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Mid-term Review of the UNEP projects

“Implementation of concrete adaptation measures to reduce vulnerability of livelihoods and economy of coastal communities of Tanzania”
(funded by the Adaptation Fund)

“Developing core capacity to address adaptation to climate change in productive coastal zones of Tanzania”
(funded by the Least Developed Countries Fund)

Final Report

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ACRONYMS

Acronym	Definition
AF	Adaptation Fund
BMU	Beach Management Unit
CAN-Tanzania	Climate Action Network - Tanzania
CTA	Chief Technical Advisor
DOE	Department of Environment
EA	Executing Agency
EBICAM	Ecosystem-based Integrated Coastal Management
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GEF	Global Environment Facility
GoT	Government of the United Republic of Tanzania
IA	Implementing Agency
ICAM	Integrated Coastal Area Management
INDC	Intended Nationally Determined Contribution
LDCF	Least Developed Countries Fund
MIE	Multilateral Implementing Entity
MoU	Memorandum of Understanding
MTR	Mid-Term Review
M&E	Monitoring and Evaluation
NAPA	National Adaptation Programme of Action
NCCSC	National Climate Change Steering Committee
NCCTP	National Climate Change Technical Committee
NEMC	National Environmental Management Council
NGO	Non-Governmental Organization
PC	Project Coordinator
PIR	Project Implementation Report
PPR	Project Performance Report
PSC	Project Steering Committee
SLR	Sea Level Rise
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SWM	Solid Waste Management
TFS	Tanzania Forest Service
ToRs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlements Programme
UNOPS	United Nations Office for Project Services
VPO	Vice-President’s Office

1. EXECUTIVE SUMMARY

Introduction

- i. This report presents findings, lessons learned and recommendations for the mid-term review of the Adaptation Fund (AF)- funded "Implementation of concrete adaptation measures to reduce vulnerability of livelihoods and economy of coastal communities of Tanzania" project and the Least Developed Countries Fund (LDCF) – funded "Developing core capacity to address adaptation to climate change in productive coastal zones of Tanzania" project. The overall goal of the AF project is "to reduce the vulnerability of livelihoods, ecosystems, infrastructure and the economy in Tanzania". The overall objective of the LDCF project is "to develop institutional capacities to manage climate change impacts through improved climate information, technical capacity and through the implementation of concrete adaptation measures and innovative solutions to reduce the vulnerability in key vulnerable areas, and learning". Both projects implement inter-related activities to reach project objectives with three major components and corresponding outcomes and targets each.
- ii. The objective of this Mid-Term Review (MTR) is to assess implementation progress, and progress towards the project objective. The MTR:
 - a) Assesses achievements and challenges at mid-point, and in particular, assesses the implementation of planned project outputs and project performance against actual results.
 - b) Focuses on identifying the corrective actions needed for the project to achieve maximum impact. Review findings will feed back into project management processes through specific recommendations and 'lessons learned' to date; and
 - c) Considers sustainability issues and 'exit strategy.'
- iii. The applied methodology has included the following stages: (i) the preparation of the inception report and review matrix, (ii) the collection of data from in-depth documentation review, interviews and field visits in Tanzania, and (iii) the data analysis and reporting phase. The main findings of the review are presented below into four main sections, according to the terms of reference: Project formulation, Assumptions and risks, Project Implementation, and Project results.

Main findings

Project formulation

- iv. Overall, the objectives, components and activities of the AF and LDCF project documents were clear. The technical capacities of executing institutions and counterparts were also properly considered at project design. Moreover, both project documents presented a thorough overview of ongoing and previous other relevant projects and how they relate to the corresponding projects. Partnership arrangements were considerably complete.
- v. However, the project documents suffered from significant caveats. The assessment of the priority of measures did not properly consider present and future cost-effectiveness, strategic results and social justice, and the number of measures and sites included in the project documents was too big, with some measures with low priority based on these criteria. Some budgets are also likely to be too small to achieve expected targets. In addition, the activities of both projects were not realistic in terms of timing, given that the suitability of the procurement of the execution entity was not assessed, and the option chosen (Tanzanian procurement procedures) takes very long. Furthermore, the monitoring indicators of

both projects were not effective for measuring progress and performance. Some of the considered stakeholders were not relevant, and some relevant ones were not considered. Additionally, the institutional structure was not effective for the smooth implementation of the projects in the ground, as the projects lacked a strong day-to-day engagement at local level.

