to engage more high-quality local technical experts for training and advice, as to ensure proper production, marketing and business plans for the value chains of: honey products (Ethiopia/Gambella, Kenya, Somaliland), fruits and vegetables (Djibouti, Ethiopia/Gambella), eco-tourism (Ethiopia/Gambella, Kenya), beads (Kenya) and nursery trees and plants (Djibouti, Somaliland).

The MTR team generally holds the **landscape improvement and restoration activities** of the HoA-CCP program for relevant. The team was impressed by the current mixed and integrated management of livestock, wildlife, tourism, apiculture and handicrafts by Masaai communities in the Southern Rift landscape in Kenya. This is expected to contribute to landscape conservation and to a more efficient use of the available resources. The Somaliland efforts to establish improved soil bunds on slopes in order to reduce erosion and to increase water infiltration and storage, are also well-appreciated. These may help protect land against gully erosion, will increase water availability, and improve farming and livestock production.



Photo *Masaai herding a flock of sheep near Narosura village, Kenya.*



Photo *Soil bunds established by BVO and the communities of Haraf village, Somaliland to increase water infiltration and to prevent erosion.*

The HoA-CCP landscape interventions in Djibouti are more oriented towards land use change (from livestock production to irrigated farming) and intensification (increased use of groundwater for production). Pastoralists there are in need of additional income generation activities, next to livestock production, especially following the prolonged drought of last years. The planned Djibouti actions for reforestation with native plants were yet to start at the time of the visit. The Ethiopia/Gambella landscape does not engage in landscape improvement and restoration other than the introduction of permaculture and the planting of fruit trees on the lands of the Eco-Hub.

The third component of the HoA-CCP program, i.e. the **reduction of GHG emissions and the promotion of renewable energy**, is the least developed program component thus far. The MTR team is of the opinion that the objective of “GHG emission reduction” is not actually relevant to contexts. In turn, the objective of “promotion of renewable energy” is very relevant to contexts, as deforestation for fuelwood is common in all landscapes, and especially critical in Djibouti and Somaliland.

More efficient use of fuelwood, e.g. through improved cook stoves, is relevant to the livelihoods of the target beneficiaries in all landscapes, while it will diminish time and efforts spent on fuelwood collection. Deliberate action should be undertaken to learn from and engage with other similar programs, projects and initiatives. Where solar technology is promoted by other programs or projects, such as in Djibouti, the HoA-CCP program should aim for complementarity of actions, e.g. strengthening communities’ capacities to manage, repair and maintain the hardware provided by large infrastructural programs and projects.

4.2 Program effectiveness and efficiency

The MTR team considers that the stated objectives of the HoA-CCP program can still largely be attained despite delays in implementation. The team considers it too early in project implementation though, to be able to fairly judge upon both the effectiveness and the efficiency of the overall HoA-CCP program.

The HoA-CCP program has suffered from considerable delays in implementation in all years and in all landscapes. Delays in money transfer not just led to direct delays in the start of activities, but also to accumulated delays where agricultural calendars were over-run and certain activities had to wait e.g. the next rainy season. In Sudan and South Sudan, on-the-ground implementation could not yet even be started by default of funding.

Yet, the MTR team does consider that the stated objectives of the HoA-CCP program can still largely be attained, as these were not formulated in a SMART manner and are thus difficult to monitor and evaluate. Future actions under a Follow-up phase should be guided by a much better quality Logical framework, and should include a clear, concise and comprehensive set of activities, targets and indicators to ensure proper monitoring and evaluation.

The qualitative deficiencies in the Logical framework make it hard for the MTR team to judge upon the efficiency of HoA-CCP program implementation. Based on the information it has available, the MTR team believes that all parties take implementation of the HoA-CCP interventions seriously, that they work consciously with the local communities towards achieving the stated objectives, and that they are generally up to the job unless stated elsewhere. As such, the MTR team considers the program to be effective and efficient.

The MTR team has not received any signs that implementation funds would have been used in an inefficient or inappropriate manner in any of the landscapes. Yet, the team has not had sufficient time and adequate quality information to be able to fairly judge upon the detailed program finances. The HoA-CCP program efficiency should be assessed in Final Evaluation.

4.3 Landscape implementation status (per July 2017)

The MTR team considers that project implementation is generally well planned, managed and on steam in Somaliland and Kenya. The MTR team is concerned about the progress and conditions for implementation in Djibouti and Ethiopia.

The MTR team visited four out of six landscapes making part of the HoA-CCP program. Field visits of 4-5 days each, including travel, were made to Kenya and Ethiopia (June 2017) and Djibouti and Somaliland (July 2017). Detailed reports of 8-10 pages each were subsequently elaborated per country on the basis of the information gathered – both documentary and oral accounts.

Based on the Country visit reports and the MTR team's expert judgment, the following Figure has been established to tentatively summarize the status of Landscape project implementation as per July 2017 (see Figure 4).

The MTR team considers that project implementation is generally well planned, managed and on steam in Somaliland and Kenya. The MTR team is concerned about the progress and conditions for implementation in Djibouti and Ethiopia.

For **Djibouti**, the MTR team considers that the implementing party is still relatively unexperienced in the envisaged type of project implementation. The implementing party Association Djibouti Nature (ADN) has deliberately taken the time for community mobilization and to do participatory planning. However, it is less clear to the MTR team whether the implementing party will be able to speed up implementation in 2017 and 2018. The team also has concerns as to whether the implementing party has the required project management and technical staff and expertise to achieve the stated objectives. An important element in our appreciation is that the bar of project implementation has been raised in Assamo due to the large new infrastructural project for water reservoirs and the promotion of irrigation. The implementing party will need to relate to this project and be complementary.

In **Ethiopia**, significant amounts of funds have been invested in the establishment of the Gambella Eco-Hub. Although the activities in Gambella cannot fairly be compared to project implementation in other countries, while it has another context, history and conceptual set-up, the MTR team considers that the current state of project implementation may not lead to the objectives stated in project document. The MTR team appreciates all work that is going on to establish a permaculture agricultural centre and to support honey value chain activities with the Maro-Bet cooperative. However, it is unclear to the team how the Eco-Hub could be sustained in future as a training and education centre. No comprehensive business plan has yet been developed for the Eco-Hub or for specific activities such as the honey value chain interventions with the Maro-Bet cooperative, or for the agricultural produce that will result

Figure 4. Summary of the status of landscape project implementation (per July 2017)

Indicator (estimated status - July 2017)	Djibouti	Ethiopia	Kenya	Somaliland
Project management				
Planning made	acceptable	concerning	acceptable	good
Budget spent	marginal	concerning	good	good
Project staff	acceptable	good	good	good
Technical expertise	concerning	concerning	acceptable	acceptable
Gender focus	acceptable	acceptable	acceptable	good
Process orientation	good	good	good	good
Achieve objectives	concerning	marginal	acceptable	good
1. Landscape restoration				
Implementation started	good	good	good	good
Implementation on track	acceptable	acceptable	acceptable	good
Timely implementation	concerning	concerning	acceptable	good
Capacity to speed up	marginal	acceptable	good	good
2. Value chain improvement				
Implementation started	acceptable	good	good	good
Implementation on track	acceptable	acceptable	good	acceptable
Timely implementation	concerning	acceptable	good	acceptable
Capacity to speed up	concerning	acceptable	good	acceptable
3. Renewable energy				
Implementation started	acceptable	concerning	concerning	acceptable
Implementation on track	concerning	marginal	marginal	marginal
Timely implementation	concerning	concerning	concerning	concerning
Capacity to speed up	acceptable	acceptable	acceptable	acceptable
Overall MTR assessment	concerning	concerning	good	good

from the permaculture investments in tree crops and annual crops. Business planning is essential for the activities to be focused and sustained in future. Furthermore, it is unclear to the team how the Eco-Hub plans to relate to the larger landscape, including the specific challenges of influxes of refugees from South Sudan, migrants from the Ethiopian highlands, large-scale agricultural investments, and the general conversion of forests into farmland.

The MTR team has a positive impression of project implementation in Kenya and Somaliland. In **Kenya**, the landscape approach seems to be entirely embraced, understood and applied by implementing party. However, this leads to a multitude of plans and activities of which implementation cannot reasonably be covered with the current HoA-CCP budget. The ambition and the will to work in a coherent manner on different fronts is there, and the implementing party is particularly strong in linking and partnering with third parties such as international researchers. Yet, the implementing party is a young and still establishing offspring of a larger and established NGO (the African Conservation Centre - ACC). Staff is limited in number and the organization still seems to depend significantly on the founder and director. SORALO is advised to expand staff in order to become more established and to prevent overload of current management.

Project implementation seems to be well underway in **Somaliland**, despite late money transfers by HoA-REC. The implementing party gives the impression of being a very well organized, disciplined, seasoned and learning NGO, which is used to community mobilization and organization, project management, and the contracting of third parties for implementation (e.g. of berkads or baileys). The MTR team was pleased to note the general lobby and advocacy awareness and work of the implementing party, as this will be instrumental for up-scaling any lessons learned. The implementing party also has a particular gender focus, which is less common in the other landscapes.

4.4 Program sustainability

The HoA-CCP program is participatory of character and promotes tools and technologies that can be managed and replicated by the target beneficiaries. The program is urged to seek collaboration with other and similar programs and projects, and to develop a clear outreach, lobby and advocacy plan for a Follow-up phase.

The HoA-CCP program has been formulated and designed in a largely participatory, inclusive and evolving manner. The program responds to real-felt needs of the target beneficiaries, and provides them with clear tools and technologies that can in principle at least be replicated, and possibly up-scaled, by beneficiaries without major problem.

Where and when collective action is required, such as in the formulation of land and water use plans, the establishment of a cooperative for honey processing, or the maintenance of communal water storage facilities (e.g. berkads, baileys), the HoA-CCP implementing parties ensure that a management committee is established to enhance the sustainability of the action.

The HoA-CCP program does not promote tools and technologies which are beyond the reach and understanding of the target beneficiaries, except for the solar technology which will remain dependent upon –thus far external- experts for installation and maintenance. Where solar technology is relevant, particular care should be taken that the communities are enabled to appropriate themselves the knowledge and skills required to sustain the interventions.

The HoA-CCP program should make sure in all landscapes that it actively identifies and seeks collaboration with similar or adjacent programs, projects and initiatives. All program activities are intended to catalyze new dynamics with the target beneficiaries and in their contexts and settings. In order to be able to catalyze developments at a larger scale, the program must have a clear plan for outreach, lobby and advocacy.⁷² Such is not currently the case. The program is urged to elaborate such a plan in formulation of a Follow-up phase.

⁷² This will also act as a useful mechanism for the implementing parties to search and generate relevant feedback for future programming.

5. Conclusions and recommendations

5.1 Conclusions

The conclusions of the Mid-Term Review of the regional Horn of Africa - Climate Change Program (HoA-CCP) have been grouped in three sections on: A) Program management, B) Program set-up, relevance, effectiveness, efficiency and sustainability; and C) Program implementation.

HoA-CCP Program management

1. The HoA-CCP program is the first regional program to be managed by HoA-Regional Environment Centre (HoA-REC) in Ethiopia, in collaboration with the HoA-REN network. It was initially conceived as an integrated water development program, and then evolved into a Climate Change program, aiming for adaptation and mitigation.
2. The HoA-CCP program aims to showcase the potential for climate-resilient communities and businesses in selected landscapes by employing an integrated, area-based development approach; combining landscape restoration, value chain development and the promotion of renewable energy. The program also has a learning component to systematize learning among the landscape interveners during implementation and to ensure dissemination of landscape development knowledge and experience.
3. Management of the HoA-CCP program activities and the Landscape Learning Journeys has generally been good. However, there have been important flaws in program governance (e.g. linkage to HoA-REN network, no Steering Committee), financial and administrative management (e.g. dependency on AAU, inadequate reporting to donor) and in operationalization of the program (e.g. selection of landscapes and implementing parties, no SMART formulation of the logframe). This has affected the programmatic character of HoA-CCP in different ways and it led to important delays in program implementation.
4. The HoA-CCP Program document did not have a section on governance. The institutional capacity of the Horn of Africa – Regional Environment Centre (HoA-REC) was described, yet the institutional set-up of HoA-REC, as a regional centre but part of the Addis Ababa University, was unclear from project document. The relations between HoA-REC and the larger HoA-REN network were also not specified. So far, HoA-REN does not have a legal status or a separate budget. It did however have two paid coordinators based at the HoA-REC centre: a Regional Coordinator (this position now is vacant) and a National Coordinator (for the Ethiopian National Chapter). Yet, currently coordination does not seem to work out well.
5. The HoA-REC centre is a unique project of the Addis Ababa University. It is based in a special eco-design building in the Gullele Botanic Garden in Addis Ababa, and has thus far mainly implemented projects in Ethiopia. HoA-REC has a high convening power. However, it currently is in troubled waters because of inefficient financial and operational management, which contributed amongst others to discontinuation of a major EU/IGAD project, cash flow problems, high staff turn-over and the forced leave of the HoA-REC founder and long-time Executive Director. It may take HoA-REC some time to restore donor confidence.

6. HoA-REC as a regional centre was, and probably still is, not fit to ensure smooth and timely re-distribution of donor funding towards the respective landscapes and countries. The financial administrative system is under revision and a digital SAP system is being installed, which is expected to lead to better financial management and reporting. HoA-REC's dependency on the AAU for finance and administration, its own rather inefficient financial management and a general lack of foreign currency in Ethiopia, however, have led to significant delays in fund transfer, thus compromising the efficient and effective implementation of the HoA-CCP program. Part of these problems should have been anticipated upon before start of project.

7. HoA-CCP is the first regional program managed by HoA-REC. New expatriate staff from other Horn countries was recruited and brought in a regional mindset in the still mainly Ethiopian HoA-REC centre. General personnel management for the HoA-CCP program raises questions as some positions provided for in Program document were not filled, whereas new ones were created and then abandoned again during implementation. The relations between HoA-CCP staff and implementing parties seem to be cordial, yet programmatic, controlling and functional rather than motivating, enriching and facilitating. The persistent problems with delayed payment of funds (or non-payment) to the implementing parties certainly has had a bearing on the profile of HoA-REC as the HoA-CCP coordination agency.

HoA-CCP Program set-up, relevance, effectiveness, efficiency and sustainability

8. The HoA-CCP program focuses on climate change adaptation and mitigation in six countries in the Horn of Africa (Djibouti, Ethiopia, Kenya, Somaliland, Sudan and South Sudan), by addressing land and water issues as well as ecologically-viable value chains and greenhouse gas emission reduction.

9. The Logical framework of the HoA-CCP program was rather general and not up to standard. The Logical framework at Project approval left a substantial margin for receiving party to interpret and adjust to own-felt needs. In practice, however, this resulted in a flawed programmatic set-up and complicated the set-up of an adequate monitoring and evaluation system. Commissioner should have assessed on forehand the capacity of implementing partners to deal with the loose set-up. The Logical framework was revised by February 2016, but it still is not formulated in a SMART manner and difficult to use for tracking and measuring progress. Retrospectively, the participatory planning and programming exercise for the HoA-CCP program should best have been a separate phase rather than an activity within the broader program.

10. The HoA-CCP program is found to be relevant to contexts and to target beneficiaries. The value chain activities are very relevant yet deserve deepening and strengthening in the remainder of project period. The landscape improvement and restoration activities are also relevant but are quite different in each and every landscape. The program component on GHG emission reduction and the promotion of renewable energy has not yet gained pace.

11. The MTR team considers that the stated objectives of the HoA-CCP program can still largely be attained despite delays in implementation. The team considers it too early in project implementation though, to be able to fairly judge upon both the effectiveness and the efficiency of the overall HoA-CCP program. The MTR team is of the impression that all parties take implementation of the HoA-CCP interventions seriously, that they work consciously with the local communities towards achieving the stated objectives, and that they are generally up to the job.

12. The HoA-CCP program is participatory of character and promotes tools and technologies that can be managed and replicated by the target beneficiaries. These are important elements to ensure sustainability. Sustainability of the actions can be enhanced through increased collaboration with other similar and adjacent programs and projects. Furthermore, HoA-CCP is urged to develop a clear outreach, lobby and advocacy plan for up-scaling under a Follow-up phase.

HoA-CCP Program implementation

13. Landscape selection has been carried out with the different countries involved. Criteria for selection did not specify any preference for interconnectedness of the landscapes. The procedure was biased, as virtually no alternative landscapes were considered and all civil society Focal Points of the National Chapter turned out to be HoA-CCP implementing party. There was no specific provision in HoA-CCP to involve the HoA-REN National Chapters in implementation, even when they do in some countries. Also for involvement of knowledge institutes no provisions were made in project document or budget. As a result, there is a lack of Demand-Driven Action Research (DDAR) under HoA-CCP, which negatively reflects upon the unique character of the HoA-REN network and the HoA-REC centre.

14. The HoA-CCP program started off in 2015 in all landscapes but Gambella (Ethiopia), with an extensive Baseline study and the formulation of a Vision and Strategic Plan. The Baseline studies were very informative, concise and comprehensive; they may serve project partners also e.g. in proposal development. However, the Vision and Strategic Plans were too general to allow for detailed programming, budgeting and implementation by project partners. For Gambella (Ethiopia), a separate document had been produced in the process of Program development, on the request of donor MoFA-NL. It focused on the establishment of a Gambella Landscape Eco-Hub rather than on interventions in the broader landscape.

15. Project implementation seems to be well underway in all four landscapes visited. The status of project implementation varies though between landscapes. Somaliland and Kenya seem to be well underway, and to have a clear understanding of what a “landscape approach” implies in their context. Both implementing parties explicitly relate with stakeholders and third parties. They both have a strong tendency towards lobby and advocacy for upscaling their impact and experiences. In the view of the MTR team, this is less the case in Djibouti and Ethiopia.

16. As an institution largely set-up with Dutch funding and Dutch technical support, HoA-REC has been very open to Dutch advice and linkages. Whereas the MTR team considers this positive in principle, there have been various cases whereby Dutch advice and support has been unsuccessful, unplanned and/or even undesired. Particularly concerning have been some experiences with “free” technical support from senior experts (e.g. PUM) or less experienced young experts (e.g. YEP), who do not cost much to the receiving party in monetary terms (while funded separately from the Netherlands) but who may cost a lot in terms of support and quality of output. As one interviewee said: “Person XX was sent to us without much consultation, but rather caused problems than solving any.”

17. The Landscape Learning Journey sessions are a unique facility for participants to dive into concepts related to an area-based landscape approach. The Landscape Learning Journeys are well-appreciated by participants and they contribute to HoA-CCP supporting and generating a regional environmental network of landscape interveners in the Horn of Africa. Yet, future sessions could be less conceptual and more linked to HoA-CCP implementation.

18. Considering the patriarchal and patrilineal societies in the landscapes, women do not have equal rights on access to and control over resources and in decision-making regardless of their high domestic and farm/livestock workloads. In all the landscapes, women are specifically involved in HoA-CCP trainings and consultations, but not necessarily in a gender-transformative manner. Decision-making is still largely done by men. In all landscapes, specific training on a gender-transformative approach should be considered.

19. Discussions should start between project partners about how to safeguard and build upon the program's results after the end of the current program period (i.e. October 2018). The project implementing parties should start to develop a joint framework for formulating a detailed follow-up proposal, e.g. considering whether and how to expand into other landscapes and how to involve more national and international institutions for the sake of impact and sustainability.

5.2 Recommendations

In response to specific questions in the Terms of Reference of this Mid-Term Review, the MTR team recommends the following:

R1. The HoA-CCP program, strategies and approaches are relevant to the different landscapes and the program would therefore deserve continuation after October 2018. However, the program's current Logical framework (not SMART) and operational set-up (delays under HoA-REC) do not ensure sufficient quality and added value at a programmatic level. Revise the HoA-CCP program set-up for a Follow-up phase, including the program governance and the program's logical framework and indicators. Make sure the program is adequately linked to the HoA-REN network, that program governance ensures operational swiftness and quality, and that the landscapes add value to the larger program.

R2. There are sufficient challenges and opportunities for the current HoA-CCP landscapes to intensify and expand their activities under a Follow-up phase. New landscapes and implementing parties could be added relatively easily if funding would allow. Detailed proposals are to be elaborated for that purpose by the HoA-REN network members⁷³, aiming for geographical and/or thematic complementarity and added value at program level.

R3. The activities in Sudan and South Sudan have not taken off thus far. Instead of just 'muddling through' in the remainder of project period, it is recommended to use part of the time and resources available in both countries to develop proper and detailed proposals for future activities that are congruent with a programmatic approach and feasible in context.

R4. Before expanding the HoA-CCP program into other countries (e.g. Uganda or Eritrea), specify what is the rationale and the political-geographical justification to do so. Uganda is generally not considered part of the Horn of Africa. Eritrea is also not currently participating

⁷³ The two draft proposals shared with the MTR team are still very rudimentary and need elaboration; including a prioritization of key objectives, issues, activities and indicators; a description of why, how and with whom the defined project objectives could be achieved; and an elaboration of how the proposal would contribute to programmatic development of the larger HoA-REN network. See the draft proposals: HoA-REC (2017), Creating Climate-Smart Landscapes in the Central Rift Valley (CRV) landscape. Concept-Note. June 2017, 14p.; and HoA-REC (2017), Concept Note for Building Resilient Addis Ababa. January 2017, 4p.

in the HoA-REN network, so would be new to the entire set-up. The ability for civil society actors in Eritrea to implement activities such as in HoA-CCP would need prior assessment.

R5. If commissioner would favor intensified collaboration between the HoA-REN network and Dutch organizations under a Follow-up phase, use the remainder of program period to jointly develop with all parties a strategic engagement plan in a participatory manner. Ensure that the HoA-REN network members are in the program's driver seat, and that assistance by high-quality local experts is favored over flying in external Dutch experts.

The MTR team further recommends the following:

R6. (*donors – MoFA-NL, EKN, IGAD, EU, etc.*) In future programming, make sure that program governance is well-defined and covered in the Program document. Ensure that the legal status of the contracted party is clear and that it is actually able to properly carry out the required tasks and activities given its total workload and administrative systems. Make sure that a representative and functional Steering Committee is part of program design, in order to ensure facilitation, control and oversight. To prevent 'double hats', make sure that the regional program coordinating agency is not also an implementing party. Require for reasons of transparency that larger programs such as HoA-CCP have a separate bank account.

R7. (*HoA-REN, IUCN, MoFA-NL*) The HoA-REN network may grow into a promising network of endogenous CSOs and knowledge institutes if its functioning is no longer dependent on incidental funding but rather on membership fees and specific network funding. HoA-REN should evolve further and translate into being a real tool for exchange, information, research, lobby and advocacy about environmental issues in the Horn of Africa. The Draft HoA-REC&N Strategy Plan 2016-2020⁷⁴ clearly describes the different contexts in which it the network and the centre operate, however, it does not provide a clear strategy on positioning and prioritizing. To the opinion of the MTR team, HoA-REC and HoA-REN should set clearer programmatic priorities and define institutional targets and modalities of operation. Inspiration and support for this might be sought e.g. through the IUCN network.

R8. (*HoA-REC, Addis Ababa University, EKN*) The HoA-REC centre in the Gullele Botanic Garden in Addis Ababa is a unique Ethiopian centre for environmental issues, attached to the Addis Ababa University and cooperating with the Addis Ababa municipality, the owner of the garden. HoA-REC can continue to play a very important role as an information, awareness-raising, research, lobby and advocacy institute. HoA-REC can also perfectly continue to play a role as a convener of national and sub-regional events and as a coordinator of CSOs and knowledge institutes from the different regions in Ethiopia. For this to happen, HoA-REC will have to make sure that it is representative for Ethiopian stakeholders working on environmental governance and sustainable development.

R9. (*HoA-REC, MoFA-NL*) In the remainder of program period (until the end of 2018), HoA-REC and the implementing parties should be able to implement and finalize the HoA-CCP program adequately and successfully. Donor and implementing parties are recommended to anticipate on the administrative delays at the AAU and the Ethiopian National Bank, which are unfortunately undeniably linked to HoA-REC's special legal status.⁷⁵ HoA-REC is urged

⁷⁴ See: HoA-REC&N (2016), Strategic Plan 2016-2020 (Draft version). June 2016, 37p.

⁷⁵ Some interviewees suggested to alternatively channel HoA-REC funding through a third party in Kenya, so as to prevent from delays in the re-distribution of funding to the different countries. The MTR team considers that this option is not likely acceptable to donor as the remainder of program period (1.5 years) is too short to involve a new third party which would effectively take over responsibility for program funding management.

to specifically provide further technical and planning support to the implementing parties in Djibouti and Ethiopia/Gambella in order to achieve the stated objectives (see the Country reports).

R10. (*MoFA-NL, HoA-REC, implementing parties*) Review implementation of the current HoA-CCP program in Sudan and South Sudan. In both countries it will no longer sensibly be possible to implement the HoA-CCP as planned in the remainder of program period. Related unspent budgets⁷⁶ could either remain attached to the countries and be invested through other lines, programs or organizations⁷⁷, or be redistributed between thus far successful HoA-CCP implementing parties (i.e. in Kenya and Somaliland) where budget does not meet ambitions.

R11. (*MoFA-NL and other donors*) Consider investment in a larger follow-up Horn of Africa program for support of the project implementation and lobby and advocacy capacities of endogenous CSOs working on environment and development in landscapes in the Horn of Africa. This could for example take the shape of a Euro 15 million 4-year Climate Change and Livelihood Improvement Fund (CCLIF)⁷⁸; with sufficient minimum budget and implementing parties per country to justify expenses for a national coordinating unit.

R12. (*MoFA-NL, EKN and other donors*) Ensure that the implementing partners in the Horn countries are in the ‘driver seat’, and that assistance by high-quality local experts is favored over flying in external Dutch experts. Encourage implementing parties to use high quality personnel and experts from within the HoA, who are acquainted with the contexts, as they can significantly contribute to efficiency, effectiveness and sustainability of the interventions.

R13. (*HoA-REC, HoA-CCP implementing parties*) Provide continued and timely monitoring and evaluation support to each landscape and enhance the program and financial management capacity of each implementing party.

R14. (*HoA-REC, HoA-CCP implementing parties*) Develop a gender-transformative approach to adequately ensure the involvement and participation of women and youth in all stages of program implementation, including decision-making about the planning and implementation of activities. Provide training on gender integration and gender mainstreaming to HoA-CCP program implementing parties.

R15. (*CDI/WUR, HoA-REC*) Continue institutional and human capacity building, on-the-job skill-upgrading trainings and experience-sharing visits for the implementing parties. Continue the Landscape Learning Journeys to further strengthen the expertise of the participants and the regional environmental network. Orient the contents of future LLJ sessions more towards participants’ actual experiences with HoA-CCP implementation.

⁷⁶ HoA-REC has recently committed to Euro 120,000 contributions each to Sudan and South Sudan. The rest of the funds for Sudan and South Sudan is to be decided upon and to be re-allocated.

⁷⁷ Possibilities for this should especially be sought by the donor MoFA-NL, e.g. through the local Dutch Embassies, through civil society lines (e.g. IUCN NL), or through any other (e.g. international) funds.

⁷⁸ For example, assuming a program period of 4 years, and overhead costs of 10% regional and 10% national, the yearly Euro 3 million budget would allow activities in six (6) Horn countries by 2 to 5 HoA-REN member organizations per country (5 in Kenya and Ethiopia; 3 in Somaliland and Sudan; 2 in Djibouti and South Sudan), at a rate of Euro 150,000 per organization per year.

6. Landscape status reports

6.1 Kenya – Southern Rift landscape

6.1.1 Project description

Program Name: Horn of Africa Climate Change Program (HOA-CCP) – in South Rift Landscape

Location: South Rift Valley in Southern Kenya, bordering Tanzania.

Name of Partner: South Rift Association of Land Owners (SORALO)

Project Period: November 2014 - October 2018

Budget as in contract: Euro 500,000 (original budget)

Description of landscape:

The Southern Rift landscape covers a vast territory between the National Parks Maasai Mara (to the West) and Amboseli (to the East). SORALO's work under the HoA-CCP program currently covers the area between the Loita Hills and Lake Magadi. SORALO's work is strongly oriented towards integrated management of wildlife conservation and livestock rangelands on the one hand, and water resources in the Ewaso N'Giro South watershed on the other. The landscape encompasses sacred forests in Loita Hills, the Loita Mountain Plateau, many river springs and streams that feed the Ewaso N'Giro South river, small-scale irrigation schemes along the streams and river, extensive rain-fed agriculture, livestock rangeland on savannah plains, and communal management of livestock and diverse wildlife on the savannah plains and in the forest areas. The area is home to Maasai communities who depend on agro-pastoralism and are characterized by their habit generally not to hunt wildlife.

Summary of main challenges in landscape: classified under three thematic areas:

1. **Natural resource related challenges:** soil erosion, deforestation, land use change, land privatization and fragmentation, degradation of wetland and over extraction of water resources, invasive species.
2. **Food security and value chain related challenges:** human/wildlife interactions, livestock productivity, limited income from tourism, limited women income sources, poor market accessibility, degradation of pasture lands, insufficient water buffering.
3. **Challenges under energy:** lack of alternative energy sources to firewood, and lack of waste disposal mechanism.

Summary of Needs of Communities and other Stakeholders:

Well-developed landscapes that provide the necessary means of livelihood and required services for the communities (both men and women), the wildlife, and private and public actors. The landscape needs to provide all these services to the various stakeholders not at the expense of its eco-system, and this calls for the realization of good eco-system and land governance owned by all stakeholders.

Expected outputs and outcomes – based on project documents

* **Outcome one:** Landscape Restoration promoted through sustainable land and water management and natural resource conservation:

1. ILDP prepared and applied to guide decision making on land and water management;
2. Promotion of community based watershed management using 3R techniques.



Photo Stone row defining the distribution of water between Tata Chemicals Magadi (upper water flowing to a pipe inlet for industrial use) and the communities of Oliborototo and downstream communities (lower water stream being used for livestock, farming and household use).



Photo The soda ash factory of TCM in Magadi, and the pipeline bringing in water from Oliborototo.

* **Outcome two:** Increased food security by promoting climate-smart agriculture and green value chains:

1. Climate-smart agriculture and livestock production system developed and enhanced;
2. Climate resilient value chains for sustainable products and services.

* **Outcome three:** Reduction of greenhouse gas emission and livelihoods improved through promotion of renewable energy, climate-smart waste management, REDD+ and green infrastructure:

1. Climate-smart waste management practices in selected localities introduced or improved;
2. Renewable energy and energy-efficient devices for household, institutional and productive use enhanced;
3. Carbon-neutral, cradle-to-cradle building methods promoted.

Summary of main activities

* **Outcome one:** development and implementation of science-guided land use plan, development and utilization of a Sub-Catchment Management Plan (SCMP) including a water allocation plan, demonstration of 3R techniques for effective water management, and rehabilitation of degraded rangeland by demonstration of soil conservation methods, improvement of vegetation cover and removal and control of invasive species.

* **Outcome two:** enhancement of climate-smart agriculture production; mainly improved cattle rearing, undertake milk, meat and life animal value chain studies, introduction of new skill on organic agriculture. In addition, development of model for rangeland management system including feasibility assessment of rangeland site, enhance new stream of income from tourism via enhancement of community conservancies and maintain the co-existence between wildlife and human livelihood, creation of business cases for women association and communicate lesson learnt and identification of opportunities for scale up of good practices.

* **Outcome three:** development of integrated waste management plan and pilot implementation of the plan, supply of renewable energy sources and options for various production systems, capacity development on the use of renewable energy technologies, facilitate the establishment of commercial energy centre and communicate success stories in this regards, construction of cradle-to-cradle building and develop, test and provide practical training on the sustainable construction and building using local material via on-site coaching.

6.1.2 Project progress

Outcome one

* **Development and implementation of land and natural resource management plan:**

Some preliminary activities were made. HoA-REN Kenya National Focal Point (NFP) SORALO initiated a discussion on the needs of an Integrated Land Development Plan (ILDP) during the CCP launching workshop. Participants of the workshop (e.g. ACC, KWS) voiced their support to the process. Representatives of four group ranches of the landscape also had discussion on the importance of ILDP and agreed on the need of the plan, also to be able to fit into the County government spatial plan. As per progress report, SORALO has been assured by the government that the ILDP process will be supported financially and politically where possible. But there does not seem to be a clear guideline on how to produce the ILDP and how each stakeholder group could participate in the process.

SORALO has already been involved in the establishment of a generic land use plan in Oliborototo village (zoning for livestock, agriculture and wildlife conservation). SORALO aims to facilitate the development of an integrated land use plan for the entire Narosura Group

Ranch first, and at the end of the project period it intends to have a complete land use plan for the entire landscape, which can feed into the regional process for Narok and Kajiado County Land Use Plans. At the time of the MTR visit, the Canadian researcher Jacques Polini, of McGill University (Montreal) was working on participatory mapping of the area's main features (hills, rivers, streams, buildings, infrastructure, wells, wet and dry season rangelands, etc.) using simple satellite technology (GPS and Geo-tracker). The generated output will be used in the planning process. However, there is not yet a clear outline of how the final plan should look like or what quality is required for it to be considered in the County Land Use Plan. This needs the attention of SORALO and the HoA-CCP coordination in order to ensure proper alignment between the two planning processes.

*** Assessment of the water balance and development of a water allocation plan:** ACC with SORALO has provided capacity-building training on water allocation and management for Entasopia Water Resources User Association (WRUA), one of the three WRUA in the landscape. ACC also develops a Sub-Catchment Management Plan (SCMP) with this WRUA. A stakeholder workshop was held with government, private institutions and the communities to collect baseline information for the SCMP and to sensitize and ensure active participation of the WRUA members in the processes. Currently ACC has finalized the Draft SCMP for validation. The chairperson of Entasopia WRUA considers that the SCMP essential for proper water management and he ensured that they owned the SCMP. However, the WRUA still lacks basic facilities (e.g. transport facility) for effective implementation of the plan. The WRUA leadership also fears that one key stakeholder, Tata Chemicals Magadi (TCM), may in practice not respect the plan. TCM's sodium ash plant on Lake Magadi draws all its industrial water via a 75 km pipeline from the river stream that Entasopia WRUA and other down-stream WRUA depend upon for farming, livestock and drinking water. Currently, TCM's water intake in dry seasons is ensured at the expense of communities' access to water, which results in social tension between the communities and the soda-ash plant. In order to solve this difficult water allocation problem the Kenyan government, as well as independent national and possibly international water management experts might have to intervene. This issue also needs the full attention of SORALO and the HoA-CCP coordinating unit. SORALO and ACC plan to also carry out a SCMP for the remaining two WRUAs in the landscape. The experience gained with development of the Entasopia SCMP will be beneficial, however, as the production of a solid SCMP can be a rather lengthy process, these two SCMP may not be fully completed during the project period. During the visit it appeared that more attention will need to be given to the possible negative impacts of up-stream developments for the downstream WRUAs in the landscape. Deforestation of pristine forests and uncontrolled use of water for irrigation upstream will have profound impacts on water volume and water quality downstream.

*** Demonstration of 3R techniques:** To our knowledge, no demonstration of these techniques is done so far. The planned rehabilitation of the water sources of Narosura River, which were damaged by people and livestock, does however include revitalization of a small dam and reservoir.

*** Capacity building on participatory forest management, and creation of enclosure to facilitate nature rehabilitation:** The South Rift HoA-CCP project has trained rangers and scouts, including youth, to protect the forest and wildlife in the two conservancies in the area (Shompole and Olkiramatia) as well as the rangeland/wildlife conservation areas outside the conservancies. The scouts monitor for water and grazing lands and for the presence of large carnivores (especially lions) in order to reduce human-wildlife conflicts.

*** Rehabilitation of degraded land by demonstrating soil conservation measures and vegetation cover improvements:** SORALO ensures regular collection of information on vegetation cover change. There is also provision of education on natural resource

conservation using school clubs as entry points. Activities focusing on the removal of invasive species such as *Prosopis juliflora* have not yet been started.

Outcome two

*** Facilitate an increase in climate-smart agriculture production (Improved cattle production and milk and meat value chain):** A cattle breeding centre is under establishment in the Narosura holding ground to cross-breed high-productive cattle or meat production and to downsize the number of cattle as to reduce pressure on pasture land. The local authorities of Narosura Group Ranch showed their interest and are supporting the program. Livestock experts engage to put together a framework for the livestock project from value chain perspective basing it on the Narosura Group Ranch. SORALO envisages establishing a breeding herd to produce Sahiwal bulls which then can be provided to the wider community for cross-breeding. The management of the program will be conducted in partnership with the community to ensure sustainable management. However, although a site had already been selected with the community, most of the activities are yet to be started (e.g. purchase of cross-breeding animals, establishment of the kraal, etc.).

*** Strengthening research capabilities of national research institutions to conduct DDAR in cooperation with companies and CSOs:** Discussion with University of Nairobi and KWS-TI was held to develop DDAR component within HoA-CCP. A committee was established to develop a DDAR protocol, to engage in capacity building of students via field research grant and to share information on research work. A field trip was organized to enable the institutes to understand the landscape, and assess practicalities (logistics for groups etc.). The landscape was found by the participants to be an ideal site for DDAR. It was found out that students and their respective institutions could benefit from this interaction. To increase the capacity of the Lale'Enok research and education centre, new construction work will be launched soon to enhance facilities for students and researchers. However, it was understood that still no proper joint DDAR agenda has been established.

*** Creation of business cases for women production association:** Women association called "Reto" was established by the community with support of SORALO. The women association owns the land of the Lale-Enok research and education centre and is actively involved in its exploitation and management. Reto earns substantial income from the centre's accommodation services. The members also sell their beadworks either individually to visitors in an on-site marketplace constructed for this purpose, or collectively for exports to research and education partner Cincinnati Zoo (USA). Within the program period Lale'Enok has been hosting over 80 people and contributed USD 81,600 to members from bead sales, accommodation and conservation fees. The women association also earns income from honey production and processing. Whereas processing and marketing has improved with support of SORALO, production itself is still very traditional and low-productive. Conditions appear to be favorable for upgrading honey production through training and investment.

*** Support the certification and labeling of green products and linkage of market:** For beadworks and honey, efforts have been made to find markets through individual contact. Whereas this can still be developed further, SORALO should also aim to provide sufficient quality of products (packaging, hygiene, etc.) for more regular markets.

*** Revenue enhancement from tourism:** Local authorities have agreed on the development of four eco-tourism facilities in and around the two conservancies, including the Lale'Enok centre, the Shompole Wilderness Lodge and the Lantorre Lodge. SORALO facilitated the signing of a MoU between the two lodges and the communities. People in these communities have started getting income from Shompole Wilderness from leasing, conservation fee, employment for the local people and sale of beadworks. Although the numbers of visitors are



Photo The Loita Hills and the down-hill conservancy border zone where wildlife, cattle and humans share the same space following day/night and rainy season/dry season patterns.

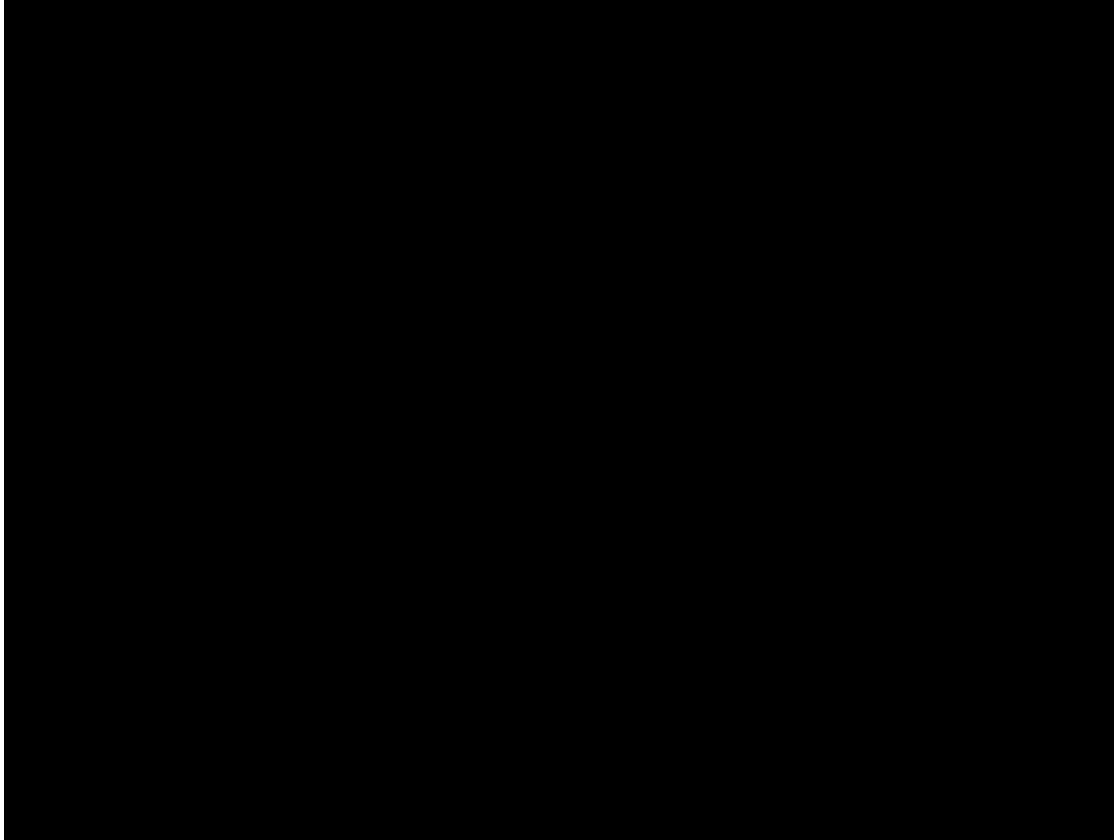


Photo Leaders of the Masaai Women Cooperative “Reto”.

limited, the rates per night per person are high (upto USD 300-500 p.p.p.n) and the fees for the communities are also considerable (upto USD 60 p.p.p.n.).

Outcome three

* **Access and apply renewable energy options and efficient-energy technologies:** Efficient cooking stoves are being introduced in some localities and trainings on how to prepare the efficient cooking stoves with stone briquettes were provided for some women groups. In addition, solar panel is introduced to provide electricity for the research centre.

* **Green infrastructure development:** SORALO has worked with the Smithsonian Institute (USA) on the design of a new Maasai heritage cultural centre to be based in Olorgesailie at the National Monument where the first man-made hand tools in the world were excavated. Other activities planned have not yet been accomplished; e.g. the development of an integrated waste management plan, and the establishment of a commercial centre for renewable energy.