- vi. Some of the caveats indicated above have been addressed during implementation. New relevant activities have been included and interviews indicate that the project teams are aware of the potential need of reducing the number of sites and the scale of interventions if the resources are not enough to achieve original targets. Measures have been put in place to increase the efficiency of national procurement procedures and the procurement of crucial activities has been externalized, through a Memorandum of Understanding (MoU) with the United Nations Office for Project Services (UNOPS). AF and LDCF targets and indicators have been modified following the baseline study, including reformulations, removals and additions. Ignored relevant stakeholders have been engaged and focal points have been appointed at local level. Nevertheless, there is still room for further prioritizing sites and ensuring that co-benefits are properly considered and promoted during implementation.

Risks and assumptions

- vii. The AF and LDCF project documents did not explicitly indicate their assumptions, but identified their risks. However, most of the identified risks (7 out of 10) were not properly assessed, and the design failed to provide specific effective mitigation strategies. In addition, project documents did not account for critical risks that have proven important for both projects or for one of them.

Project implementation

- viii. Until now, the AF and LDCF project teams have used the revised results frameworks as a management and M&E tool. However, some of the used targets are not properly designed and mid-term targets are not used. The projects have involved most of the stakeholders indicated in the stakeholder involvement plans of the project documents through the Steering Committee, the Technical Committees and MoUs with District Governments and UNOPS. The projects have also involved communities significantly. Furthermore, the projects have involved some stakeholders that were not identified in the design of the projects. However, some relevant stakeholders have not been yet sufficiently involved. Although lessons from some other projects have been used, lessons learned from the ongoing projects listed in the AF and LDCF project documents have not been significantly used in implementation.
- ix. Disbursements in the first half of the implementation of both projects were significantly low due to considerable delays in procurement. Considering the sub-contracts now signed, project teams estimate that disbursements will total the AF and LDCF funds on time (by November and June 2017, respectively). However, close oversight and budget planning will need to be applied in coming months in order to ensure the projects progress at the required pace.
- x. Co-financing of LDCF has been high relative to actual project disbursements. This is particularly the case with government co-financing. The different levels of the Government of Tanzania (GoT) have disbursed their funds according to their own timing, covering already almost 80% of their planned co-financing.
- xi. The working relationship between the project team and the implementing agency (the United Nations Environment Programme -UNEP) is good. Efficient and useful technical and financial supervision were reported. Although some delays in disbursement were reported, further delays are not foreseen. The executing agency (Vice-President's Office -VPO) teams have technical capacity to manage the projects

and place sufficient resources on achieving the expected results. This has been supplemented by the support of the Chief Technical Advisor. However, the capacity of VPO to undertake efficient procurement processes is significantly low. Delays have to do more with the formulation than with the implementation of the projects.

- xii. M&E plans have been followed to a significant extent. However, the baseline study was developed later than planned due to procurement delays, which have also affected auditing, and there are very few mid-target indicators. The M&E plans are sufficiently budgeted.
- xiii. Most of the stakeholders identified in the project documents have been adequately involved in the implementation of the projects. However, some important stakeholders have yet to be involved. Public awareness activities have so far reached only the most directly affected communities. There is room for more ambitious awareness activities that can reach the general public.
- xiv. Except for few cases, the project teams and the Steering Committee have reacted to most of the deficits of the project design and the challenges raised during implementation, demonstrating significant adaptative capacity. The mechanism for adjusting the strategy of the projects seems to be transparent. Nevertheless, some structural deficits of the project documents are yet to be addressed.