Implementation challenges and possible solutions

- **Delay in the release of fund:** Associated with bureaucracy around international payments by HoA-REC, untimely submission of financial reports by SORALO and/or inadequate financial reports. Possible solutions: simplify authorization and signature of international and national payments by HoA-REC, improve reporting capacity of project partners, introduce an efficient and easy financial reporting system, and put in place a penalty system for landscapes that are not reporting in time.
- **The vastness of the South Rift landscape:** SORALO is still a rather small organization and seems to be over-stretched by its ambitions, plans and budgets, which may come to have a bearing on its effectiveness. The organization would certainly merit an increase in the number of staff members in order to speed up implementation and up-scale successful activities.
- **Absence of separate national policy for pastoralism is found to be another challenge:** Kenya does not have a specific policy on pastoralism such as Ethiopia. This complicates the governance and management e.g. of water resources and common pastures (the key resources of the areas). A pastoral policy could guide how to share natural resources between competing actors and might help to mitigate conflicting interests of different ministries in the landscape.

Opportunities in implementation

- The willingness of the different knowledge institutes and CSOs to participate in the sustainable development of the landscape;
- The interest and willingness of the communities and local authorities to participate in the development efforts to ensure sustainable development in the landscape;
- The diverse physical and cultural settings of the landscape that make the tourism sector promising and more attractive to a range of tourists. The longstanding co-existence of humans and wildlife in the Masaai area creates a favorable environment for community conservancy development and income generation based on eco-tourism

Perspective on achieving the stated objectives by the end of the project period

Promotion of climate-smart sustainable and inclusive green development is the overall objective of HoA-CCP. The program has also three expected outcomes that are considered to contribute to realization of the overall objective. The activities planned under each outcome can contribute to the realization of the outcomes, but they look not sufficient to effectively address the outcomes in this program period. The overall objectives and expected outcomes are

very broad in definition, which results in many different and intertwined activities, requiring specialized expertise, significant budget and sufficient time to be realized. In addition, at the time of the MTR, most of the planned activities under each outcome were in an early stage and the implementation of some activities had not even been started yet. Issues impeding timely payment have impacted importantly on implementation of the project by SORALO, and this problem needs to be solved. Yet, the planned activities can still be achieved in remaining project period. Challenges include limited budget, limited participation of relevant government actors and the vastness of the area.

Support by HoA-REC

The centre undertook a monitoring visit to the South Rift landscape in September 2016. During the visit it has provided technical and administrative support. The organization of the third HoA-CCP Landscape Learning Journey in Magadi, in November 2016, was also supported by the centre and enabled the landscape interveners to learn from the other participants.

1. The centre supported SORALO by drafting a generic ToR to help the organization in recruiting the right personnel with the necessary training and professional quality;
2. The centre also supported SORALO in reviewing and streamlining the 2016 Action plan which resulted in a 2016 narrative workplan and a finalized 2016 liquidity plan based on a restructured budget.

As per the progress report by the SORALO team, the centre did not provide any further support, except arranging for the Landscape Learning Journeys.

HoA-CCP learning component: activities and appreciation

The Landscape Learning Journeys (LLJ), the DDAR and collection and dissemination of information are capacity-building components. The LLJ have enabled SORALO and other members of the Kenya National Chapter to obtain and share information and experience from and with other landscapes and to apply this knowledge while implementing the HoA-CCP program. HoA-CCP creates a unique forum for knowledge institutes to undertake DDAR and to enable their researchers and students to gain practical field experience. Linking research and development can be a good input to inform the government policies in the areas of natural and water resource management. SORALO and partners are encouraged to intensify this collaboration with knowledge institutes. The efforts made by SORALO to collect information on wildlife conservation and natural resources and its efforts of disseminating the information is found to be a very good and innovative, and make for very good learning for other landscapes. One of the challenges will be to not limit the activities to certain areas but to cascade it to the wider landscape.

6.1.3 Project assessment

Relevance and choice of landscape

The landscape has been affected by both human and climate-related shocks and stresses (i.e. drought). The landscape has been suffering from soil erosion, forest degradation, over extraction of water resources, degradation of wetlands and water towers, and an increase of human and livestock populations which exert extreme pressure on the eco-system. In addition, poor access to technologies, high poverty rate and a poor position of women in the community are prevalent in the areas. The existence of various stakeholders who are competing for the landscape's eco-system services calls for serious attention. In view of the above, the selection of this landscape is considered highly relevant.

Relevance of project activities to challenges

The MTR team considers that the planned activities are relevant to the challenges. For instance, SCMP is very relevant for efficiently managing the water resources, yet the plan should over time come to encompass all stakeholders in the Ewaso N'Giro South river basin - both upstream and downstream.

SORALO's efforts to downsize the livestock population by replacing large number of less productive local cattle with a smaller number of high-productive cross-bred cattle may have dual benefits; reducing pressure on the pasture land and increase productivity for food and income. Yet, there is also a risk that high-productive cattle may exert more pressure on the available resources if numbers cannot be controlled.

Helping women to have their own sources of income is considered positive for economic empowerment of themselves and their households and communities. The effort to link knowledge institutes and CSOs to take part in the development activities of the landscape is also very relevant.

In general, the activities identified and planned under this program are found to be relevant to the challenges. Yet, the activities would need to be up-scaled in order to fully address the challenges at hand.

Network function: involvement of knowledge institutes and National Chapter

The key function of the network is to link the knowledge institutes, CSOs and communities. For instance, on behalf of SORALO the African Conservation Centre (ACC) has prepared a SCMP for Entasopia WRUA and provided capacity-building support. In addition, SORALO has mobilized knowledge institutes (i.e. University of Nairobi and KWS-TI) and has organized a field trip to help them better understand the landscape and engage in Demand-Driven Action Research (DDAR). So far, fertile ground has been laid for DDAR. Limited budget for research activities may be a challenge that could constrain the proper functioning of the network.

Relations with others (e.g. government, private sector, CSOs, etc.)

There are various interest groups in the South Rift landscape. The key private actor, the industrial water user TCM, uses significant amounts of water from the area. This is a source of conflict between the company and the communities. Efforts have been made by the communities to ensure equitable use of water between farming, livestock and wildlife. However, the WRUA can only distribute available water and may not be able to re-negotiate water intake by TCM or upstream deforestation for exploitative agriculture. Access to water may become a source of serious conflict in the landscape in the near future.

SORALO made efforts to engage the government actors i.e. Water Resources Authority (WRA) and Ministry of Agriculture, in the development of the SCMP for the area. But the involvement of these Kenyan government bodies does not seem to be elaborate, and the kind of support the government should provide is not well defined in policies. Moreover, different government institutions have different agendas which may constitute an additional challenge for SORALO to be successful. For instance, the Kenyan Ministry of Mining and the Chinese oil cooperation may create lasting impacts in the South Rift landscape through recently started oil exploration. This kind of activities can have far reaching impacts on the landscape, including on other sources of income generation (farming, livestock, tourism).

The participation of private actors in the tourism sector in the landscape area is worth mentioning. SORALO has facilitated to establish good partnership between the Masai communities and the owners of the Shompole and Lantorre Lodges. So far, a MoU has been signed between the company Shompole Wilderness and the communities stating how they

will share benefits from the tourism. However, it is not yet fully clear on how much the communities will benefit from this, which trade-offs there are in the current eco-tourism marketing model and how sustainable it is. The communities may not have the skills to negotiate as equal partners with the lodge owners and therefore will require further active support from SORALO in this respect.

Gender and Inclusion

As per the baseline survey, women are still in a disadvantaged position within the Masaai communities, as they are often deprived of accessing basic assets and in many instances do not have decision-making power on issues that affect their life. The HoA-CCP program aims to empower them economically and has created some business opportunities for them. For instance, SORALO supported the establishment of a women association called “Reto” and provided the communities with the Lale’Enok Research and Education centre to benefit from the income coming from accommodation services. An effort has also been made by the SORALO team to link the association with international markets to sell their beadwork, especially via personal contacts of the SORALO team. The HoA-CCP program has also linked the Women group in Ologesailie archeological site to sell their beadworks to tourists and researchers coming to this area for a visit and/or learning.

Reto also engages in honey production, but as it is producing the honey traditionally, the business is still low productive. For instance, the women did not produce honey last year due to drought. Therefore, the MTR team considers that Reto should be provided with training and modern beehives and related technologies in order to have a good and stable production of honey also during dry periods. Reto should also to prepare a place to process the honey in modern ways, and to package it uniformly.

The members of the Reto women organization acknowledge the importance of education for girls and women. A representative of Reto explained that due to their participation in business activities, they managed to invest some amount of money to cover the education of five girls from the needy households, believing that educated girls have a strong impact on her family and the community. The members of Reto also testified that today women are gradually getting a better position in their communities and households due to their improved economic status.

Interestingly, regarding water for irrigation, widowed women in the Entasopia WRUA are given priority access to water. The multiple widows of defunct polygamous Masaai men each gain access to irrigation points in the same number as do their male compatriots with their wives.

Yet, in view of the needs in the communities, the efforts made are still small. The identified income source for women is small and comes predominantly from making and selling beadwork. The honey value chain shows good promise for income improvement. The eco-tourism is also generate more income for the communities through levies and taxes. However, more income-generating activities need to be identified. Business skills may be enhanced and linkage to markets could be strengthened. Involvement of local and regional authorities might be favored to strengthen sustainability of the land use planning efforts. Experience-sharing visits could be arranged on different subjects. Gender education should be given to both men and women to enhance the position of women in the community.

Efficiency and effectiveness

Efficiency and effectiveness of the Kenyan HoA-CCP program are regarded from the perspective of resource utilization, timely delivery of the assignment, and utilization of every possible opportunity created to deliver the assignment. The landscape did not expend money in the year 2014-2015 though Euro 80,000 was allocated. In the year 2016, Euro 200,000 was allocated and 105% of this amount was utilized. Allocated budget for t 2017 is Euro 221,155. However, the 2017 budget was only released in June 2017 due to delays in payment by HoA-REC. The delay in the release of funds jeopardized efficient resource utilization and frustrated timely delivery of activities.

The HoA-CCP program in Kenya benefits from the expertise of many stakeholders and institutions in effective execution of activities. The mobilization of communities, elders, religious leaders and authorities contributes to smoothening the effective implementation of activities.

Sustainability of project activities

Sustainability of HoA-CCP's activities over time depends on the ownership of the activities by beneficiaries and government and on the availability of technical and financial capacity to continue after the HoA-CCP program phases out. In this regard, beneficiaries and local authorities in the South Rift are actively engaging in discussions and show their interest to participate in implementation, which is a signal of ownership that can contribute to sustainability of project results and continuity in the processes initiated and supported.

The HoA-CCP program also tries to enhance the capacity of the beneficiaries to keep on undertaking certain activities. For instance, ACC built the capacity of a WRUA to implement the SCMP and the community actively participated in the preparation of the water allocation management plan. However, lack of logistic support to the Entasopia WRUA may have negative impact over time. The Women association (Reto) has its own sources of income and members are very keen to keep up the business, yet they will need further support to grow and become independent. The MTR team has advised that the relations between the women organization, SORALO and the Lale'Enok centre should become formalized and defined in MoUs. The positive interaction between the lodge owners and the communities, for which a MoU was signed, is promising. Yet, the community organizations need further support to learn how to deal (and how not to deal) with the business partners and to share the benefits among their members in a sustainable manner. The very strong personal ties between the Shompole lodge and the Lale'Enok Centre may present both an opportunity and a risk for sustainability in the eyes of the communities; this situation may require careful management.

The relations between the company Tata Chemicals Magadi (TCM), the government and the communities in the landscape merit formalization and legal recognition for a mutually agreed, equitable and rational use of the water resources in the landscape. Efforts were made to link community wildlife conservancies with the tourism sector and to enable the communities to gain an income from this growing economic sector. The legal recognition of the conservancies by the Kenyan government means good progress towards sustainability. But effective awareness-raising activities should be provided to the communities on how they can benefit from and contribute to the community wildlife conservancies.

Up-scaling potential, business and economics

The planned program activities and businesses have a potential to be up-scaled. For instance, the engagement of women in business has a very good potential to be up-scaled in the same and other parts of the landscape. Introduction of energy-efficient stoves can also be up-scaled.

The DDAR initiative is a very good initiative; more knowledge institutes could be engaged in it in order to contribute to development bridging the gap between theory and practice. The provision of education and information on conservation using relevant school clubs and elders is considered to be a good approach and has a good potential to be up-scaled in other parts of the landscape.

6.1.4 Project next steps: moving forward

Conclusions

- The integrated landscape approach is considered the ideal approach by SORALO for implementing a series of interconnected activities with various stakeholders in order to stimulate sustainable development in the South Rift landscape. SORALO is aware of the importance of institutional development at all levels to guarantee continuity of the processes and activities.
- The Landscape Learning Journeys have brought together national and international knowledge, experiences and best practices of knowledge institutes, CSO, private actors and communities within the HoA region for a better understanding of complex planning, environment, development and climate change issues. The increasing landscape management capacity can pave the way for consolidated solutions to arising problems. The HoA-CCP program is found to be a unifying program in the Kenyan South Rift landscape. The efforts made to link the knowledge institutes, the communities and CSO via DDAR may help to bridge the current gap between knowledge institutes and development actors;
- Best use of available resources (culture, co-existence between humans and wildlife, management of water, forests and grazing areas, etc) and capitalizing on indigenous knowledge of the communities will contribute to sustainable development.

Perspectives and Recommendations

1. The lobby and advocacy element of the HoA-CCP program is not yet clearly articulated. The program should specify what it expects from local, regional and national governments in terms of policies, budgets and planning coherence between different sectors; e.g. regarding oil exploitation vs. tourism development, industrial water use vs. community water use, deforestation vs. natural water storage;
2. The HoA-CCP proposal and activity plans did not clearly state which activities would be undertaken where. Although a high level of flexibility may be required in landscape development projects and programs, activities should be clearly defined and planned by period, in order to enable proper monitoring.
3. The relation between the South Rift HoA-CCP project and the HoA-REN Kenya National Chapter is not well-defined. The HoA-CCP project in the SORALO area deals with individual HoA-REN members such as the University of Nairobi and KWS-TI, not National Chapters as such.
4. The involvement of the relevant government bodies in the SORALO HoA-CCP project was found to be limited. In order to deepen ownership and ensure sustainability of processes and institutions there should be high involvement from the side of local and regional governments. SORALO should carefully manage the “double hats” of the HoA-CCP coordinator in the South Rift, as he represents the local authorities, the NGO SORALO as well as the Lela’Enok Research and Education Centre. This provides both opportunities and risks for sustainability.

5. The first four years of the HoA-CCP program are considered the start-up phase of a more long term landscape development program, yet follow-up funding is always uncertain. Therefore the South Rift project should formulate a clear strategic plan for each outcome and activity for the period after 2018, indicating which processes and activities can proceed without external support and can thus be phased out and for which crucial processes and activities new funding needs to be sought. The program needs to establish a clear Phase-out strategy plan for each outcome and activity.
6. The HoA-REN National Chapter in Kenya needs a clear objective, a proper budget and a clear mandate to act as part of this landscape development project. Engaged members should contribute to network funds from own income as to ensure independence and sustainability.
7. The planning process of the South Rift Land and Water Land Use Plans is not well-defined despite forming key outputs of the HoA-CCP program in the SORALO area. Although each landscape is different and therefore needs a tailor-made approach, there should be clear guidelines that guide the process. While producing a SCMP, the possible impacts of both upstream and downstream users of the main river, should be taken into account.
8. Comprehensive gender education both for men and women is recommended to enhance the position of women in the community.



Photo *View of the permaculture demonstration site at the HoA-REC Gambella Eco-Hub (May 2017), where a large variety of fruit trees, vegetables and cereals have been planted.*

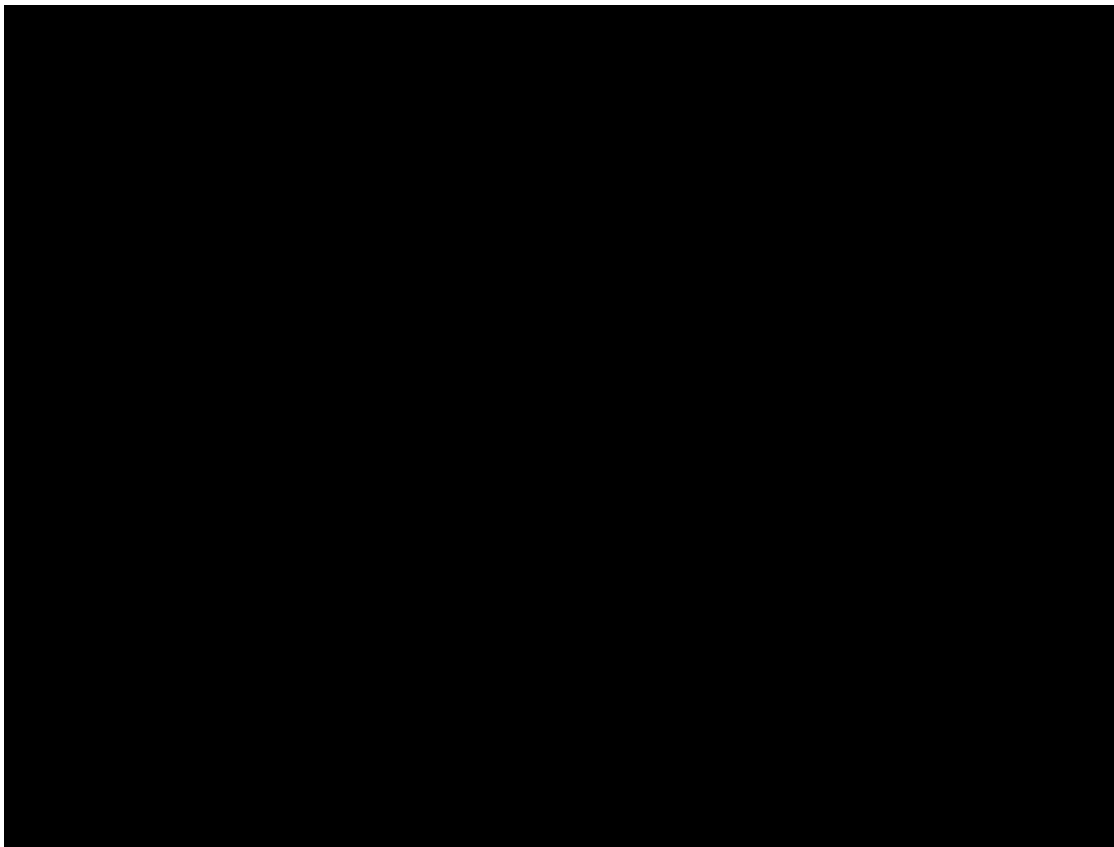


Photo *Anuak women living nearby the HoA-REC Gambella Eco-Hub in Ethiopia.*

6.2 Ethiopia – Gambella Eco-Hub

6.2.1 Project description

Program Name: Horn of Africa Climate Change Program (HoA-CCP) – Gambella Eco-Hub

Location: South West Ethiopia - Gambella Regional State, Gambella Zuria Woreda

Name of Partner: HoA-REC Gambella Office (no separate implementation contract)

Project Period: November 2014 - October 2018

Budget as in contract: Euro 600,000 (original)

Description of the Gambella Landscape and Eco-Hub

Gambella landscape encompasses the whole Gambella Region. The region is bordered by South Sudan in the West and South West (the Boma National Park), Oromia region in the North and North East, Southern SNNPR region in the South East. This landscape is endowed with vast and still pristine areas, including wetlands, lowland forest, afro-montane forest and wooded grassland. A large part of Gambella region can be characterized as flat and humid tropical lowland with low population densities, limited infrastructure and abundant wildlife. In recent years, a tarmac road and daily flights to Addis Ababa have opened up the isolated region, therewith creating economic opportunities in agriculture and tourism.

The natural resources of Gambella sustain the livelihood of several ethnic groups namely Anuak, Nuer, Majang, Opo and Komo and other people who migrated to Gambella from the Northern of Southern Highlands. The incoming of refugees from South Sudan (today approx. 400,000 refugees on a total population of some 350-400,000 people) is putting further pressure on the natural resource base of the region. The arrival of several rather large-scale national and international investors in the agricultural sector, partially speculative investors e.g. holding substantial riverine parcels of land near Gambella town, is affecting the sustainability of the traditional farming systems and has been destroying forests with high economic importance and potential for non-timber forest products (NTFPs). On the positive side the region is now producing rice, even for export, fruit production is also rising and small numbers of adventurous tourists come to the area. Population increase, agricultural expansion and the associated deforestation, soil erosion and increased climate related shocks are common features in Gambella region. To address these problems, HoA-REC has been engaging in various complementary programs and projects in Gambella, of which the HoA-CCP program which focuses on establishment of the Gambella Eco-Hub. The Hub is located in Gambella Zuria Woreda (Jawe kebele) on a total area of 446 ha and is located 18 km East from Gambella Town on the Baro river and along the tarmac road.

Summary of Main Challenges to the Gambella Landscape:

1. **Natural resources related challenges:** eroding traditional agricultural livelihood system as well as displacement and more limited access to resources for original inhabitants, the emergence of (speculative) large-scale agricultural investors which leads to deforestation, soil erosion and soil infertility, and violent river flow leading to riverside erosion, floods and droughts. Increasing use of irrigation may eventually drain wetlands, with potentially significant impacts on the rich wildlife in the Boma-Gambella ecosystem. Oil exploration is also expanding having potentially grave environmental impacts.
2. **Food security and value chain related challenges:** competition over land for flood recession farming and loss of forested areas leads to declining productivity in the existing

local agricultural systems. Decreasing soil fertility, emergence of pest, limited women income sources, over-extraction of fish and unsustainable harvesting of NTFP products.