Project results

- xv. The MTR mission and documentation review confirm that the project concepts are fully in line with the development priorities and plans of the country, including at various institutional and local levels.
- xvi. Most of the relevant stakeholders have been involved in project design and implementation. The composition of the Steering Committee is reasonable. The involvement of the community has been significant through training, decision-making and implementing activities in the field. However, both projects should link more closely with other stakeholders, namely the Ministry of Lands, Housing and Human Settlements; engage with the Tanzania Forestry Service and the Tanzania Forest Research Institute; and make an effort to involve different users, including the private sector and the media.
- xvii. VPO is playing the role of 'functional intra-governmental committee' officially in charge of liaising with the project teams and connecting various ministries/government offices involved in or affected by the project. The project is completely driven by local institutions, with a strong involvement of VPO and local governments (city, municipal and district councils), ensuring, overall, good country ownership of the project.
- xviii. Although the AF and LDCF projects have the potential to provide resilience benefits to local populations, these have not been realized so far, given that the interventions in the field have not yet started. In any case, the projects do not properly mainstream economic and social co-benefits. In particular, they do not exploit the economic opportunities directly related to their key interventions and miss the opportunity of improving quality of life and social equity in a cost-effective way by directly providing high-quality public space as a concomitant element of physical interventions.
- xix. Gender issues were incorporated in the project design and reinforced by the baseline report, and have been mainstreamed in project implementation. Despite this, it would be good that the project teams link, as planned, with the Ministry of Health, Community Development, Gender, Seniors and Children.

- xx. Both project documents included a sustainability strategy. Although, at this stage, it is not completely clear to what extent the sustainability strategy has been either relevant and/or followed, there are good prospects on both projects regarding most of the sustainability factors. However, some issues deserve further attention.
- xxi. Although there is a high potential for scaling up and replication all components of the AF and LDCF projects, there are no examples of duplication or expansion already, given that the main activities of the projects have not yet started in the ground. Nevertheless, strategies to increase the replicability of the projects could be useful.
- xxii. Little impact has been achieved in the regulatory front so far. It is also too early to say how much the interventions will really reduce the vulnerability of target areas and people to climate change. Although the perspectives are good, the prioritization of sites and the design of physical interventions could be improved to multiply the direct adaptation benefits and ensure the provision of significant environmental, social and economic co-benefits. Unintended positive and negative impacts are foreseen. On the positive side, increased awareness beyond the target stakeholders and the consolidation of areas that are important public spaces come on the scene. On the negative side, inadequate physical development patterns, economic difficulties for target individuals, resettlement and reputational problems for implementing and executing entities due to delays stand out.

Main recommendations

- xxiii. The conducted analysis and the above conclusions enable the evaluator to formulate the following set of recommendations (an implementation plan with actions and responsibilities is proposed in the report, Table 14).

R.1 – Develop a revised detailed action plan so that the projects can i) achieve their targets during the planned timeframe, and ii) increase the relevance of the results, through better prioritisation of measures and the explicit consideration of co-benefits and collateral damages. To that end the evaluator recommends two main measures

R.1.1 – Develop an implementation and risk management detailed plan that indicates where the project stands, what are the originally planned milestones, what are the risks, what are the management actions, and what are the revised milestones. This should be done by component, activity and site

R.1.1.1 – For the AF project, advocate for proper solid waste management in areas where the drainage system will be improved

R.1.1.2 – For the LDCF project, define financial mechanisms that ensure that universal access to water and sufficient resources to maintain the infrastructure are collected for the water wells constructed in Bagamoyo District

R.1.1.3 – For the LDCF project, ensure that adequate resettlement takes place in Bwawani, in Stone Town, in Zanzibar

R.1.1.4 - For both AF and LDCF projects, advocate with VPO for the development of guidelines to deal with the potential turn over of government officials

R.1.1.5 - For both AF and LDCF projects, ensure lessons learned from previous relevant projects are considered.

R.1.1.6 – For the AF project, but with potential use also for the LDCF project, assess whether the report on sustainability is needed and start it as soon as possible if it is definitely important

R.1.2 – Assess the relevance of components, activities and sites, and analyse co-benefits and collateral damages so that these inform in a transparent manner potential reallocation of resources following feasibility studies and specific design proposals

R. 1.2.1 – Explore the possibility of providing significant social co-benefits (in particular, high quality public space) directly linked to the physical interventions of the projects.

R. 1.2.2 – Explore the possibility of providing economic co-benefits directly linked to the physical interventions of the projects.

R.2 – Ensure adequate management given that delays have compromised the achievement of targets on time. The report suggests two main measures:

R.2.1 – Monitor closely the likelihood of achieving the targets on time. If this is unlikely, request an extension on time.

R.2.1 – Improve financial monitoring, addressing existing inaccuracies

R.3 – Involve relevant missing stakeholders including local authorities in charge of land use planning, economic development and the enforcement of law, the Ministry of Lands, Housing and Human Settlements, the Ministry of Health, Community Development, Gender, Seniors and Children, the Tanzania Forest Service, the management teams of other relevant related projects, the private sector, especially in relation to economic development opportunities related to physical interventions, the different users in all sites, and some specific AF and LDCF related institutions. In addition, it is critical that public awareness campaigns are strengthened through the use of social media at national and local level, and improve coordination between the PSC and the Technical Committees.

R.4 – Ensure that lessons learned are properly drawn and disseminated through systematization exercises and face-to-face interaction of practitioners through a workshop.

2. INTRODUCTION AND BACKGROUND

1. The United Republic of Tanzania is coastal country in East Africa. With 47.4 million inhabitants in 2014¹, the population of the country is expected to increase to 138.3 by 2050². Although the rural population is still the majority, Tanzania is experiencing a very fast urbanization process: the majority of the population will live in urban areas by 2050³. The urban areas of the country will accommodate 61.5 million more people between 2010 and 2050⁴.

2. Tanzania is a low-income country, with 930 USD of gross national income per capita in 2014. The country has sustained high economic growth rates over the last decade, with real gross domestic product (GDP) growing by 7.3% in 2013 and 7.0% in 2014⁵. As part of this process, the proportion of the population living below the poverty line decreased from 34% in 2007 to 28.2% in 2014⁶. According to the World Bank, during the 2007/2012 period, there were improvements in living conditions, access to basic education, health and nutrition and, labour force participation in non-agriculture employment. Nevertheless, approximately 12 million Tanzanians were still living in poverty in 2014⁷.

3. Tanzania is vulnerable to climate variability and change. According to the Stockholm Environment Institute (2010)⁸, the economic cost of current climate variability is estimated to exceed 1% of the country's GDP. Communities living in the coastal zones of the country are particularly vulnerable to the impacts of climate variability and change. In these areas increasing temperatures and more erratic precipitation resulting in increased frequency and severity of floods and droughts are compounded with sea level rise (SLR). Institutions at national and local levels and communities have limited capacity to manage these climate hazards, as they lack technical knowledge and tools for adaptation planning. As a result, climate variability is already affecting negatively community livelihoods, infrastructure and ecosystems. Climate projections predict significant changes in climate variables and substantive SLR. In order to reduce the vulnerability of coastal communities it is crucial to strengthen the enabling environment and invest in specific adaptation measures considering both the rehabilitation of ecosystem and the rehabilitation and upgrading of infrastructure.

4. Among other programmes and projects, two complementary projects seek to increase the resilience of coastal communities by addressing the above-mentioned gaps. Funded by the Least Development Countries Fund (LDCF), one is called "**Developing core capacity to address adaptation to climate change in productive coastal zones of Tanzania**". Its objective is "to develop institutional capacities to manage climate change impacts through improved climate information, technical capacity and through the implementation of concrete adaptation measures and innovative solutions to reduce the vulnerability in key vulnerable areas, and learning". It prioritizes three outcomes:

- i) local level capacities and knowledge to effectively analyse the threats of climate change increased;
- ii) government and public engagement in climate change adaptation activities is enhanced; and

¹ World Bank: <http://www.worldbank.org/en/country/tanzania/overview>

² UN-HABITAT (2014: 147)

³ Ibidem.

⁴ Ibid.

⁵ World Bank: Ibidem. The main contributors to growth were the construction, trade, agriculture and transport sectors.

⁶ Ibid.

⁷ Ibid.

⁸ Stockholm Environment Institute (2010): The Economics of Climate Change in the United Republic of Tanzania.