3. **Challenges under energy:** lack of alternative energy sources, lack of knowledge on utilization of renewable energy and energy-efficient technologies.

Summary of Needs of Communities and other Stakeholders:

Gambella has relatively rich landscape clusters in terms of fertile soils, good humid tropical growing conditions, and biodiversity rich ecosystems that are still largely intact and in many places still 'pristine'. The Gambella landscape clusters can provide the necessary means of livelihood for communities (both men and women), can sustain the rich wildlife, and provide the required services for private actors and government. The landscape needs to provide all these services to various stakeholders not at the expense of its eco-system, and this calls for the realization of sustainable eco-system and land governance.

Expected outputs and outcomes –based on the Gambella project documents

* **Outcome one:** Landscape Restoration promoted via demonstration of sustainable land and water management and natural resource conservation

1. ILDP prepared and applied to guide decision making on land and water management;
2. Promotion of community based watershed management using 3R;

* **Outcome two:** Increased food security by promoting climate-smart agriculture and green value chains

1. Climate-smart agriculture and livestock production system developed and enhanced;
2. Climate-resilient value chain for sustainable products and services;

* **Outcome three:** Reduction of greenhouse gas emission and livelihoods improved through promotion of renewable energy, climate-smart waste management, REDD+ and green infrastructure

1. Climate-smart waste management practices in selected localities introduced or improved;
2. Renewable energy and energy efficient devices for HHs, institutional and productive use enhanced;
3. Carbon neutral, cradle-to-cradle building methods promoted.

Summary of main activities

Component 1: Climate-smart and sustainable agriculture

Objective 1: Promotion of integrated, climate-smart, inclusive and sustainable agricultural practice:

Survey and zone the Hub, select suitable plot for gardening, fruit production etc. Prepare, use and test mulching, composting and the use of liquid fertilizer, integrate agro-forestry practices and establish nurseries for selected trees and shrubs. Improve climate-smart water management in the Hub via a topographic survey, establish and test water harvesting options and establishment low-cost micro-irrigation technologies. Improve cattle ranching, introduce semi-free range poultry, promote improved beekeeping and explore options to start integration of an aquaculture-poultry farming system.

Objective 2: Promote innovative and climate-smart sustainable agricultural practices:

Establish an education and training centre in the Hub, collect literature and stock for the centre. Findings from the Hub permaculture agricultural sites analyzed and processed into extension materials.

Objective 3: Generate revenues from the Hub's harvest:

Processing, packaging, promotion and sale of the Hub's organic and climate-smart products to the market of Gambella.

Component 2: Value Chain Development

Objective 4: Build the capacity of community's business firm on collection, production and processing

Establish the partnership between the Hub and community-owned organizations, assist in the formation of a cooperative and provide training to ensure that also women benefit from business activities at the Hub. Install processing machine for some products (e.g. honey) and provide training on how to use the machine. Produce quality 'made in Gambella' products and market these via the Hub.

Component 3: Promote eco-sensitive design and infrastructure in the Hub

Objective 5: Promote climate-smart infrastructure through the Hub

Establish water supply and waste management systems and build a grey water treatment unit. Set-up bio-gas units, equip the office with solar-powered modules, set-up a solar-powered ice-making machine and set up wind turbines for electricity supply. Build public multi-purpose space and a HoA-REC branch office.

Component 4: Eco-tourism

Objective 6: Promote eco-tourism through the landscape Hub

Build eco-tourism facilities following eco-conscious designs; e.g. building of a range of eco-lodges, communal spaces and additional facilities, a compost production facility, etc.

6.2.2 Project progress

The Gambella landscape served as the first landscape during formulation of the HoA-CCP program. It is atypical for the HoA-CCP program in that it concerns land use planning at a micro-level only, within the Eco-Hub of 446 ha. Land use planning on a larger scale, for the entire Gambella Regional State, was intended to take place under the HoA-REC-coordinated Biodiversity Management Program (BMP) in and around the Gambella National Park, with funding from the European Union (EU) through the InterGovernmental Authority on Development (IGAD) based in Djibouti. However, that project was discontinued per January 2017. HoA-REC now intends to finalize the Gambella ILDP, the first regional land use plan in Ethiopia, with SIDA funding.

The Gambella Eco-Hub project was formulated and prepared during the EKN-ADD funded ILDP project period, with the support of a Dutch forest expert working for HOA-REC in Gambella. Important project activities, such as discussions with relevant authorities and the Jawe communities to get their willingness and approval to make land available to HoA-REC for development of the Eco-Hub, had thus been undertaken before HoA-CCP project started. These activities were critical to deepen sense of ownership at community, district (woreda) and regional state level, and ensure sustainability of the Eco-Hub over time.

Outcome one:

Development of an Integrated Land Development Plan (ILDP) and a water and soil management plan is an expected outcome of the HoA-CCP project. However, in Gambella the ILDP only concerns the area of the Eco-Hub. As per the reflection of the Eco-Hub coordinator, the Hub's site plan will help stakeholders that visit the area to conceptualize and to have a clearer vision on the envisaged regional ILDP of Gambella in terms of land use zoning, water allocation and nature conservation.



Photo One of the facilities built at the HoA-RECGambella Eco-Hub, Ethiopia.



Photo Honey processed by the Maro-Bet Cooperative, and Colobus monkeys at the Eco-Hub.

In the Eco-Hub, a library and training centre is being constructed where findings from the centre will be showcased and translated into extension materials. Within the Hub's permaculture demonstration area, the HoA-CCP project introduced a zonation system with five zones according to use. This was done according to permaculture principles and under technical assistance of a permaculture consultant from Zimbabwe, who also trained an Ethiopian horticulturalist to take over part of his duties.

Concerning water management and soil conservation, with the technical supports of the permaculture consultant, most of the main and minor routes in the Hub's agricultural production area have been mulched to control erosion. Compost is being prepared in designated areas. Layers of mulched material, compost and organic liquid fertilizer were applied to the soil to conserve moisture and improve soil health. Community training was carried out on soil fertility improvement.

With regards to climate-smart irrigation two water management options were introduced; i.e. construction of small basins around fruit trees and a System of Water for Agriculture Rejuvenation (SWAR). SWAR uses locally-made underground clay pots to deliver water to the roots of seedlings. Nursery beds have also been established and seedlings were planted in the Hub. Dissemination towards the surrounding communities has taken place.

Outcome two:

After provisional zoning of the Eco-Hub, gardens, orchards and small fields were established and various fruits and vegetables planted. Mulching, composting and the use of liquid fertilizers are demonstrated as well as the integration of agro-forestry practices.

Jawe communities and refugees from the neighboring refugee camp have been trained in permaculture. The courses were paid by the Dutch development NGO ZOA with funding of UNHCR, and by the "1,000 gardens" project financed by Slow Food International. Efforts were also made to upscale permaculture in the region through the government agriculture extension system, but the degree of success is unclear to the MTR evaluators. Efforts were made to expand the practice of permaculture through school teachers. The Gambella Education Bureau considers awareness-raising around permaculture options very important to keep the natural environment intact and to improve food security. However, the training of teachers has not always led to follow-up at the schools, and the Education Office lacks funds to do proper monitoring and backstopping.

The HoA-CCP project supports the establishment and development of the Maro-Bet Cooperative, which has 30 members (18 women and 12 men) from the Jawe-Anuak community living next to the Eco-Hub. The cooperative is registered and has a bank account. The Maro-Bet cooperative has been trained in beekeeping (i.e. production, harvesting, processing, and sale of honey and beeswax). Practical and comprehensive training was provided for cooperative members and their communities. For honey processing, the Maro-Bet Cooperative received a small home-processing machine, however at the time of the visit it was broken down due to some technical problem. The cooperative members further commented that one machine is not enough – the processing capacity is too low.

Different types of beehives were introduced and are tested. Honey production at the Eco-Hub is still very limited. At the time of visit, the cooperative was therefore mainly engaging in the processing of raw honey purchased from third parties and the sale of lemongrass tea. Thus far about 75 kg of raw honey has been purchased, processed and marketed as honey and beeswax. The lemongrass tea is made from lemongrass produced in the hub, and is sold to local people

and refugees. The Maro-Bet selling honey and tea selling point, which is next to the road Gambella-Addis Ababa and just in front of the Jawe refugee camp, is now gradually transforming into a day-time restaurant of local foods. Most if not all Eco-Hub produce (vegetables, fruits, cereals, etc.) will be put here on offer for sale, with the income flowing back to the cooperative.

The HoA-CCP project also planned the identification and implementation of different pest management options, including an inventory of pest pressure potential, and the introduction and testing of aromatic crops as repellents, etc.; however this work has not yet proceeded. Cattle ranching and fattening were also planned to take place but so far have not been implemented. Semi-free range improved poultry is being introduced, yet the number of chicken is still minimal. The plan to integrate poultry with aquaculture is not yet realized. During the MYR visit, the newly-established fish pond hardly had any water and no fish. The Evaluation team considers that pond construction has been poor as walls are made with loose material which subsides when walked upon. The pond also lacks a water inlet and an outlet.

Outcome three:

A digital map of the Eco-Hub has been produced by a renowned Ethiopian architectural bureau to identify the topographic features of the Hub site in greater detail. The site planner visited the Hub and collected physiologic and vegetation data to design eco-sensitive buildings. Total estimated budget required for full implementation of the plans is Euro 6 mln, which is far beyond realistic budget today, so this plan will need to be adjusted and priorities to be set.

The Eco-Hub does already have some basic infrastructure, including water, biogas, lightning and a motor pump. The water tower receives water from Baro River by motor pump. Idem for the irrigation system. The (simple) biogas unit is fueled with vegetative residues from the Eco-Hub and dung from neighboring cattle owners. At the time of the visit, however, the biogas unit was not functional due to leakage because of an inadequate gas storage bag. Lighting comes from small solar panels. Electricity for equipment is not available. An eco-lodge with two 2-persons rooms is under construction. Four tents on cemented floors are already available as eco-tourist camping sites. A contract has recently been established with a solar energy foundation to implement solar energy in all facilities of the Hub.

However, some activities under this outcome have not yet started, e.g. the solar-powered ice-making machine, expansion of the biogas system, setting up of a windmill for aquaculture pond and exploring the option of adjustable micro-hydropower using the Baro river water.

Implementation challenges and possible solutions

- Unlike other HoA-CCP landscapes, the Gambella Eco-Hub is being implemented by the HoA-REC itself.⁷⁹ As the HoA-REC Branch Office in Gambella was not given the same delegated responsibility as the implementing parties have in the other HoA-CCP countries, this has created serious complications in management, the decision-making process and the utilization of financial resources. It is recommended that the Gambella office be given sufficient mandate and autonomy to govern its basic financial and administrative issues by itself, with control mechanisms similar to those applied elsewhere under HoA-CCP.
- The HoA-REC Gambella office does not have a contract for implementation of the HoA-CCP program. It also lacked an own bank account up until recently. The Gambella HoA-CCP implementation budget is thus far part of the HoA-REC budget

⁷⁹ Reportedly, HoA-REN member organization Forum for Environment (FfE) initiated network activities in the lowlands of Gambella, but left the region due to political problems (MoFA-NL, [REDACTED]; 24 August 2017).

which is managed in Addis Ababa in collaboration with the administrators of Addis Ababa University (AAU). Settling 3-monthly financial reports is required before release of any new funds. Settling requires a person to physically travel from Gambella to Addis and vice versa, making the admin very inefficient and expensive, and leading to significant delays in implementation. Delays in money transfer (e.g. the “standard” delays at AAU), block implementation as the Gambella team does not have any cash flow to work with. In May 2017 HoA-REC Gambella could finally open an own bank account. Yet, this will only solve the cash flow issue if sufficient mandate and funds are provided to the team to implement the jointly-established plans.

- Staff turn-over at HoA-REC Gambella has been high. In the Eco-Hub thus far, two coordinators and one beekeeping expert left their positions. HoA-REC should ensure that personnel in Gambella is served well and receives pay in time, while competition for staff is strong in Gambella due to the presence of many humanitarian NGOs.
- Many consultants and temporary staff were moreover recruited to implement part of the activities; all were international staff (Zimbabwean permaculture expert, Kenyan wild fish expert, Kenyan urban agriculture expert, Dutch fish expert (PUM program), and at least two Dutch Young Experts (YEP program). This has impacted on the institutional memory and has hampered an efficient implementation of the planned activities.
- HoA-REC is recommended to develop a clear policy on the involvement of local experts versus international experts and to aim for the right mix. International experts may often not cost much in first instance, but they cannot provide sustainable service provision in the middle to long term.
- The Gambella Branch Office staff has been involved in a number of other HoA-REC projects without HoA-CCP receiving adequate budgetary compensation. HoA-REC should make sure that compensation is administered, because the HoA-CCP budget is a project budget not institutional funding.
- The motivation of daily laborers is affected when payments are delayed. This is particularly true at the time when the work reaches its peak. This risk should be managed for by the Gambella team - as it can be anticipated.
- The new and big refugee camp (mainly Nuer from South Sudan) opposite to the Hub is another implementation challenge as the refugees exert pressure on the natural resources of the area and this might lead to conflict. To minimize negative impact the project engaged some refugees in permaculture trainings. More comprehensive work may need to be done to ensure good and fruitful relations with “the neighbors”. The presence of a relatively large market for Eco-Hub products and services can of course be considered as an opportunity.

Opportunities in implementation

- The involvement, support and encouragement of the local authorities and communities to the Eco-Hub;
- The willingness of different knowledge institutions and CSOs to participate in sustainable development of the landscape in Gambella;
- The interest and willingness of the communities to participate in the efforts to ensure sustainable development of the landscape using the Eco-Hub as a demonstration unit;
- The diverse physical and cultural settings of the landscape in which the Eco-Hub is located and the proximity to areas where mass wildlife migration occurs and rich birdlife can be observed may be attractive for eco-tourism ;
- Presence of supportive national policies (e.g. the concept of regional land use planning adopted by the Ethiopian federal government, Climate Resilience Green Economy Strategy, the second Growth and Transformation Plan GTP-II).

Perspective on achieving stated objective by the end of project

The HoA-CCP Gambella landscape has its own general and specific objectives under the framework of the larger CCP program, to be realized mainly within the Eco-Hub site (446 ha). The review has therefore been done based on this perspective. The MTR considers that most if not all activities under each specific objective are relevant for development of the Eco-Hub site and may contribute to achievement of the expected results.

The assessment shows that some specific objectives, for instance, Specific Objective 1 and Specific Objective 3, have high prospect to be realized by the end of the project period. The MTR finds that the Gambella office has come a long way towards realizing these specific objectives. However, some objectives, for instance Objective 2: “promoting and disseminating innovative and climate-smart sustainable agriculture in Gambella region and beyond”, need particular attention to be realized within the project period. So far few dissemination activities were undertaken. Most activities are still under preparation or are in their early stages. The school and community-focused activities need to be given disciplined follow-up. Maximum efforts also need to be exerted to realize Specific Objective 4 “build the capacity of the community owned business organization at collection, production and processing”. So far, several activities have been executed, e.g. establishing and strengthening the Maro-Bet Cooperative. Yet, still a lot will need to be done to capacitate this organization and to effectively engage in business. Whereas the Gambella office has gone a long way in realizing Objective 5, some infrastructure is not sustainably functional (e.g. bio-gas tank) and some other activities under this objective have not yet been started, for instance, set up of wind turbines, and set-up of wind turbines and a micro-hydropower generator. In general, if additional technical staff is assigned and the budget issues and some administrative problems are solved, the landscape has a high probability of realizing at least the majority of the specific objectives formulated under the HoA-CCP program.

Support by HoA-REC

HoA-REC undertook a monitoring visit to the landscape in August 2016 during which technical and administrative support was provided. HoA-REC also organized the fourth Landscape Learning Journey (LLJ) in Gambella in May 2017, bringing in visitors to the Eco-Hub from each of the landscapes plus several Dutch guests. The LLJ enabled people involved in the Gambella project to learn from the views and opinions of the participating HoA-CCP colleagues. HoA-REC in Addis Ababa also supported the Gambella office in recruitment of staff and international consultants and experts, yet, this support did not always bring the required outputs. The Gambella office should be enabled to take the lead in such decision-making processes.

HoA-CCP learning component: activities and appreciation

The Landscape Learning Journeys enabled the HoA-REC Gambella Branch Office to share information, to learn from the experiences from other landscapes and to apply these for its implementation of the HoA-CCP program. HoA-CCP has been creating a forum for knowledge institutes to undertake DDAR with its researchers and students. Whereas there is a good opportunity to link research with development, this type of collaboration is still to take shape in Gambella. The engagement of school teachers in learning and awareness-raising about permaculture is laudable, but should of course not be limited to school and government officials; it needs to be cascaded to farming communities around the region. The new agricultural practices (permaculture) are to be tested and applied by the communities before impacting on food security and sustainable environmental conservation.

6.2.3 Project assessment

Relevance and choice of landscape

Though Gambella is well-endowed with natural resources, it has been facing human and climate-induced challenges environmental challenges and socio-political tensions. Eroding traditional agricultural systems leads to forest degradation and soil erosion. Large-scale agricultural investment leads to deforestation, potential over-exploitation of water resources and fragmentation of nature conservation areas, and it also has potentially a negative effect on the sustainability of the traditional agricultural systems. As the number of people increases and relatively large parcels of land are held by speculative investors, the size of land that can be used by families for flood recession farming is reduced, leading to the decline in harvested produce per capita. Influx of refugees from South Sudan is leading to increased pressure on natural resources. Extreme weather events (i.e. erratic rains and drought) are also becoming felt in the region. Women continue to have a disadvantaged position in the community. Given these realities, sustainable development initiatives like the HoA-CCP program are most relevant to the region.

Relevance of project activities to challenges

As a strategy of challenging human- and nature-induced problems of Gambella, HoA-REC opted to complement its involvement in the regional ILDP process and the Biodiversity Management Program with the development of an Eco-Hub under its HoA-CCP program. The Hub would function as a training and demonstration site for various aspects of sustainable landscape development, including land use zoning, integrated water management, use of renewable energy and climate-smart agriculture that fits in the physical and natural environment of Gambella's humid tropical lowlands where people lived for centuries in a setting of low-population density.

During the life-span of the HoA-CCP program the Eco-Hub will not have any measurable impact on developments in the region. However, the activities, knowledge, and technologies are intended to be cascaded to wider parts of the region, through a follow-up HoA-CCP program and/or through third projects.

With this understanding, the activities undertaken in the Hub are considered relevant to the current and future challenges of the region. For instance, introduction of permaculture is very relevant intervention for the region as it can enable the people to enhance food self-sufficiency and income, without destroying the forest and soil resources. In addition, as the region is very much endowed with nature and biodiversity, eco-tourism can be developed for the dual purpose of helping local communities to improve their living conditions and benefiting private investors involved in the establishment and management of tourism services and facilities.

The value chain work with the Maro-Bet Cooperative holds potential to improve the economic position of the involved honey processors and traders, mainly women. The project may also positively provide services (training, food) to the neighboring refugee population. However, the Hub needs to establish a well-articulated approach to disseminating the new agricultural practices as well as a clear overall mission and vision statement and a business plan to make the Hub financially sustainable.

Network function: Involvement of Knowledge Institutes and National Chapter

The Ethiopian National Chapter of the HoA-REN network has 22 network members of which five are knowledge institutes and 17 CSOs. Currently, none of the HoA-REN members is

involved in the Gambella Eco-Hub implementation. As none of the organizations has an office or activities in Gambella Region, implementation cannot likely be transferred by HoA-REC in the short or medium term to a HoA-REN member organization or any third party; even when this was envisaged in Project document.

The Review team considers that efforts should however be made to engage some of the HoA-REN members in the Gambella activities, even if it were only for advice and consultation. Several CSO leaders have indicated that they would be interested to consider engagement in the project, yet they need time and information to first learn about what is there and about the regional context. In case one or more organizations are interested in taking over the activities in the longer term, the coming 1.5 years may be used to inform and involve them in view of a next phase of Eco-Hub development.

Relations with others, e.g. government, private sector, CSOs, etc.

There are various interest groups in the landscapes including communities, government, private companies and CSOs. Regarding their interaction with the HoA-CCP program, both regional and district governments are highly supportive of and actively participated in HoA-CCP. The MTR team considers these very critical endeavors.

The relation that the Eco-Hub has with the local communities is emerging but positive, participatory and based on a win-win approach. The communities have been informed that the hub is their own resource, they provide laborers and they benefit from the honey and the agricultural produce which is thus far provided to them for free. The HoA-REC Gambella office will need to elaborate the future set-up of this engagement, while the Eco-Hub will also need to generate income from its produce to guarantee its own sustainability. A proper business case for the Hub needs to be developed urgently.

There is no defined partnership yet between the project and the private sector (eco-tourism agencies). However, HoA-REC does not have the expertise nor the experience to run an eco-tourism facility. A plan is urgently needed for future development of the eco-tourism component of the site with private actors. Furthermore, the HoA-REC Gambella team will need to reflect on how its experience and its network should be used in relation to the large-scale agricultural investments and deforestation which are currently underway in the area

The HoA-REC Gambella office developed positive relationships and working relations with ZOA and Slow Food International regarding the training of refugees and local communities. Once the Eco-Hub is able to provide more services to one-day visitors and eco-tourism (e.g. electricity, refreshments, wifi), relations with the general expat community in Gambella are likely to intensify and may even come to underpin a substantial part of the eco-tourism business case.