- iii) vulnerability to climate change is reduced through adaptation interventions and pilot innovations.

The LDCF project has a total budget of US\$ 3,356,300. This project represents Tanzania's first National Adaptation Programme of Action (NAPA) project.

5. Funded by the Adaptation Fund (AF), the other project is called "**Implementation of concrete adaptation measures to reduce vulnerability of livelihoods and economy of coastal communities of Tanzania**". Its objective is "to reduce the vulnerability of livelihoods, ecosystems, infrastructure and the economy in Tanzania". It prioritizes three outcomes:

- i) adverse impacts of SLR and floods on coastal infrastructures and settlements are reduced;
- ii) coastal and shoreline ecosystems are rehabilitated and an Integrated Coastal Area Management (ICAM) is implemented; and
- iii) knowledge of climate impacts and adaptation measures is increased. The AF project has a total budget of US\$ 4,616,188. This project represents Tanzania's first AF project.

6. These two projects are complementary. Not only their focuses complement each other, but they also have both a comprehensive approach. While the LDCF project focuses on the enabling environment and includes concrete adaptation measures (outcome 3), the AF project focuses on concrete adaptation measures and includes strategies to strengthen the enable environment (outcome 3).

7. Due to this complementarity, the projects share features in terms of implementation and execution. The United Nations Environmental Programme (UNEP) is providing implementation support to both projects, as Global Environment Facility (GEF) Implementing Agency for the LDCF project and as Multilateral Implementing Agency of the AF for the AF project. The Tanzania Vice-President's Office (VPO) is the executing entity/organization for both projects. Moreover, although with fully separate reporting and financial management, the two projects have a joint Project Steering Committee and share project staff and institutional Memorandums of Understanding (MoU). Both projects are executed in collaboration with key line ministries and targeted provincial authorities and commune councils. The two projects began implementation in November 2012 and are due to close in October 2017.

3. SCOPE, OBJECTIVE AND METHODS

3.1. Objectives and scope of the mid-term review

8. As indicated in the Terms of Reference (ToRs), the objective of this Mid-Term Review (MTR) is to assess implementation progress and progress towards the project objectives of both LDCF and AF projects. The MTR:

- a) Assesses achievements and challenges at mid-point and in particular assess the implementation of planned project outputs and project performance against actual results. The risks to achievement of project outcomes and objectives will also be appraised.
- b) Focuses on identifying the corrective actions needed for the project to achieve maximum impact. Review findings will feed back into project management processes through specific recommendations and 'lessons learned' to date.
- c) Considers sustainability issues and 'exit strategy'.

9. The review mission has:

- Analysed the activities conducted and results achieved in the face of the initial objectives of the project;
- Assessed the relevance, efficiency, effectiveness, results and sustainability of the project, applied to (i) project formulation (ii) project implementation and (iii) project results.
- Identified success factors, limitations and risks towards project objectives;
- Synthesized lessons learned and propose recommendations aiming to improve the project's implementation and management;
- Covered questions linked to the project performance, design, strategy, reporting and Monitoring and Evaluation (M&E)

10. On the basis of evidence gathered during the review process, the evaluator draws out lessons learned for the future orientation of the project, as well as proposes a number of practical recommendations for project partners.

3.2. Review approach

3.2.1. Data collection

11. Both primary and secondary data was collected. Secondary data was obtained mainly from the United Nations Office for Project Services (UNOPS) and UNEP task managers, UNEP local office, the Vice President's Office, the project team, and relevant partners and organizations. Primary data was gathered through qualitative and quantitative methods, including desk reviews and semi-structured interviews and focus groups. The in-country mission enabled the evaluator to meet with the main stakeholders involved in the project: national and local government officials, supporting organisations, involved non-governmental organizations (NGOs) and local organisations, including local communities representatives. This allowed an in-depth analysis of the context around the AF and LDCF projects, their relevance, effectiveness and efficiency, results and sustainability, as well as the level of involvement of the different stakeholders and concerned communities.

- **Documentary analysis.** Key project design and implementation documents were reviewed prior to field visits in order to properly understand the context and situation of the project to date and start feed-in the evaluation framework (Annex 1), identifying information gaps and data collection needs. The list of project documents received by the reviewer is contained in Annex 3.
- **In-depth interviews.** These were primarily semi-structured, and were conducted with a large array of project stakeholders: UNEP country office, project team (including the Chief Technical Advisor), national and local administrations involved, local communities' representatives and other key informants as relevant. The Chief Technical Advisor for the two projects, who is not based in Tanzania, was interviewed by phone (Skype) after the mission. All other stakeholders were interviewed in person in Tanzania.
- **On-site visits and focus group discussions.** During the field visits, discussions were conducted with implementing and management staff as well as other involved stakeholders. Focus group discussions were organized as relevant with local communities in order to capture their views and perspectives regarding the project's relevance and preliminary results at community level.

3.2.2. Data analysis and interpretation

12. The reviewer has compiled and analysed all collected data on progress towards meeting the project targets, intermediate results achieved, and gaps reported, if any. In order to ensure that the information is collected and crosschecked by a variety of information sources, data triangulation was a key tool for the validation and confirmation of evidence. Findings are tied to pertinent information through interpretative analysis, using both deductive and inductive logic.

3.2.3. Sampling

13. Sampling was applied to field visits to the AF and, especially LDCF, project intervention areas: a selection of project sites and communities was chosen for on-site visits, focus group discussions and interviews. The selection was done according to the following main criteria agreed between the evaluator and UNEP and the VPO:

- Relevance of sites to project intervention(s);
- Extent of implementation progress;
- Difficulties in starting up, or delays/challenges as regards project activities implementation;
- Representativeness of the sample regarding:
 - Projects: AF and LDCF
 - Components:
 - mangrove rehabilitation,
 - development of coastal vegetation
 - rehabilitation of coral reefs
 - upgrading and construction of sea walls
 - upgrading or construction of dykes, groins and spillways, and rehabilitation of irrigation and drainage systems
 - development of water infrastructure
 - Regions
 - Land
 - Island
- Allocation of sensible time to each region in order to have time to collect enough data: 2 days for each province, except for Pangani – Bagamoyo, where both can probably be done in 3 days in total
- Geographical situation and compatibility with the mission logistical arrangements
- Accessibility by car: transport is provided by the projects, and project team members will join the mission, so flights are not considered.
- Security of the team

14. The following project sites were visited:

- AF project
 - o Ilala Municipality: Drainage system intervention area
 - o Temeke Municipality: seawall intervention area (Julius Nyerere Memorial Academy)
 - o Ilala Municipality: seawall intervention area (Obama Road)
 - o Kinondoni Municipality: Surrender Bridge mangrove intervention area
- LDCF project
 - o Pangani District: entire intervention area
 - o Bagamoyo District: 4 water well intervention areas and one water harvesting intervention area
 - o Zanzibar: Bawawani mangrove intervention area and Kilimani mangrove and groins intervention area

3.3. Review phasing

15. The ToRs state the tasks to be completed for the review process and completion. The main steps of the MTR are the following:

3.3.1. Inception phase

3.3.1.1. Documentation review

16. In order to prepare the inception report and the mission, a documentation review was conducted. This allowed the reviewer to clarify the context around the project and identify the main challenges of the review mission and information gaps to be completed.

3.3.1.2. Preparation of the review matrix

17. On the basis of the documentation review, a review matrix was elaborated. The evaluation matrix is a key tool for data collection and analysis. It includes the evaluation questions as set in the terms of reference, following the four sections proposed, i.e. Project formulation, Assumptions and risks, Project implementation, and Project results. The review matrix details the most relevant qualitative and quantitative indicators that inform on the review questions, data collection methods and information sources.

3.3.1.3. Inception report

18. Based on the literature review and first contacts with key informants, an inception report was prepared. It reflects the improved understanding of the assignment and incorporates a detailed work plan for the mandate. After the integration of comments received on the first draft, a final inception report was submitted and approved before the mission to Tanzania.

3.3.2. Data collection phase

3.3.2.1. In-depth documentation review

19. The purpose of this documentation review was to conduct an in-depth analysis of all project's key documents, ToRs, reports, activity documentation, and all the other documents that were provided by the UNEP/VPO, and inform the review matrix as far as possible.