Gender and inclusion

Women in the region do not traditionally have assets like land or livestock and they have little decision-making power. The involvement and representation of women in the Maro-Bet Cooperative (of the 30 members of the cooperative 18 are women) is considered important. More support on business development is required. Women members take an active part in the management committee and participate in the Eco-Hub on an equal footing as male day laborers.

It is also found that the project has created opportunities for these women to engage in preparation and selling of traditional food and tea from lemongrass to local people and

refuges. They are doing this business in the shop/house constructed by the Eco-Hub, among the road near the entrance to the Eco-Hub. The women are learning how to do business and to free themselves from poverty.

The HoA-REC Gambella office should enhance its technical and training support regarding the honey production, processing and marketing. Current honey production at the hub needs to be improved, and the cooperative's processing capacity needs to be maintained (repaired) and if needed increased. The working capital of the cooperative is still too small to allow them to invest in upscaling their activities. Labeling and packaging can also still be improved. The quality of the Gambella honey is generally good and market demand for honey is reported to be very high in the Gambella Region and the rest of Ethiopia.

Efficiency and effectiveness

Efficiency and effectiveness of the project are assessed from the perspective of resource utilization, timely delivery of the outputs, and implementation of all activities as planned. Considering the financial efficiency, according to HoA-REC, the Gambella office already used 58% of the budget in three years (total Euro 600,000 for 2014-2016). However, the Gambella office claims that it used Euro 85,000 less. This issue needs to be cleared as soon as possible by HoA-REC as the HoA-CCP coordinating agency.

Efficiency of management of the Gambella operations seems to have been poor, while financial and administrative issues have repeatedly been delaying implementation and frustrating personnel, as indicated above. Recent changes in the HoA-REC management system may contribute to changing this situation. The separate bank account for the Gambella office is a good starter, but it is not enough if it does not come with a clear mandate and more autonomy on administrative issues, procurement etc.

Sustainability of project activities

Sustainability of project activities is assessed in terms of ownership of activities by beneficiaries and government and of the availability of technical and financial capacity to continue after project end.

The project has made long strides in involving and gaining recognition from the regional and woreda authorities. The project also actively involves and benefits the local communities through the Maro-Bet Cooperative. The Gambella HoA-CCP program is in line with federal policies such as CRGE and GTP-II, so should be able to gain government and donor support for the Eco-Hub.

However, the Hub is in dire need of a Mission and Vision document and a medium and longer term Strategic development plan and Business plan. The Maro-Bet Cooperative needs to have a proper Business Plan and the financial capacity of the cooperative needs to be strengthened. The eco-tourism activities also need a clear plan and phasing of investment, for which private eco-tourism entrepreneurs will need to be interested and engaged. A well-articulated exit strategy should be elaborated for HoA-REC.

Security related issues, especially associated with the incoming of large numbers of refugees, need to be critically analyzed and a risk management plan needs to be put in place.

Up-scaling potential, business and economics

If implementation goes as planned, many of the program activities have potential to be up-scaled. The upscaling potential of the permaculture is yet to be assessed with the local

communities. Technically, permaculture is highly scalable also in other parts of the Gambella region and even elsewhere in Ethiopia and the HoA region. The honey production activities need a separate Business plan and a review of the technical parts of both production (productivity) and processing (capacity). The aquaculture exercise needs proper preparation, if considered relevant at all in this particular site (next to the fish-abundant Baro River). The introduction of renewable and energy-efficient technologies in the Eco-Hub may serve educational purposes raising awareness, but are too small and expensive to successfully move the market in Gambella. The engagement of women in business has a very good potential to be up-scaled in the same and other parts of the landscape.

6.2.4 Project next steps: moving forward

Conclusions

- The introduction of permaculture in Gambella may contribute to awareness-raising and may progressively contribute to changes in soil and water conservation.
- The Eco-Hub needs to elaborate how its experience and expertise relates to the current dynamics of large-scale investment and deforestation of pristine areas all over Gambella. The Hub also needs to refine its strategies as regards the presence of a large refugee population; which can be seen as an opportunity rather than as a threat.
- The HoA-REC Gambella office has not benefited in any meaningful way from the HoA-REN network in Ethiopia. No CSO, knowledge institute or private actor related to the network has thus far been involved in project implementation, and no DDAR has taken place or is in pipe-line.

Perspectives and Recommendations

1. HoA-REC should clearly separate coordination and implementation of the HoA-CCP program in order to prevent from any conflict of interest. The Gambella office should be treated equally to the other HoA-CCP implementing organizations, e.g. by signing a contract for implementation with the HoA-REC Gambella Branch Office.
2. The dissemination and lobby and advocacy elements of the HoA-CCP project in Gambella are not yet well-articulated. The project should specify how it wishes to influence development dynamics in the region and what it expects from local, regional and national governments in terms of policies and planning.
3. HoA-REC should ensure that personnel in the Gambella Branch Office is served well, to facilitate proper implementation in a context where competition for staff is strong due to the presence of many humanitarian NGOs in Gambella.
4. HoA-REC should develop a clear policy on the involvement of local experts versus international experts; aiming for a right mix of people, skills, mindsets and attitudes, and favoring the use of local experts for reasons of sustainability.
5. The HoA-CCP program needs to establish a clear Phase-out strategy plan for each outcome and activity. The program should ensure that only activities that cannot yet be handed over by the end of 2018 are included in a proposal for a Follow-up phase of support to landscape development in the Gambella regional state.
6. The Gambella Eco-Hub should develop linkages with universities, research centres and private actors, especially those working in the areas of business development, permaculture, apiculture and -if considered a viable option- aquaculture.

6.3 Djibouti – Assamo landscape

6.3.1 Project description

Title: Horn of Africa - Climate Change Program (HoA-CCP), Djibouti Chapter

Location: Assamo landscape, Ali-Sabieh Region; boarding Ethiopia and Somaliland.

Name of Partner: Association Djibouti Nature (ADN), Djibouti

Project Period: March 2015 - October 2018

Budget as in contract: Euro 500,000 (original budget)

Description of landscape

The Assamo landscape is located in Ali-Sabieh region in the Southeastern part of Djibouti at the border with Ethiopia and Somaliland (Somalia), some 20 km South-East of Ali-Sabieh town and 120 km from Djibouti City. The Assamo Landscape covers an area of about 200 km² of rough terrains and is characterized by high mountain peaks and deep valleys. Djibouti's geography is comprised of plateaus, plains, volcanic formations and mountain ranges that reach 2,000 meters above sea level. Average rainfall varies between 100-200 mm per year with a high local variability. Flooding is an important threat when rains arrive. There is very little arable soil as 89% of the county is desert, 10% is pastureland, and 1% forest cover (IISD, 2011). Djibouti experiences a multi-annual drought. Temperatures have increased in the past three decades by between 0.5-1.5 °C (World Bank, 2011).

Summary of main challenges in landscape

1. **Natural resource related challenges:** access to water, soil erosion, salinization, deforestation, land use change, land privatization and fragmentation, over extraction of water resources, invasive species.
2. **Food security and value chain related challenges:** livestock productivity, agroforestry and horticultural productivity, limited women income sources, poor market access, degradation of pasture lands, insufficient water buffering.
3. **Challenges under energy:** lack of alternative energy sources to firewood and charcoal.

Community and other stakeholder needs in Assamo landscape

The people in the Assamo landscape are nomadic herders who are increasingly settling as agropastoralists; with fruit trees and irrigated horticulture providing new income opportunities. The HoA-REN Djibouti National Chapter selected the Assamo landscape because of the community resilience and the grass-root driven development of agroforestry and horticulture by agro-pastoralists in the area.

The Assamo landscape has around 500 inhabitants, plus refugees from Ethiopia and periodically also nomadic herders from Ethiopia and Somaliland. The pastoral households in the landscape are extremely impoverished due to persistent droughts and environmental degradation, and livestock and population pressure. Today, 75% of the Assamo landscape is bare land or has sparse vegetation; forest cover is only 0.2% of total.

Limited water availability is the main constraint for humans, livestock and farming in the Assamo landscape. Women are particularly vulnerable, as they pay the price for water scarcity by spending long hours fetching water. They also have less opportunity than men to diversify their livelihoods through non-pastoral, non-farming income.



Photo View of the Assamo landscape (July 2017).



Photo Camels feeding on the scarce vegetation in the Assamo landscape (July 2017).

Surface water is limited to seasonal wadi flows. Groundwater is mostly used for drinking and irrigated agriculture. However, diminished rainfall decreases the infiltration of water into aquifers. More extreme dry conditions are predicted for the future. Destitute pastoralists are increasingly realizing that they need alternative livelihood sources, with agro-pastoralism and farming being the most viable options.

Expected outputs and outcomes – based on project documents

* **Outcome 1:** Landscape restoration promoted through sustainable land and water management and natural resource conservation

Output:

- Integrated Land Use Development Plan developed and applied;
- At least 2 water management and soil conservation practices applied.

* **Outcome 2:** Food security increased by promoting climate-smart agriculture and green value chains

Output:

- 1 agro-production site, where climate-smart agricultural practices are applied, established;
- 2 ‘green’ value chains established and/or enhanced.

* **Outcome 3:** Greenhouse Gas emissions reduced and livelihoods improved through promotion of renewable energy, climate-smart waste management, REDD+ and green infrastructure.

Output:

- 1 integrated waste management plan developed and piloted;
- 1 local entrepreneur strengthened to supply renewable energy and energy efficient technologies (for household and productive use);
- 1 green building constructed.

Summary of main activities: the HoA-CCP interventions in Assamo landscape are mainly based on the restoration of the landscape with the following components.

- **Mountain areas:** Re-greening and controlled grazing;
- **Slopes:** Re-greening and contour strips, protection of eroded areas, gully plugs and check dams;
- **River Banks:** controlling agricultural expansion, increasing irrigation efficiency, mulching;
- **Wadis/Streams:** sub-surface dams, sand dams, lined wells to support farming practices.

6.3.2 Project progress

The HoA-REN Djibouti National Chapter has five (5) members of which three (3) NGOs and two (2) knowledge institutes; University of Djibouti and the Centre d'Études et de Recherche du Djibouti (CERD). The National Focal Point Organization (NFPO), Association Djibouti Nature (ADN), implements the Djibouti HoA-CCP program since March 2015.

ADN is a nature conservation organization with main focus on wildlife (birds) and biodiversity along with the improvement of livelihoods at local level. Livelihood improvement through value chain development is new to ADN. The HoA-CCP project is the largest and main project ADN currently manages. Implementation is favored by the long-term



Photo Fruit and vegetable production near a dry river bed in Assamo village, Djibouti.

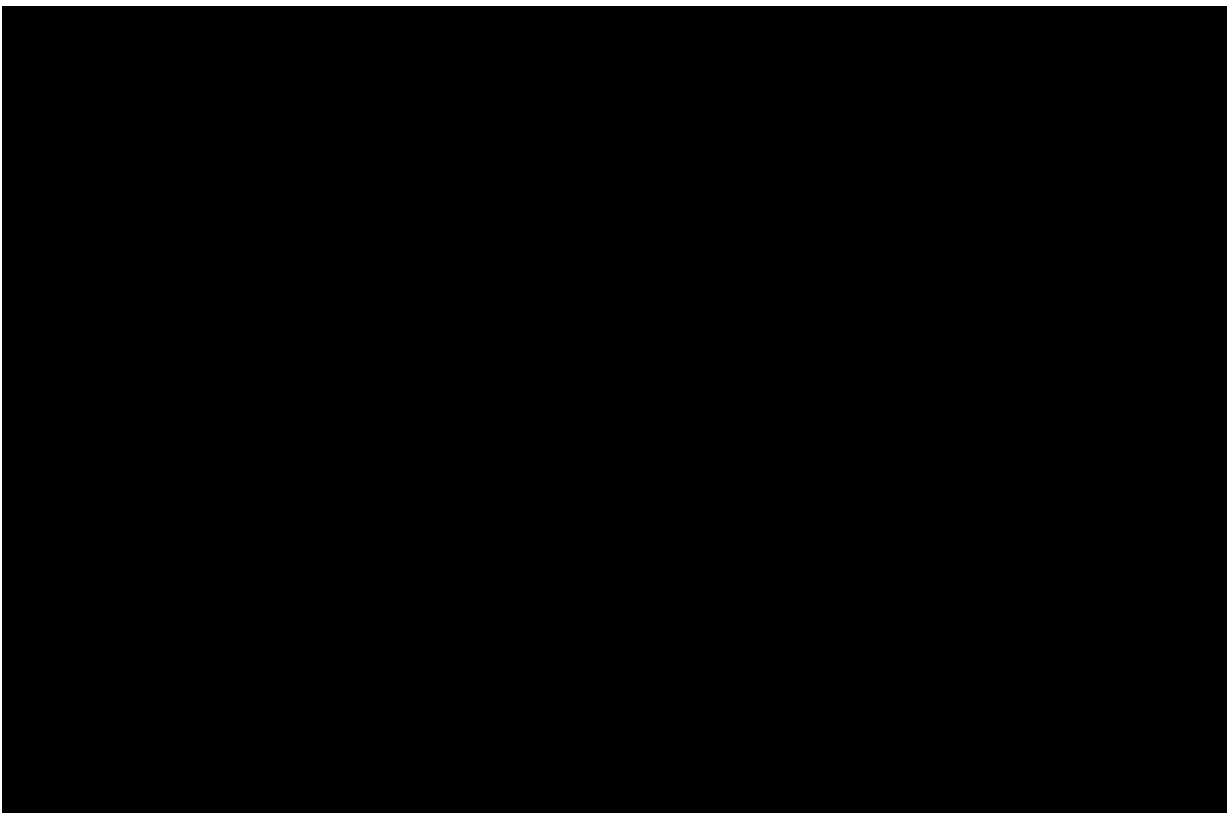


Photo Meeting with community members in Assamo village, Djibouti.

relations of ADN project initiator and HoA-REC co-founder Houssein Rayaleh with progressive farmer Adem Daher who has travelled a lot internationally but is originally from the Assamo landscape.

ADN used the year 2015 for preparation, staff recruitment (coordinator, secretary, finance, part-time technical advisor) and the Baseline study, led by two international (Meta Meta, Acacia Water) and one local consultant. ADN is well aware that creation of a sense of ownership in the Assamo community is very important to sustain any development intervention. Therefore, most of 2016 was used for awareness-raising, community consultation, community mobilization and trainings. The first trainings were provided in three distinct groups (men, women, youth) and covered technical issues related to farming (composting, biological pest control) and farm business management (financial management).

During the community consultations by ADN, the following priorities were identified:

- Community: solar pumps for water and irrigation, solar equipment maintenance, storage facilities, environmental restoration;
- Farmers: solar panels and pumps, cold chain storage, market surveys;
- Youth: training on maintenance of solar equipment;
- Women: training on food processing (e.g. guave jam production);
- Pastoralists: livestock medicaments.

ADN collaborates in implementation with other members of the National Chapter. Consultancy CCFIS and knowledge institute CERD were involved in trainings in Assamo. The University of Djibouti carries out research on the local availability and use of neem for biological pest control. ADN considers the collaboration with the knowledge institutes an opportunity to build the capacity of the organization.

Implementation challenges and possible solutions

*** Delay in the release of funds:** The delays in transfer of funds by HoA-REC are a major hurdle for HoA-CCP project implementation in Djibouti. The first part of the 2016 Budget was received in April 2016 (approx. Euro 95,000), the second in late-September 2016 (approx. Euro 50,000).⁸⁰ Note that poor financial reporting by ADN over the period 2014-2015 is reported by HoA-REC to have played a role in the late payments. In any case, the first 2017 funds were only received by ADN in June (approx. Euro 120,000); so most activity was stalled in first half of 2017. Little concrete results can as yet be seen in the landscape. Implementation should come at speed in second semester of 2017.

*** Technical staff:** Despite ADN's interest to work on organizing the community and on value chain development, ADN has not yet built the necessary capacity. Staff is limited in number (one senior, one junior) and has no experience in value chain development (production, processing, marketing), environmental restoration and/or reforestation. Staff is thus far largely dependent on consultants from the HoA-REN Djibouti National Chapter for trainings and technical issues.

*** Lack of agricultural extension:** Some farmers of the Assamo community practice agroforestry and horticultural production since around 20 years. Today there are 57 farms in the area. More pastoralists are interested to join in, settle down and diversify income generation. However, their knowledge of irrigation and farming is still limited, so technical

⁸⁰ ADN reports that overall delays in implementation were three (3) months in 2015 and six (6) months in 2016.

support is required. The Ministry of Agriculture seems to be unable to provide regular technical support, as it only has one farming specialist and two veterinary staff based in Ali-Sabieh and working for the entire region. If HoA-CCP budget would allow, placement of a permanent local technical ADN staff (“animateur” or extension officer) in Ali-Sabieh or Assamo should be considered for smooth project implementation.

*** Djibouti National Chapter:** The Chapter is functional since around 2006. The Chapter differs from other National Chapters in that it also encompasses members of private sector (e.g. consultancies) and public institutions (ministerial staff and advisors, etc.). Focus is on information exchange between the members. In Djibouti such collaboration between organizations working on environmental protection and nature conservation did not yet exist before HoA-REN started. The National Chapter has therefore helped to put the environmental issues on the map. The Djibouti National Chapter is inquiring into the possibility of becoming a legal entity as a network, with an independent budget.

*** Demand-Driven Action Research (DDAR):** Djibouti stands out as the country where the HoA-REN National Chapter members are the most involved in HoA-CCP project implementation. CERD and the University of Djibouti are involved in trainings and research. The consultants of civil society member CCFIS did a social study of the Assamo landscape. However, there is no systematic agenda yet for Demand-Driven Action Research. The current work of the University of Djibouti on neem for biological pest control does appear to be highly academic and little informed about experiences with neem in other countries.

*** Technical trainings:** Support on biological control should be integrated, through identification of pests, diseases and beneficials, up to cultivation techniques such as variety selection, mixed cropping, intercropping, water control, soil fertility management etc. The training on composting is also to be reviewed, as uptake by farmers is so far absent. This may be related to a lack of on-farm technical support and follow-up. The social study that was undertaken to analyze the Assamo landscape communities is a good initiative, yet needs follow-up through participatory trainings and decision-making.

Opportunities in implementation:

- The shift from pastoralism to sedentary lifestyle is in process in Assamo. It is supported e.g. since 2015 by a large AfDB-funded development project by the Djibouti Ministry of Agriculture and contractor Transtec consultancy. It focuses on water storage for gardening, amongst others through the construction of 30 reservoirs (50 m³ each), the rehabilitation of shallow wells, subsurface dams and a tarmac road to Assamo village. Complementarity should be sought with this important project, which started after HoA-CCP Baseline study was conducted.
- The water reservoirs will be provided with solar panels and a solar-driven pump, in order to reduce expenses on fuel. The MTR team is left with the impression that the “software” for the AfDB project is limited. This provides an opportunity for ADN to re-arrange its plan and focus on organizing the community, creating value chains and market development.
- Maintenance of the solar equipment is most critical for success of the AfDB-funded *Projet Résilience*. An existing Indian project to train African communities in community-led solar problem-solving may be of relevance.
- The growing involvement of the Assamo community in farming and its high interest to explore different livelihood options, is a good opportunity for ADN and the HoA-REN Djibouti National chapter to realize the project objectives.

- Local governments and Assamo community know ADN and they have a good impression of the organization. This can be further developed into a strong and meaningful partnership.

Perspectives on achieving stated objectives by end of project

ADN and the HoA-REN Djibouti National Chapter began implementing the HoA-CCP project late. Two years have been used for preparation and paving the way. Except from trainings, activities have not yet started, so it is clear that implementation is lagging behind plans. ADN is quite optimistic though that it is sufficiently prepared to speed up implementation during the second half of 2017, but they also admit that there will be a roll-over into 2018. The ADN staff is learning and improving its capacity in the process. The different meetings with the community, National Chapter members and the different monitoring visits gave them a lot of insights and feed-back, which has raised their confidence that they can implement the project. However, the MTR team does not consider it realistic to think that ADN will have spent the entire HoA-CCP budget by the end of the project period.

Support by HoA-REC

HoA-REC supported ADN to establish the Djibouti National Chapter by setting criteria for membership, and to organize the Baseline study in the Assamo landscape as well as regional meetings. A HoA-CCP monitoring visit to Djibouti took place in July 2016. Otherwise, the relationship with HoA-REC is mostly administrative. ADN complains that funding comes in very late due to delays at HoA-REC. HoA-REC agrees on this but states that poor ADN reporting was one explanatory factor at least in 2016. ADN and the Djibouti National Chapter members are convinced that HoA-REC could provide more technical support and have regular consultation with the National Chapters in the region.

HoA-CCP learning component: activities and appreciation

One of the most appreciated components of the HoA-CCP program is the Landscape Learning Journey (LLJ). The upcoming Landscape Learning Journey (LLJ) will most likely take place in Djibouti in November 2017 (yet to be confirmed). Through the LLJ, the Djibouti delegates learnt e.g. from Ethiopia and the other landscapes. Some of the activities in the work plan of the HoA-CCP program in Assamo, like beekeeping, have been developed from the LLJ experience. Moreover, the regional HoA-REM meetings, hosted by the National Chapters on a rotational basis, are also very instructive and useful in creating the capacity and the visibility of the National Chapters also vis-à-vis national government bodies.

6.3.3 Project assessment

Relevance and choice of landscape

The landscape borders with Ethiopia and Somaliland and has the potential for trans-boundary collaboration in the Horn. Assamo is an important centre for biodiversity providing habitat amongst others to the endangered Beira antelope. The people of Assamo have shown to be willing to change their lifestyle to agro-pastoralism, which was one of the reasons to choose this landscape.

Relevance of project activities to challenges

According to the Djibouti Baseline study, Assamo is a very drought-prone area with water scarcity and deforestation of the sparse vegetation that can lead to desertification. Pioneered by one farmer, there are now around 57 farmers engaged in vegetable and fruit production, with more joining in, and already marketing of produce is becoming an issue that needs to be

looked into. The activities of the HoA-CCP project are all relevant to the challenges. However, context has changed since Baseline study. Since 2015, with AfDB funding, the Djibouti Ministry of Agriculture and other actors are implementing irrigation development and hydraulics infrastructure in the Assamo area, offering ADN ample opportunity to create synergy with this project.

ADN and the National Chapter should now for instance carefully assess if there is still need for additional irrigation and hydraulics infrastructure development (hardware). Since the “software” part of the AfDB-funded project, such as organizing and training the community, seems to be limited, extension support to improve production and productivity as well as marketing could be highly complementary and synergetic. As such the AfDB-funded project provides an opportunity for ADN and the National Chapter to review their planned HoA-CCP activities and to gear towards filling in current real gaps.

Network function: involvement of knowledge institutes and National Chapter

The HoA-REN Djibouti National Chapter consists of 3 associations (ADIM, ADN, CCFIS), the University of Djibouti and the Centre d’Études et de Recherche (CERD). The members appreciate the network, as it gives them an opportunity to share knowledge and experience during their different meetings, and to relate with other projects and countries in the region. The University tried to demonstrate compost making to farmers and it is now undertaking research on neem tree for biological pest control. In general however, the Djibouti network is not yet very strong or able to stand on its own feet. The network does not have legal status within the country and the members are still puzzling on how to make it a legal entity.

Relations with others (e.g. government, private sector, CSOs, etc.)

The government at the level of the Ali-Sabieh region, where Assamo is located, has a positive impression of ADN, which can be an opportunity to explore further partnerships. The MTR team met with the Vice-Governor and the Regional head of the Ministry of Agriculture in Ali-Sabieh. At the national level collaboration may be more difficult. The MTR team encourages ADN though to relate especially with the Djibouti Ministry of Agriculture for information and potential collaboration.

Gender and inclusion

The population in the landscape is Somali and largely belonging to the Issa clan. The social structure is patriarchal and patrilineal; the man embodies the central authority, in charge of decision-making and is a provider in the household. Women on the other hand manage the arduous domestic work as well as other economic activities like helping in cultivation. During a focus group discussion with a women group, all the participants (13 of them) explained that they wake up by around 04:00/5:00 am and sleep in the evening after 9:00 pm. None of them can read or write.

The landscape faces critical water shortages especially in drought seasons and women are the hardest hit, as they are the one to search for the water. In general, there are some efforts made of including women in the trainings, but the decision-making and communications are still completely in the hands of men.

The project is recommended to further explore how to engage women in feasible income generating activities, such as poultry keeping, beekeeping, value chain development and marketing. Special attention should be given to addressing the heavy burden of women in domestic work and in animal husbandry. The MTR team observed that the general knowledge and understanding about gender is low both at ADN and at National Chapter level.

Efficiency and effectiveness

The project is located at around 120 km South of the ADN Office in Djibouti. At ADN level, the project coordinator, two (2) staff with a part-time advisor are the responsible staff of the project. ADN bought a 4x4 vehicle with HoA-CCP funds but the car is not often used. ADN does not have a driver. If there is a need for the assistant to go to field, the coordinator must go along to drive her, or an external driver is to be hired.

Considering all the support and work planned to improve the livelihoods of the community, it might be more effective for the project to have an Assamo-based expert to provide technical support and to ensure facilitation in the local setting. Budget could be revised accordingly.

Sustainability of project activities

It is too early to assess the sustainability of the HoA-CCP interventions in the Assamo landscape, as there is still little to be seen on the ground. However, the engagement of the community to prioritize their needs, and the brainstorming and discussion on building ownership and creating cohesion, are taken as positive contributions to sustaining the planned activities.

Up-scaling potential, business and economics

Settling agro-pastoralists is one of the key agricultural development policies in Djibouti, also in the region Ali-Sabieh. With the increase of settlers along the wadis, there is an increasing need and capacity for irrigated agricultural expansion. On the other hand, as irrigated agriculture is still rather new to the community, there is a high need for training and extension on how to manage and maintain the irrigation infrastructure, to improve farm production and productivity, and to help farmers on value chain development.

6.3.4 Project next steps: moving forward

Conclusions

- Due to delays in fund transfers and limited capacity within the organization, ADN is lagging behind vis-à-vis the implementation schedule.
- However, there is great determination to intensify the implementation in 2017 and the team observed that ADN is learning and gaining experience in the process. The discussions, reflections, priority development together with the community are well-appreciated, and will pave the way for speeding up implementation of the activities.
- With regard to the professionalism to reach the desired objectives, ADN has some gaps to fill. ADN seems to lack adequate and permanent technical staff in Assamo or Ali-Sabieh.
- The Djibouti HoA-REN National Chapter is engaged in project implementation but the network is not yet strong.
- ADN still seems to lack a holistic approach as regards gender and (in)equality.

Perspectives and Recommendations

ADN has spent a long time paving the way for HoA-CCP project implementation in Assamo. The 2017 activities will begin very soon as ADN finally received its funds in June 2017. However, the situation in Assamo has changed from the time of the Baseline study, and today there are similar and large interventions going on by Djibouti Ministry of Agriculture and

contract partners. Yet, in this AfDB-funded project there seems to be limited attention for community organization going along with infrastructure development. This may be an opportunity for ADN and the Djibouti National Chapter to revisit the priorities set together with the community. ADN could focus more clearly on extension work, system development to manage the infrastructure, marketing and value chain development.

In general, the MTR team recommends the following:

1. ADN should adapt the planning of the HoA-CCP activities in Assamo to the new context in which a large governmental infrastructural project is present and operational.
2. The Djibouti HoA-REN National Chapter is recommended to better define the collaboration among its members (e.g. regarding DDAR) and to work more on networking with other NGOs and with government bureaus.
3. ADN is recommended to build its technical staff (“animateur” or extension officer) and support staff (a hired driver), making use of the expertise of its partners.
4. ADN seems to lack a proper strategy and approach towards capacity-building in Assamo. Focus is on training of end-users rather than on training of trainers. Experience in participatory education and training approaches seems to be limited.
5. Gender and inclusion are issues to be elaborated upon in the Djibouti context by the National Chapter. HoA-REC could consider facilitating training and coaching the staff and HoA-REN member organizations on this.
6. ADN may be too optimistic about intensifying project implementation. The MTR team considers it unlikely that all specified activities and objectives can be achieved in the remaining project period.

6.4 Somaliland – Maroodi Jeex landscape

6.4.1 Project description

Title: Horn of Africa - Climate Change Program (HoA-CCP), Somaliland Chapter

Location: Maroodi Jeex landscape, Somaliland.

Name of Partner: Barwaaqo Voluntary Organization (BVO), Somaliland

Project Period: March 2015 - October 2018

Budget as in contract: Euro 500,000 (original budget)

Description of landscape

Maroodi Jeex landscape is located in Western Somaliland along the Maroodi Jeex wadi, which is the main seasonal stream in the area. The landscape is the lower part of the Maroodi Jeex catchment area (420 km²), upstream of capital Hargeisa. It covers the villages of Haraf, Hagal and Hareed, an area of about 250 km². Livestock production is the mainstay of Somaliland's economy, representing 60% of GDP and 85% of export earnings (NDP 2011).

Nomadic pastoralism and agro-pastoralism employ over 70% of the population. Droughts followed by flash floods occur frequently, at the expense of humans and livestock. Somaliland is still confronted with the impacts of severe drought over the last couple of years. Many people in the villages reportedly have lost large numbers of livestock (camels, cattle, goats). The 2017 *Gu* rains (May-June) were about average, but more rainfall is required to be able to restore production and productivity.

The HoA-REN Somaliland National Chapter chose the Maroodi Jeex landscape because of the dire needs of the local communities, the absence of development programs in the area, and its proximity to capital Hargeisa which allows for regular support by BVO and provides access to markets. Biodiversity was not an explicit motive for selection, yet the area is believed amongst others to provide habitat to the endangered Beira antelope.

Main Challenges of Maroodi Jeex Land Scape

For the last three decades, severe droughts, decreased rainfall reliability, poor rains, intense showers, land degradation, and reduced biodiversity and vegetation have contributed to the disruption of traditional wet and dry season grazing patterns and reduced fodder availability thus affecting livestock health and production. This is seriously undermining the livelihood resilience of pastoral households.

The HoA-CCP project covers an area of approx. 250 km² (out of a total 420 km² water catchment area), which is characterized by sandy soils, sparse vegetation, dispersed settlements, water scarcity, gentle slopes and gully erosion. The HoA-CCP project covers activities in three villages upstream of Hargeisa (in climbing order of distance: Haraf, Hagal, Hareed). Sub-urban Haraf has good access to water thanks to shallow wells in the Maaroodi Jeex river bed, which allows for irrigated agriculture and the pumping of water for water tanks serving up-stream settlements. Hargeisa provides a market for agriculture produce and good opportunities for non-farm income generation. Demand for land in Haraf is high - for construction and investment. The villages of Hagal and Hareed are more upstream, with less or no irrigation possibilities, thus relying mainly on livestock and rain-fed cereal production.



Photo Herding of goats in the Maroodi Jeex landscape, Somaliland.



Photo Nomadic housing in the Maroodi Jeex landscape, Somaliland.

The proximity of Hargeisa city creates both opportunities and threats. Hargeisa attracts many human resources; e.g. in the more remote Hareed village about half of the youth live in Hargeisa for study or work. Yet, the expanding city also taps into the landscape's natural resources to support the needs of a rapidly increasing urban population. Urban demands for water, charcoal, and sand for construction affect the natural resource base available to rural households.

In Maroodi Jeex, livestock forms an important part of the livelihood in the landscape. Every year livestock faces feed scarcity for at least 4 to 5 months during the dry season, with direct negative impacts on animal nutrition, health and marketing. Livestock and farming are integrated in that cereals (sorghum, maize) are harvested for human consumption while straw and residues are stored as fodder for the dry season. However, due to repeated droughts and human and animal pressure on the natural resources, the quality and productivity of range- and croplands have deteriorated. Erratic rainfall and increased rainfall intensity on bare land results in gully erosion and siltation along the wadis, reducing the available agricultural land.

Community and other stakeholder needs in Maroodi Jeex Land Scape

Water is scarce in the landscape. Virtually all water for humans and livestock comes from wadis and protected or unprotected shallow wells. Every year, during a period of three to four months, water shortages force people to water their cattle and to collect water for domestic use at distances of more than 10 km. Many berkads (subsurface reservoirs) and baileys (earth dams) in the area are in a state of disrepair and have lost storage capacity. In the past communal water resources were managed through a council of traditional leaders, elders, religious men, and other influential people in the community. Socio-economic developments towards privatization and individual thinking have weakened these community-based institutions and their management systems.

Women are especially vulnerable to the degradation of natural resources, as they are tasked with fetching water and firewood. Degradation of vegetation and water resources means for women that they have to spend more time on collecting firewood and water. Women also have less opportunity than men to diversify their livelihoods and income through the non-pastoral, non-farming economy.

For integrated livelihood improvement, following is to be considered:

- * **Restoration of the landscape:** enhanced availability of water to increase the landscape's carrying capacity and resilience;
- * **Reduction of flooding:** include the risk of flooding in land use plans, develop agriculture in the floodplains;
- * **Shifting herd composition:** in many households herd composition shifts from large to small animals; smaller ruminants graze directly on the farm or close at home;
- * **Diversification of income:** within and outside the pastoral and farming economy.

Summary of main activities

Barwaaqo Voluntary Organization (BVO) is the National Focal Point Organization (NFPO) of the Somlailand HoA-REN network. "Barwaaqo" means "prosperity" in Somali language. BVO currently has 23 staff members. BVO runs activities in the field of human rights, women empowerment, child rights, health and environment. The HoA-CCP project is currently the main project in terms of budget. Main activities under the HoA-CCP project are, or relate to:

- Water management and soil conservation practices
- Inventory of landscape water points
- Rehabilitation of rain water harvesting infrastructure

- Protection against floods
- Community agroforestry, nursery and land restoration
- Beekeeping for Self Help Groups (HGs)
- Pastoral/Agro-pastoral Field Schools
- Smallholder Farmers Situational Assessment
- Compost Making from Animal Manure/Plant Residues
- Green Space and Infrastructure
- Environmental Education and awareness-raising on Water, Sanitation and Hygiene (WASH).

Expected Outcomes and Outputs of HOA-CCP Maroodi Jeex landscape:

* **Outcome 1:** Landscape restoration promoted through sustainable land and water management and natural resource conservation

Output:

- 1 Integrated Land Use Development Plan developed and applied;
- At least 2 water management and soil conservation practices applied.

* **Outcome 2:** Food security increased by promoting climate-smart agriculture and green value chains

Output:

- 1 agro-production site, where climate-smart agricultural practices are applied, established;
- 2 ‘green’ value chains established and/or enhanced.

* **Outcome 3:** Green House Gas emissions reduced and livelihoods improved through promotion of renewable energy, climate-smart waste management, REDD+ and green infrastructure

Output:

- 1 integrated waste management plan developed and piloted;
- 1 local entrepreneur strengthened to supply renewable energy and energy efficient technologies (for ¹household and productive use);
- 1 green building constructed.

6.4.2 Project progress

BVO implements the HoA-CCP project since late-2015 in the villages of Haraf, Hagal and Hareed, in the lower part of the Maroodi Jeex catchment. Before starting any physical implementation BVO organized a Village Development Committee of 6 people (2 from each village; 2 out of 6 are women), which is to lead and facilitate the implementation and to serve as contact point to the project. Priority in implementation was given to issues related to water.

The achievements in project implementation of BVO to date include:

* **Reduction of soil erosion, enhance soil formation and water conservation, increase water:** 25,833 linear meters of soil bunds around riverbeds and slopes have been constructed to minimize water run-off, to reduce soil erosion and to improve water retention and infiltration. Earth bunds are common practice in the area, and generally long and continuous.

BVO favors an improved design of higher and thicker bunds, which alternate zig-zag in order to further increase water retention.

*** Rehabilitate rainwater harvesting reservoirs (berkads) and water dams (baileys):** BVO made an inventory of water points and sources in the landscape, including boreholes, earthen dams, subsurface dams, shallow wells and berkads. Through a local contractor, BVO has rehabilitated two (2) communal berkads (water reservoirs; by design 11.7 x 5.8 x 3.3 meters each) in the villages of Hagal and Hareed, and one large earthen dam and reservoir in Hareed. The berkads serve as a last resort of drinking water primarily for humans, whereas the earthen dam and reservoir can store large quantities of water for livestock.

*** Community tree nursery and land restoration:** BVO has established tree nurseries in Haraf (30,000 trees; mostly Acacia, mango and moringa) and Hargeisa (15,000). When ready, the tree and fruit seedlings are planned to be distributed for free to the 3 communities. For reasons of sustainability, an own contribution by recipient should be requested.

*** Trainings:**

- **SWC:** A training of trainers on soil and water conservation and protection against floods was organized for 30 participants from the 3 villages, for feed-back and dissemination in the communities.

- **Beekeeping:** Bee Farming Training Centre has recently been established in Haraf. A trained technician from the community is in charge of the site management. BVO also organized 3 trainings on beekeeping for 32 women of a Self-Help Group (SHG). The trainees received accessories and protective wear. Some of the trainees already have the traditional knowledge of beekeeping. Yet, the MTR team believes that the plan and set-up of the Bee Farming Training Centre (e.g. bee variety selection, queen production, proper beehive positioning, beehive covering, guaranteed access for bees to water and feed also in dry season, etc.) should be re-assessed by an external beekeeping expert to ensure good production and productivity.

- **Poultry production:** BVO recently selected site in Hagal for poultry production. Trainings have not yet started.

Implementation challenges and possible solutions:

*** Delays in money transfer:** Delays in transfer from HoA-REC translated in delays in implementation. The first BVO funds arrived in October 2015 (Euro 80,000). The 2016 funds were received in May (Euro 120,000) and October (Euro 70,000). The first 2017 funds (Euro 97,000) arrived only in late-June. As Somaliland is not recognized as a country, the money comes via Djibouti, which adds to delays.

*** Ambitions:** The BVO list of activities is long and diverse. BVO does not have enough budget to cover the whole lower catchment of the Maroodi Jeex river.

*** Invasive plants:** The invasion of farm- and grazing lands by the plant *Prosopis juliflora*, which competes with crops and trees for water and is hard to control, needs further attention.

Opportunities in implementation

A large project is underway in the upper catchment of the Maroodi Jeex river since around 2014, with the Somaliland Ministry of Development and with funding of the Somali Development Fund (SDF). Total of funds was Euro 5 mln over two consecutive phases. About 30% of the upper catchment has now been concerned. New additional funding is expected from the International Fund for Agricultural Development (IFAD) through a by



Photo The inlet of a rehabilitated 'berkad' water reservoir in Hareed village, Somaliland.



Photo The inlet of the rehabilitated 'bailey' earthen dam in Hareed village, Somaliland.

consultancy firm Transtec (from Belgium). Activities involve rehabilitation of earthen dams, and the construction by machine of long and circular earth bunds. Focus seems to be more on infrastructure, thus far, than on capacity-building and community mobilization; which may provide opportunities for BVO to connect and become involved also more upstream of the current HoA-CCP landscape.

Perspectives on achieving stated objectives by end of project

The activities of BVO are well in line with the project objectives. BVO seems to have a clear approach to community mobilization and consultation, as well as to capacity-building for sustainability. The focus is on community implementation through the Village Development Committee (VDC) and on the training of trainers, in order to be a catalyst rather than an implementer of change.

BVO does not currently have own technical experts. For the nursery sites and the Bee farming Training Centre, for example, it relies on trained community men and women. For infrastructure development, such as the rehabilitation of berkads, BVO relies on consultants and contractors. BVO performs well as a convener and should be able to achieve the stated objectives of the project in time, provided it receives funds from HoA-REC on time.

Support by HoA-REC

A HoA-CCP Monitoring visit to Somaliland took place in October 2016. In general the relationship with HoA-REC is mostly administrative and financial. It is always very difficult to get the budget on time and the process is complicated which creates delays. BVO is convinced that the Centre could also provide technical support and have more regular consultations with the National Chapters if it prioritizes regional programs.

HoA-CCP learning component: activities and appreciation

One of the most appreciated components of HoA-CCP is the Landscape Learning Journey (LLJ). The Somaliland National Chapter organized the first Landscape Learning Journey in Hargeisa in November 2015. This was combined with the 8th HoA-REM regional meeting. Both events were very important in creating the capacity and to increase the visibility and recognition of BVO as an organization in the Somaliland context.⁸¹

The LLJ in general enabled the Somaliland National Chapter to exchange with and learn from the colleagues from Ethiopia, Kenya and the other landscapes. Some of the activities in the BVO HoA-CCP plan, such as beekeeping, were developed following the LLJ exchanges.

6.4.3 Project assessment

Relevance and choice of landscape

The Maroodi Jeex landscape is affected both by inadequate management of the environment and by the adverse impacts of climate change. The 3 villages along the lower catchment of the big seasonal Maroodi Jeex river are highly affected by droughts, flooding and land degradation. The town of Hargeisa also has a major impact on the availability of human and natural resources.

The upper catchment of the Maroodi Jeex river is currently under restoration by the government and other actors. This is an opportunity and a justification for the Somaliland

⁸¹ BVO and HoA-REC have not been able yet to agree on the financial report of the event. BVO states that it is entitled to receive a significant sum on real expenses. HoA-REC states that no justification was provided.

National Chapter to focus more on the lower part of the catchment, in the 3 current villages, with potential for expansion if more funds would become available.

Relevance of project activities to challenges

The HoA-CCP activities including the construction and rehabilitation of soil bunds, berkads and earthen dams, plus the tree nurseries and the demonstration sites for beekeeping and poultry production, along with the community mobilization and trainings, are all very relevant to restore the landscape and to improve the livelihoods of the community in the project villages. The community mobilization in the villages will enhance the sense of ownership.

The MTR team observed that gully erosion is affecting arable and grazing lands, whereas soil bunds help to prevent the formation of gullies and enhance moisture retention, increasing agricultural production.

During discussion with the communities, women in particular stressed that water availability for humans and livestock is critical in the area. In the dry season, especially those living higher up the slope feel obliged to buy water from other places - at a price of around USD 80 per 2,000 m³ water.

Network function: involvement of knowledge institutes and National Chapter

The HoA-REN Somaliland National Chapter consists of four (4) organizations: 3 NGOs (BVO, Eco-Focus and Somaliland Agricultural Society SAS) and Hargeisa University. Eco-Focus and SAS each have 3-4 staff. SAS was involved in the landscape Baseline study. Hargeisa University is involved in research on the eradication of the invasive plants especially *Prosopis juliflora*. Otherwise, the academic and research vice-president of Hargeisa University commented the role and activities of the academia in the Somaliland HoA-CCP program is ill-defined and very light.

The Somaliland National Chapter members do appreciate the HoA-REN network. It gives them an opportunity to share knowledge and experience with participant of other countries during their periodical regional meetings in various countries in the Horn. The MTR team believes that the Somaliland network members have high capacity but need to better define their partnership and collaboration.

Relations with others (e.g. government, private sector, CSOs, etc.)

BVO has good relations and easy access to government offices. The Ministry of Agriculture (MoA) and the Ministry of Environment and Rural Development (MoERD) are implementing in the upper catchment of the Maroodi Jeex landscape, through consultants and project contractors. However, these ministries and BVO do not seem to know each other's activities very well. The Somaliland National Chapter is recommended to seek more collaboration and coordination with these larger projects in order to address the upper and lower catchments in a more integrated manner.

Gender and inclusion

The population in the landscape is Somali from the Issa clan, having a patriarchal and patrilineal social structure whereby the man embodies the central authority in the household. Women manage the arduous domestic work and contribute to the other economic activities like helping in the farm. When natural resources such as firewood and water become scarce, women are forced to fetch these at long distance.

During the focus group discussion, women said that during the dry season women have to walk around 4 hours (round trip) to search for drinking water, which adds further stress to their busy lives. All the HoA-CCP project activities have a direct impact on women. BVO and the Somaliland National Chapter are trying to better include women in village committees, the management of nursery sites and projects to develop beekeeping as a source of income. Women empowerment is an integral part of BVO's activities. Under its human rights program, BVO is actively promoting women participation in elections, and this seems to be bearing fruits. The team did not have a focus group meeting with youth specifically, but several interviewees made clear that youth move a lot between their village and Hargeisa. In general, the Somaliland National Chapter is recommended to closely monitor the household level effect of the project on the lives of women (e.g. beekeeping) and to ensure that all priorities of women are included.

Efficiency and effectiveness

BVO engages technical experts on a contractual basis to implement the activities. The team at the BVO office only facilitates and organizes with the Village Development Committee (VDC) and community structures. Whereas the initial approach of BVO seems good to the MTR team, there are concerns whether BVO has sufficient technical expertise to ensure good quality outcomes of its livelihood improvement and value chain work (e.g. upscaling beekeeping through production of queens, type and position of beehives, skill of 'cultivating' bees in dry season, etc.). The same concern applies to the intended poultry production, for which a site has now been identified.

The Bee Farming Training Centre is established on land given by the surrounding farmers, so the project did not have to spend money on it. The location of the project site is not far from Hargeisa, so BVO day-to-day monitoring is easy and not expensive.

Sustainability of project activities

BVO is trying to engage the community through the Village Development Committee (VDC) and village leaders. The MTR team observed that at Hagal village farmers started to replicate improved soil bund construction according to the techniques learned from the HoA-CCP project. Soil bund construction in general is a widely applied practice in the landscape and there are thus ample opportunities to accelerate rehabilitation of the landscape.

Insight in the number of water points that need maintenance or rehabilitation is important and the community does not seem to have much idea of the related costs and the necessary organization of a maintenance system is lacking. The project should assist the communities in building a clear system for managing the natural resources available, especially the water points, and to facilitate the search for additional funding (e.g. for rehabilitation of the earthen dam in Hagal). BVO is advised to be explicit to communities about the costs of activities in order to gradually build up a sustainable maintenance system.

Up-scaling potential, business and economics

The whole Maroodi Jeex catchment area is around 420 km². The HoA-CCP project is currently working in around 250 km² whereas the SDF-funded project works in the upper catchment on around 160 km². Considering the budget, it is not possible for the Somaliland National Chapter to cover the whole lower catchment area. There is a big potential to scale up the HoA-CCP and to search additional funding in collaboration with the SDF project and regional and national authorities. The need for water points' installation and rehabilitation is ever increasing due to human and livestock pressure, as is the need for a shift towards agro-pastoralism and irrigation. Market access will not be a limiting factor thanks to the proximity of Somaliland's capital city Hargeisa.

6.4.4 Project next steps: moving forward

For the past two years the BVO and the Somaliland National Chapter have been focused on community mobilization and organization and on implementing the physical infrastructures. Household-level interventions such as the plantation of indigenous and fruit trees, honey production, poultry production and extension work on value chains will require more attention in the remainder of the HoA-CCP project.

Conclusions

The HoA-CCP interventions correspond with the needs of the communities in the landscape. The implementation by BVO is carried out in a well-organized manner and project progress is properly documented and visualized. BVO does not, however, have experts itself in staff on environment and natural resources management. It relies on National Chapter members for technical expertise and on consultants and contractors for infrastructural work. BVO is active and well-experienced in the promotion of women empowerment and gender equality.

BVO follows a Training of Trainers (ToT) approach in which participants are expected to coach other farmers on simple Soil and Water Conservation (SWC) techniques such as soil bunds and check dams. Yet, there is no clear system of how this knowledge transfer to the wider community would take place. Water infrastructure such as the berkads and the earthen dams, however, is constructed by contractors without involvement or co-financing of the communities, and the latter are also not informed of the costs of installation.

Perspectives and Recommendations

Implementation of the Somaliland part of the HoA-CCP program is well on plan. No less than 25 km of soil bunds have been established by communities with the support of BVO. The impact of the soil bunds is clearly visible in the field where rain-fed cereal crops are emerging. The installation and rehabilitation of water points corresponds to a very big need of the communities in the 3 villages. Management of tree nurseries and the Bee Farming Training Centre is done by women and men from the communities, which is important for ownership and continuity of the activities. Work on renewable energy is being prepared and will consider the introduction of energy-efficient cook stoves that use less fuelwood and emit little smoke.

Based on the desk and field reviews, the MTR team recommends the following:

1. In view of the larger landscape perspective, BVO is recommended to further strengthen its ties with, and information about, the larger project upstream the Maroodi Jeex river, in order to favor synergy and complementarity. BVO might also strategically aim for more structural collaboration with the involved public and private partners, in order to jointly access more funding and to position as provider of “software” that should accompany infrastructural investment, such as community mobilization and consultation.
2. Water points: Ensure that the communities are involved in the entire process of construction; from site selection and budgeting through to management. Fence the berkads and install water troughs for livestock.

3. Community rules and cohesion: Encourage the communities to engage themselves in the good traditional values of managing natural resources including grazing lands and water points. The National Chapter can facilitate dialogue and discussion forums within and among the communities.
4. Technical expertise: BVO should make sure that it has or gains sufficient in-house expertise on livelihood improvement and value chain development (e.g. beekeeping, poultry production) to be able to steer project implementation.
5. Household level extension: Thus far BVO has mainly focused on community mobilization and on establishing communal water infrastructure. Once the water is available and farmers start use and irrigation, it is important to intensify follow-up at household level.

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Annex 1. Terms of Reference (ToR) of HoA-CCP Mid-Term Review

Mid-Term Review for the Horn of Africa Climate Change Programme

Purpose: The Ministry of Foreign Affairs of the Netherlands in cooperation with the Horn of Africa Regional Environment Centre & Network (HoA-REC&N) is seeking to contract a team of European and African consultants, to conduct a Mid-Term Review (MTR) for the Horn of Africa Climate Change Programme (HoA-CCP), one of the landscape development programmes funded by the Inclusive Green Growth Department of the ministry. The Horn of Africa is a priority region for the Ministry of Foreign Affairs, partially because instability in this volatile region that is more and more frequently hit by droughts and floods, can affect European countries. The regional network and the centre that supports it, have been established more than ten years ago with assistance from the Netherlands, notably the Embassy in Addis Ababa and Wageningen University & Research.

The landscapes in Djibouti, Ethiopia, Kenya, Somalia/Somaliland, South Sudan and Sudan that are included in the programme, were pitched and selected in November 2014 during a two-day meeting in Addis Ababa after the 9th annual meeting of the Network. The programme is now operational in four of the six chosen landscapes. Depending on the progress made and the financial possibilities of IGG the perspective to enlarge the scope of the programme will be considered.

Goals of the MTR:

1. The main goal of this MTR is to give feedback and advices to the HoA-CCP coordinating team and implementing organisations on the chosen programme approach and the concrete actions undertaken so far in relation to the envisaged strategy elements or 'products' that steer the HoA-CCP as a whole, and regarding the objectives, outcomes and outputs in the various landscapes as abstracted from the programme log-frame.
2. The MTR team should also determine if it is advisable to adjust and upgrade the existing programme and prolong it for one or two years as envisaged in the design phase of the programme given the many uncertainties then, both due to lack of data and the unstable climatic and socio-political conditions in many parts of the region. Concerning the chosen landscape in South Sudan the MTR team will be requested to assist the South Sudanese focal point organisation and the HoA-CCP coordination team to decide if this landscape should remain in the programme or the Boma part of the trans boundary Boma-Gambella eco-system, bordering South West Ethiopia, should be chosen instead.
3. Besides, the MTR team should indicate if it is feasible to include one or two other landscapes in Ethiopia given the size of this Horn country and its population and the urgent need there to give more attention to spatial planning, also in the light of political unrest, as well as one landscape in Uganda, enabling Ugandan organisations to enter the Network, possibly resulting in a better balance between Muslim and non-Muslim dominated countries, as was also discussed at the start of the HoA-CCP programme. Based on the assumption that the HoA-CCP facilitated landscape visions and the actions on the ground are considered to have preliminary positive effects, an assessment of two or three draft proposals for the inclusion of the above mentioned other landscapes in the programme will thus be part of the assignment.

4. Furthermore, the MTR team is requested to use insights gained during field visits and interviews, to provide comments on recommendations to strengthen the managerial and financial administrative capacity of HoA-REC&N, as formulated by IUCN-NL.

5. The MTR team will also be asked to assess the interactions of the programme with international (Dutch and other 'external') actors and - if judged positively - to advise on how long term structural cooperation with Dutch organisations can best be accomplished, particularly with WUR/CDI, IUCN-NL, PUM, Meta Meta and NWP, YEP, the Gender Resource Facility, IDH-ISLA, Wetlands International, VU and UvA.

6. Lastly, this MTR will also be used by the IGG Landscape Group to determine which elements of the emerging HoA-CCP approach could also be useful to other programmes supported by IGG and which HoA-CCP landscape projects could benefit from connections with other IGG supported landscape development programmes.

The MTR Terms of Reference below set out the scope of work in greater detail, the requirements candidate team members have to meet, and the planning and reporting procedures for the team that will carry out the MTR.

Duration of consultancy: 35 working days

Estimated timeline of consultancy: May - June 2017

Locations of MTR:

- Kenya (South Rift landscape, SORALO area),
- Ethiopia (HoA-REC office: HoA-CCP and WLC team & Addis Ababa and surroundings; Gambella landscape/ eco-hub; Rift Valley);
- Somalia / Somaliland (Maroodi Jeex landscape),
- Djibouti (Assamo landscape)

For the HoA-CCP landscapes in Sudan and South Sudan, that will not be visited, written materials will be provided and people involved in these landscape projects will be invited to participate in the next 'Landscape Learning Journey' to be held in Ethiopia between 8th to 12th May 2017. The HoA-CCP MTR team will also be invited to this workshop.

1. HoA-CCP PROGRAMME

Background

The Horn of Africa Regional Environment Centre & Network (HoA-REC&N) is a regional network of 42 endogenous civil society organisations and knowledge institutes in six countries of the Horn of Africa (Djibouti, Ethiopia, Kenya, Somalia/Somaliland, South Sudan and Sudan). Non-endogenous organisations can become partners of the Network, not voting members. Sometimes also Eritrean organisations participate in regional meetings and the network is currently considering to also integrate organisations from Uganda. The network is supported by a Regional Centre affiliated to the Addis Ababa University that is also serving as the Secretariat of the network. The network organisations that work with a range of stakeholders, including government bodies, companies and international organisations, aim to improve environmental governance and management and to promote sustainable development options. Gradually HoA-REC&N is emerging as a regional structure that is now not only exchanging knowledge and experience but is also jointly implementing regional programmes. Initially Ethiopian staff members of the Centre played a dominant role in HoA-REC&N and they are still

important (f)actors but currently the regional programmes are coordinated and supported by staff from different other Horn countries (Kenya, South Sudan and Uganda).

Now that HoA-REC&N started to jointly implement regional programmes, IUCN-NL has been requested to assist the Network and the Centre to strengthen their managerial and financial administrative capacities at various levels. Technical Assistance in these domains focuses currently on establishing a well functioning SAP digital administration system at the Centre and on overall organisational restructuring to ensure that HoA-REC&N can meet planning and reporting requirements of funders and to enable the Network to enhance its influence on the policies and functioning of the Centre.

Programme set up

The HoA-CCP is addressing land and water issues and stimulates the development of ecologically-viable value chains and greenhouse gas emission reduction, enhancing both climate change adaptation and mitigation. (<http://hoarec.org/2016/11/11/horn-of-africa-climate-change-program/>)

The HoA-CCP is the first regional programme of HoA-REC&N. The Network and the Centre are supported by the Wageningen University & Research (Centre for Development Innovation) to structure the programme's approach via a 'Landscape Learning Journey' and by the Dutch consultancy bureaus Meta Meta and Acacia Water to guide landscape selection processes, develop landscape baselines, and produce landscape development visioning documents and action plans with budgets.

Since 2016 HoA-REC&N is also involved in a regional wildlife programme in the Horn of Africa that is coordinated by IUCN-Netherlands. For the programme component aiming to prevent and combat poaching at community level, IUCN-NL and HoA-REC&N opted to create synergy with two landscape projects in the HoA-CCP, in Kenya and Ethiopia.

The programme promotes the systematic implementation of a landscape approach to sustainable development, as a HoA-REC&N flagship development model that establishes strong links between safeguarding or restoring ecosystem integrity and enhancing income-generating opportunities, involving communities as much as possible in both decision making and implementation and searching for affordable interventions that can be replicated in adjusted forms in landscapes elsewhere in the Horn that have similar physical, socio-economic and political characteristics.

In each chosen landscape the programme develops tailor made 'packages' of concrete activities in the following categories:

1. support to land use planning;
2. support to Integrated Water Resources Management, often a combination of rainwater harvesting, small scale irrigation, flood control and soil conservation measures;
3. promotion of sustainable and climate resilient agriculture and in at least one place also aquaculture, via research, demonstration and mobilisation;
4. facilitation of the development of ecosystem-compatible value chains and
5. promotion of renewable energy options.

The programme is in principle implemented by network member organisations in cooperation with partners. Only in the Gambella landscape in South West Ethiopia does the Regional Centre initially play an important role, until Ethiopian HoA-REN member organisations can take over parts of the project in this landscape.

Expected programme strategy elements/ 'products'

The HoA-CCP team at the Centre coordinates and oversees the elaboration of a number of concrete programme strategy elements/ 'products':

- Baseline studies, landscape development visioning documents and action plans for each landscape
- Demand Driven Action Research and Demonstration Initiatives (DDAR&DI)
- Capacity development via a 'Landscape Learning Journey'
- Facilitated landscape related studies
- Information sharing and strengthening of HoA-REC&N

Objectives, expected outcomes and outputs according to the programme's logframe:

The following three programme objectives for the six National Chapters can be abstracted from the Logical Framework for the HoA-CCP:

1. Sustainable landscape development and/or restoration promoted and implemented through adequate land and water management and natural resource conservation;
2. Increased food security by promoting climate resilient agriculture (and aquaculture in Gambella) as well as green value chains for high value products and services that can generate income and also contribute to a sustainable landscape;
3. Green House Gas emissions reduced and livelihoods improved through promotion of renewable energy, and -where applicable and feasible- also climate-smart waste management and the use of green infrastructure.

Based on the logical framework for the programme the following main outcomes for the six National Chapters can be identified:

- 1.1 Integrated Land Use Development Planning (ILDLP) promoted and applied at least in important parts of landscapes to guide decision making on land and water management;
- 1.2 Promotion of community-based watershed management, using techniques to recharge, retain and re-use water (3R, refer to [http://akvopedia.org/wiki/3R \(water\) – Recharge, Retention and Reuse;](http://akvopedia.org/wiki/3R_(water)_-Recharge,_Retention_and_Reuse;))
- 2.1 Climate resilient agricultural production systems promoted, demonstrated and enhanced (e.g. vegetables, fruits, composting, intercropping, IPM, mulching, diversified livestock/dairy production, apiculture, aquaculture);
- 2.2 Development and strengthening of climate-resilient value chains for sustainable products and services;
- 3.1 Renewable energy and energy efficient devices for households and institutional and productive use enhanced;
- 3.2. Where applicable and feasible, climate smart waste management practices in selected localities introduced or improved;
- 3.3 Carbon neutral, cradle-to-cradle building methods promoted.

Based on these envisaged outcomes, the National Chapters are expected to realise the following combined outputs at the national level within five years:

- At least 4 ILDP's/ landscape visioning documents prepared and applied (in strategic parts of chosen landscapes);
- At least 10 water management and soil conservation practices applied;
- At least 5 agro-production sites established or enhanced where climate resilient agricultural practices are applied;

- At least 8 ‘green’ value chains established and/or enhanced;
- Renewable energy and energy efficient technologies (for household and productive use) demonstrated and at least 6 local entrepreneurs strengthened for dissemination of these technologies.
- At least 2 integrated waste management plans developed and a pilot implemented;
- Green buildings constructed on at least 2 locations.

2. MAIN RESEARCH QUESTIONS

The mid-term review should keep the basic OECD DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) in mind.

1. The MTR for the HoA-CCP should assess the progress towards outputs and outcomes in the landscapes as well as the programme strategy elements or ‘products’. The review, by examining the programme proposal with its logical framework and other documents, and in consultation with project implementers, will also identify unexpected or unplanned issues, possibly as unforeseen results of the programme, that may have hindered or facilitated the success of the programme so far. In general the MTR team needs to indicate what has worked well so far during programme implementation and what doesn’t seem to work.

The MTR team also needs to examine if the programme has already led to, or could in the future catalyse beneficial development impacts in the areas of income generation through value chain development, gender equality and women’s empowerment, improved landscape governance or emergence of effective frameworks for natural resources management and partnership engagements.

Concerning the HoA-CCP logframe it is good to assess how “SMART” the indicators are in practice (Specific, Measurable, Attainable, Relevant, Time-bound), and to suggest specific amendments/revisions to the indicators as necessary. E.g. are implementing member organisations able to provide adequate data (using satellite information?) regarding the number of hectares brought under a stable natural resources management regime and is it feasible to provide data on progress towards more sustainable landscapes on an annual basis? How is the number of people (males and females) benefitting from the programme defined? Direct beneficiaries only, e.g. women successfully participating in value chains, or all people living in a more stable physical environment counted

It is also important to roughly review country ownership regarding the urgency of spatial planning, water allocation and management of ecosystems, and whether the project concepts are in line with the climate change relevant national development policies of participating countries;

Besides, the decision-making processes regarding land and water allocation in the landscape, around access to e.g. forest products, and also around project work plans and budgets, need to be given some attention from an inclusion perspective. It is for instance good to know if women, youth and marginalised groups were consulted. The MTR team is therefore requested to assess how multi-stakeholder processes have taken shape to inform effective stakeholder involvement in the allocation of natural resources in the project landscape and in the implementation of the programme;

Looking at the log-frame the MTR team should also assess whether the planned HoA-CCP components are feasible within the current programme time frame and budget, taking into account the context and particularities of the implementing CSOs and the countries where the HoA-CCP is implemented.

2. Subsequently the MTR team will discuss with implementing member organisations and the Centre which project adjustments are advisable should more time and limited additional funding become available.

3. Once the MTR team has a good overview of the situation and the programme activities in the current landscapes, and under the assumption that the running programme is assessed positively, the team will also be asked to assess draft proposals to look at the two or three draft proposals for additional landscape projects in Ethiopia (Rift Valley and/or Greater Addis) and possibly a landscape in Uganda, based on the MTR findings and using the standard HoA-CCP landscape selection criteria.

4. Before and during the MTR an administrative expert hired by IUCN-NL will look into the organisational and financial administrative capacity of implementing National Chapter focal point organisations and the Centre. The MTR team will be asked to use insights gained during field visits and interviews to comment on the recommendations formulated by IUCN-NL.

5. The MTR team will also be asked to look into the cooperation of the programme with international (Dutch and other 'external') actors. The MTR team is requested to advise on the way long term structural cooperation with a.o. Dutch organisations can best be accomplished, e.g. with WUR/CDI, IUCN-NL, PUM, Meta Meta and NWP, YEP, IDH-ISLA, Wetlands International, VU, etc.

6. The MTR team is also requested to prepare a short paper for the IGG Landscape Group focussing on HoA-CCP elements that might be of interest to other IGG supported landscape programmes.

3. SCOPE OF THE MID-TERM REVIEW

The MTR team is expected to work a total of 35 working days during the period May – June 2017.

The consultancy will commence in Addis Ababa, where the HoA-REC&N head office is located.

Field visits will be undertaken to Ethiopia's Gambella region, Djibouti's Assamo landscape, Kenya's South Rift landscape and Somaliland's Maroodi Jeex landscape to meet implementing partners and participating communities, as well as other national and international entities that the programme collaborates with.

Sudan's Khor El Teena landscape and the South Sudanese Imatongs will not be visited. However, Sudanese and South Sudanese member organisations can be consulted by the MTR team during the next 'Landscape Learning Journey' starting May 8, most probably in Gambella. The MTR team will then also have to discuss with South Sudanese members and the HoA-CCP coordination team if the Imatong Mountains can remain in the programme or a shift to the Boma landscape bordering SW Ethiopia needs to be considered.

4. METHODOLOGICAL APPROACH

As the Centre is the secretariat of the Horn of Africa Regional Environment Network, it is particularly important that views from the implementing members of the Network be sought. A second key group whose views are to be incorporated are the intended 'beneficiaries' of the programme, including communities and households 'on the ground' in the landscapes, but also relevant government agencies, companies and local partner organisations. Thirdly, international partner organisations that play a role in the programme, need to be interviewed. Lastly independent sources should be consulted, e.g. other donors and organisations that are also involved in the promotion of the landscape approach to sustainable development like the Dutch Ministry of Economic Affairs, SIDA, IDH/ISLA and IUCN (people involved in SUSTAIN Africa). The MTR team is also advised to have a sparring session with the independent consultant Andre Brassier, who is supporting the Dutch Platform to promote the landscape approach to sustainable development internationally.

The MTR team should conduct consultations with the following organisations:

- South Rift Association of Land Owners (SORALO),
- Barwaaqo Voluntary Organisation (BVO),
- Association of Djibouti Nature (ADN),
- South Sudan Nature Conservation Organisation (SSNCO),
- Sudanese Environment Conservation Society (SECS),
- Communities, ensuring that separate interviews are conducted with women,
- HoA-REC&N's HoA-CCP team and HoA-WLC staff,
- HoA-REC&N staff in Gambella involved in the HoA-CCP and related programmes,
- WUR-CDI,
- Meta Meta,
- Acacia Water,
- KIT-Gender Resource Facility,
- IDH-ISLA (KE Mau Complex and ETH Rift Valley),
- SIDA,
- DGIS-IGG (Poley, Van Renterghem).

The MTR team is expected to use a diverse range of methods, deploying a combination of quantitative and qualitative research methods as appropriate.

Specifically, these will include a review of documentation including:

- a) Programme documents, including the baselines and visioning documents for the landscapes;
- b) Landscape project Action/Work plans and progress reports of the various implementing Network member organisations and the HoA-CCP team at the Centre;
- c) Technical reports;
- d) Financial statements;
- e) Monitoring framework;
- f) Public communication and outreach materials.

Additional documentation and information:

Reports on the Landscape Learning Journeys, the African Landscape Dialogue, and on conferences and trainings that were attended by people involved in the programme.

6. REPORTING AND OUTPUTS / DELIVERABLES

The reports of the MTR team should be submitted to the DGIS-IGG responsible person who is dealing with the HoA-CCP from The Hague as well as to the HoA-CCP coordinator in Addis Ababa. In completing the MTR, the MTR team is expected to produce:

1. A **work plan**, one week after the signing of the contract. This plan will include the timeline and travel scheme for accomplishment of the tasks of the review. This will structure the MTR teams work and enable discussions with HoA-REC&N on activities and alignment of support as required.
2. A **draft mid-term review report** that should be concise and follow the thematic areas identified in this ToR for the MTR.

The report should include the number of people assessed as being better able to cope with the effects of climate variability and change/living in a sustainable landscape, disaggregated by gender, and also the number of hectares under sustainable management as envisaged towards the end of the first phase of the HoA-CCP (31 October 2018).

The draft report will be shared with the HoA-CCP team at the Centre, the implementing partners in Djibouti, Ethiopia, Kenya, Somalia (Somaliland), Sudan and South Sudan, and DGIS-IGG to identify any factual inaccuracies that may need to be addressed.

3. A **final MTR report**, in soft copy, to be submitted to DGIS-IGG at a maximum of two weeks after receiving the consolidated written comments from HoA-REC&N and DGIS-IGG.

6. QUALIFICATIONS AND EXPERIENCE

A team of two independent consultants with knowledge about the landscape approach to sustainable development, will conduct the MTR - one team leader with experience and exposure to climate change and sustainable development related projects/programmes and evaluations, in the Horn of Africa, other regions or globally, and one national team expert from any of the HoA-CCP implementing countries with an adequate knowledge of sustainable development and climate change challenges, including mitigation and adaptation intervention efforts in the Horn of Africa countries.

The qualifications for this assignment would include:

- Master's degree in Environmental Studies, Climate Change, Natural Resource Management or a related field;
- At least ten years' experience in implementing, reviewing and evaluating climate change and / or landscape management programmes for the international MTR leader and at least five years for the national expert;
- Ability to write reviews as a tool for learning;
- Ability to travel to the countries in the Horn of Africa where HoA-CCP projects are implemented;
- Excellent written and spoken English, with knowledge of French and/or Arabic as an additional asset;
- Work experience in the Horn of Africa is preferred.

8. EVALUATION QUALITY AND ETHICAL STANDARDS

The MTR team will take all reasonable steps to ensure that disruption to ongoing programme implementation is minimised. It is also expected that the MTR will adhere to the ethical and quality standards as outlined in the Quality Standards for Development Evaluation of the Development Assistance Committee (DAC) of the OECD at:

<http://www.oecd.org/development/evaluation/qualitystandards.pdf>

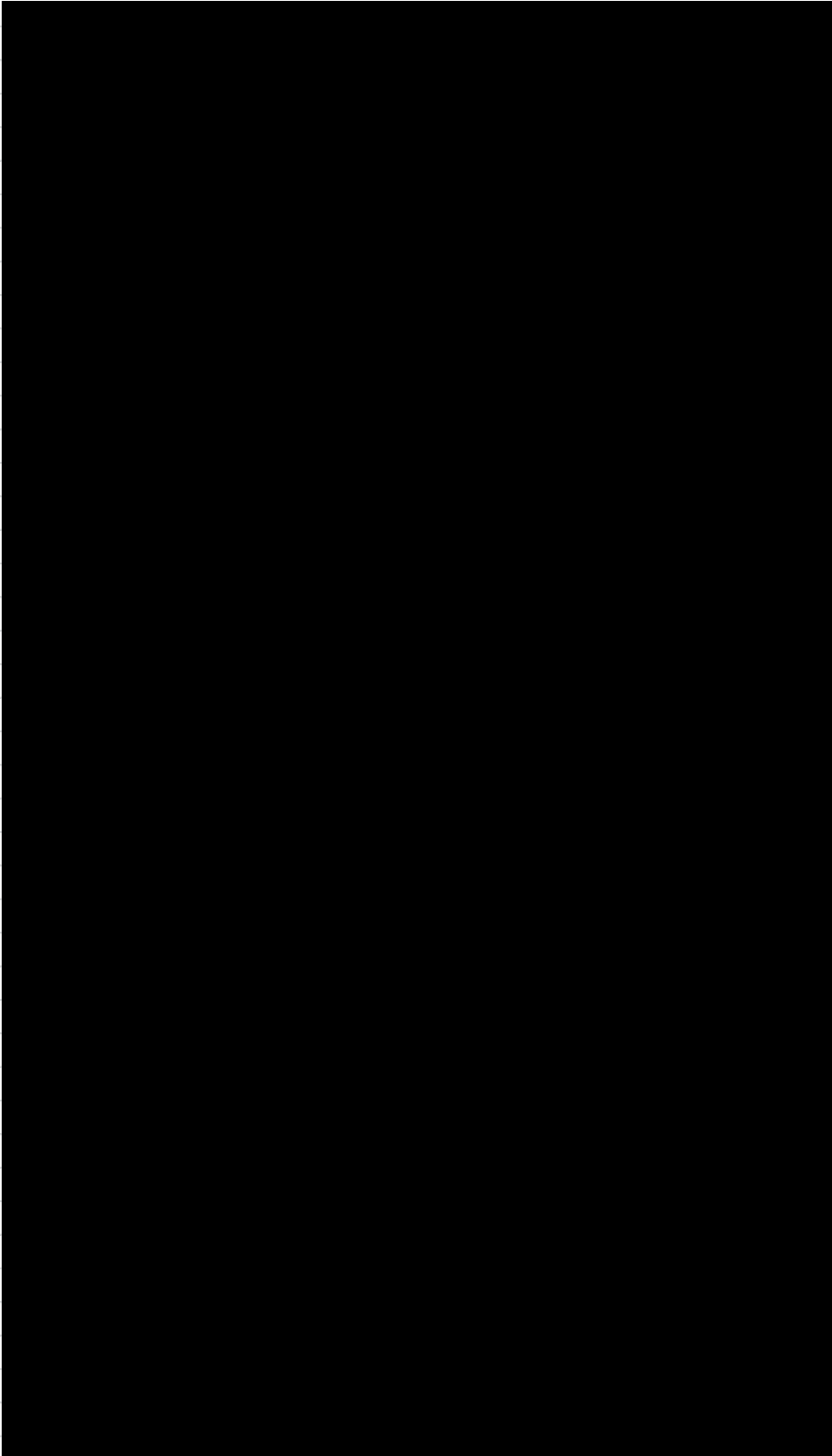
Annex 2. Program of the Mid-Term Review (6 May – 23 July 2017)

Date	Travel / Activity
Saturday 6 May 2017	Travel Amsterdam - Addis Ababa
Sunday 7 May	Travel Addis Ababa - Gambella Interviews with Learning Journey participants
Monday 8 May	Landscape Learning Journey 4 (Day 1) Interviews with Learning Journey participants
Tuesday 9 May	Landscape Learning Journey 4 (Day 2) - Field Day at Eco-Hub Interviews with Learning Journey participants
Wednesday 10 May	Landscape Learning Journey 4 (Day 3) Interviews with Learning Journey participants Interviews with Sudan delegates
Thursday 11 May	Landscape Learning Journey 4 (Day 4) Interviews with Learning Journey participants
Friday 12 May	Travel Gambella - Addis Ababa Interviews with Learning Journey participants Interviews with S-Sudan delegates
Saturday 13 May	Travel Gambella - Addis Ababa Briefing of Consultants [REDACTED]
Sunday 14 May	Travel Addis Ababa - Amsterdam
Monday 15 May	Arrival in Amsterdam
Tuesday 30 May	Interview with Meta Meta / [REDACTED] Interview with Meta Meta / [REDACTED]
Friday 2 June	Interview with MoFA / IGG / [REDACTED]
Friday 9 June	Interview with IUCN / [REDACTED]
Sunday 11 June 2017	Travel Amsterdam - Nairobi [REDACTED] Travel Addis Ababa - Nairobi [REDACTED]
Monday 12 June	Interview with SORALO staff Interview with HoA-REN / Kenyan National Chapter Interview with ACC staff Travel Nairobi - [REDACTED]
Tuesday 13 June	Travel [REDACTED] Visit of intended Cross-breeding site, [REDACTED] Visit of River water spring, [REDACTED] Water Resources User Association (WRUA), [REDACTED] Drive through Loita Hills (rainforest + deforestation) Interview with Lale'Enok Research & Education Centre staff
Wednesday 14 June	Interview with Lale'Enok Research & Education Centre staff Visit to Water intake point TCM, [REDACTED] Meeting with WRUA / Agriculture, [REDACTED] Visit of Shombole Wilderness Tourism Lodge Interview with Shombole Wilderness Tourism staff

Thursday 15 June	Safari ride in Olkiramatia and Shombole Conservancies
	Interview with Lale'Enok Centre / Researcher / Guy Western
	Meeting with Masaai Women Organization "Reto"
	Interview with Lale'Enok Research & Education Centre staff
	Travel Olkiramatia - Magadi - Ologesailie - Nairobi
	Vvisit to Lake Magadi
	Visit to National Museum Ologesailie
Friday 16 June	Travel Nairobi - Addis Ababa
	Visit to Embassy of Somaliland in Addis Ababa / Visa
	Interviews with HoA-REC&N staff
Saturday 17 June	Travel Addis Ababa - Gambella
	Interviews with HoA-REC Gambella staff
	Interview with Gambella State / Education Bureau
	Interview with Gambella University
	Meeting with Consultant / [REDACTED]
Sunday 18 June	Meeting with Maro-Bet Cooperative, Jewi Village, Gambella Woreda
	Visit of HoA-REC Gambella Eco-Hub
	Interview with HoA-REC Gambella Eco-Hub staff
	Interview with HoA-REC Gambella staff
Monday 19 June	Travel Gambella - Addis Ababa
	Interview with HoA-REC / CCP staff
	Meeting with HoA-REN / Ethiopian National Chapter
Tuesday 20 June	Interview with Embassy NL / [REDACTED]
	Interview with HoA-REC / CCP staff
	Interview with HoA-REC / WLC staff
	Interview with HoA-REC&N staff
	Travel Addis Ababa - Nairobi (2 hrs delay; connection missed)
Wednesday 21 June	Travel Nairobi - Amsterdam (rebooked)
	Arrival in Amsterdam (total: 8 hrs delay as to plan)
Thursday 29 June	Interview with Beagle Solutions
Friday 30 June	Interview with IUCN / Consultant / [REDACTED]
Monday 3 July 2017	Travel Amsterdam - Nairobi - Djibouti [REDACTED]
Tuesday 4 July	Travel Addis Ababa - Djibouti [REDACTED]
	Interview with ADN staff
	Interview with HoA-REN / Djiboutian National Chapter
Wednesday 5 July	Interview with Univ. Djibouti / Training Centre
	Interview with Ministry of Environment
	Interview with IUCN-Djibouti
	Interview with IGAD
	Interview with CERD
	Travel Djibouti City - Ali Sabieh (approx. 85 km)
Thursday 6 July	Travel Ali-Sabieh - Assamo (approx. 25 km)
	Village meetings in Assamo (with men, youth, women separately)
	Visit of farm of horticulture Initiator
	Travel Assamo - Antavo - Assamo - Ali-Sabieh
	Interview with Deputy-Governor / Ali-Sabie
	Interview with Ministry of Agriculture / Ali-Sabieh
	Travel Ali-Sabieh - Djibouti City
	Dinner with IUCN / [REDACTED]

Annex 3. Resource persons

Sunday 7 May
Monday 8 May
Tuesday 9 May
Wednesday 10 May
Thursday 11 May
Friday 12 May
Tuesday 30 May
Friday 2 June
Friday 9 June



Monday 12 June

Tuesday 13 June

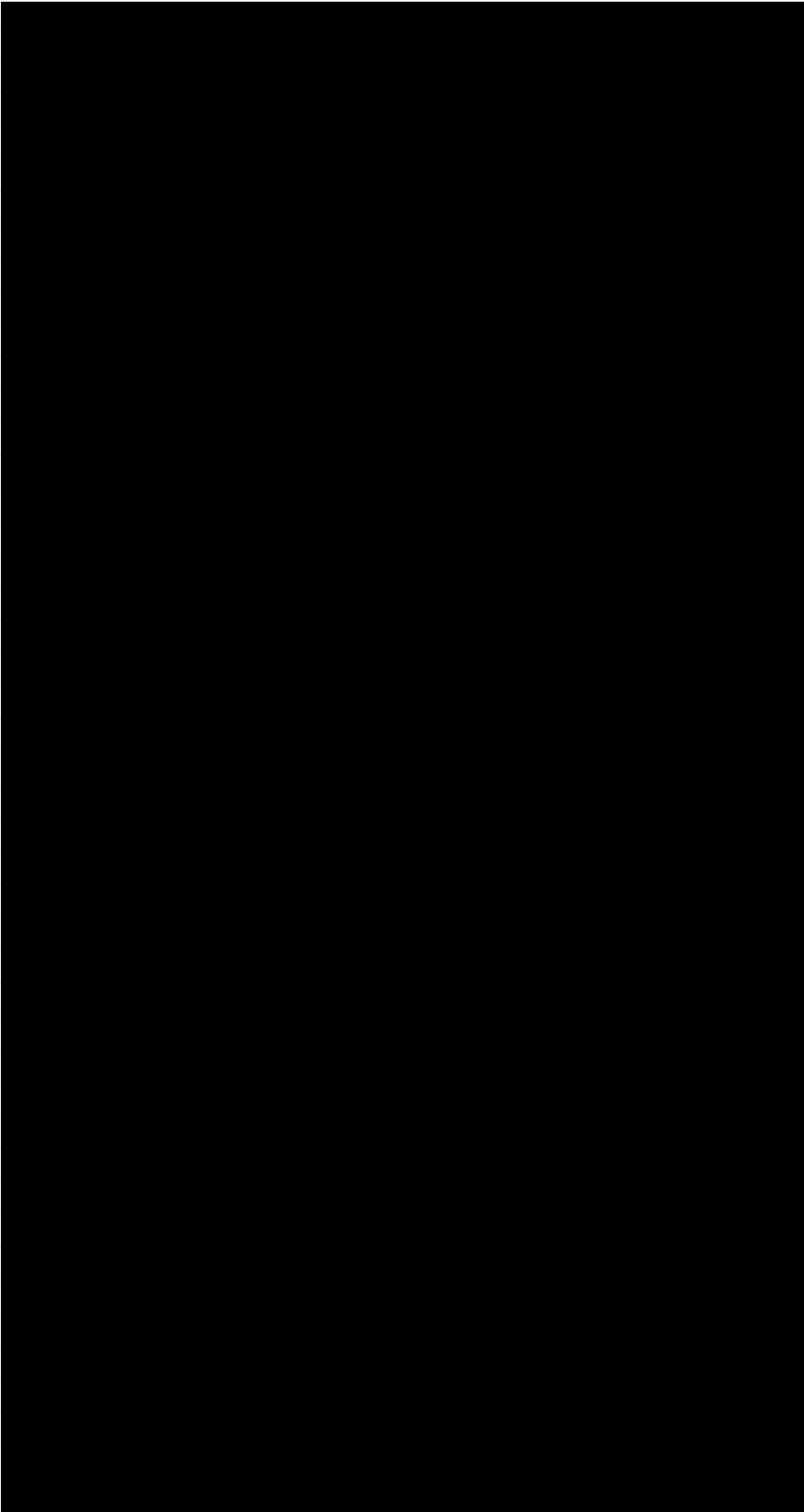
Wednesday 14 June

Thursday 15 June

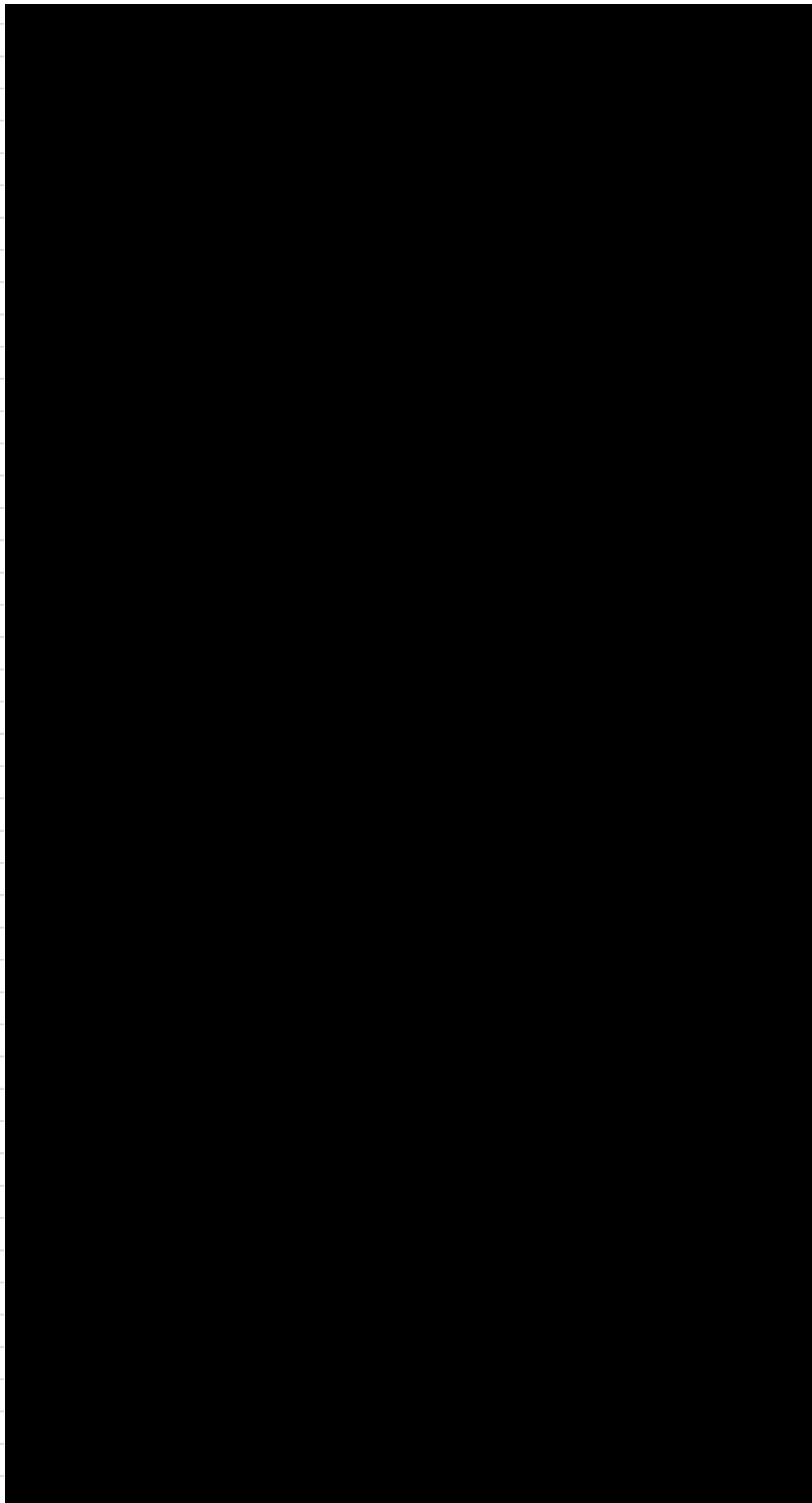
Friday 16 June

Saturday 17 June

Sunday 18 June



Monday 19 June
Tuesday 20 June
Thursday 29 June
Friday 30 June
Tuesday 4 July
Wednesday 5 July
Thursday 6 July
Sunday 9 July



Annex 4. Revised Logical Framework (25 February 2016)

(...)