3.3.2.2. Field visit

20. A 14-days mission was conducted in Tanzania in order for the reviewer to deepen its analysis and understand the key determinants of the project implementation history, the strengths and weaknesses of the project as regards the country/local situation and context, and how beneficiaries and other key stakeholder perceive the project relevance, results, effectiveness, efficiency and sustainability. The field visits also helped the reviewer to assess the limits of local challenges, cross-cutting issues and possible ways for improvement.

3.3.3. Data analysis and reporting phase

3.3.3.1. Data analysis and triangulation of information

21. This stage included, among others, the comprehensive analysis of key relevant quantitative and qualitative data through the integration and comparison of findings from field-work (focus groups and direct observation), interviews, and documentation review, respectively. The reviewer ensured the verification of data and the articulation of key findings and lessons learned in order to assess progress toward reaching outcomes, and formulate conclusions and recommendations.

3.3.3.2. First draft MTR report

22. On the basis of the analysis conducted, the reviewer prepared a first draft evaluation report, addressing the key review questions as set in the ToRs and presenting the scope and methods and the review findings, conclusions, lessons learned, and recommendations. The report was structured according to the draft table of contents proposed in the ToRs. The 'Performance and Impact' chapter included four subsections, namely Project formulation, Assumptions and risks, Project implementation, and Project results, and covered the five evaluation criteria mentioned in the ToRs: relevance, efficiency, effectiveness, results and sustainability.

3.3.3.3. Second draft MTR report

23. UNEP, the project team and project partners reviewed the first draft MTR report and provided the reviewer with a consolidated number of comments, clarification points, factual information and relevant observation. After the necessary discussions and clarifications, those consolidated comments were duly taken into account and a second draft review report was prepared and submitted in February 11, 2016.

3.3.3.4. Final MTR report

24. On the basis of the analysis conducted and exchanges with UNEP and project partners on the second draft report, this final MTR report is submitted. It includes, whenever possible, clarification points, factual information as well as relevant observations, views and suggestions expressed by the project partners.

3.4. Structure of the review findings

25. This review report presents the Project Performance and Impact along the four main sub-sections proposed in the ToRs, as already established in the review analytical framework (or review matrix). Each sub-section is divided into a number a review questions aiming to cover all the elements of the ToRs as relevant to these particular projects.

26. The four main sub-sections are:

- A. Project formulation
- B. Assumptions and risks

- C. Project implementation
- D. Project results

27. The last section of the review report, following these four main sub-sections, outlines the conclusions and ratings provided by the reviewer on specific criteria, extracts lessons learned, and formulates a number of recommendations for the future of the projects.

3.5. Assignment timeline

Table 1. Assignment timeline

Task	Timeline
Documentation review	Oct 26 - Nov 6
Draft inception report	Oct 26 – Nov 6
Final inception report	Oct 26 – Nov 6
Mission to Tanzania	Nov 8 – Nov 21
Data analysis and triangulation	Nov 23 – Dec 31
First draft report preparation and submission	Nov 23 – Dec 31
Second draft report preparation and submission	Jan 25 – Feb 15
Final evaluation report preparation and submission	Feb 16 – Feb 28

4. PROJECT PERFORMANCE AND IMPACT

4.1. Project formulation

Although many elements of the AF and LDCF projects were properly designed, the project documents suffered from significant caveats. The AF and LDCF project documents included a large number of adaptation measures and sites. Interviews and document review suggest that the number of measures and sites included in the project documents was too big. Some components were allocated few resources, compromising their relevance, while others were not closely integrated to other project activities. Although the number and the extension of the infrastructure to be built under AF and LDCF is still to be defined with the help of the feasibility studies, there is a worth noting risk of resources being insufficient to achieve all the expected targets, and having to reduce the number or extension of some infrastructure works.

This indicates that the priority of measures was not properly assessed at project design. Although both project documents did discuss the cost-effectiveness of some of the selected measures, they did not fully consider present and future cost-effectiveness, strategic results and social justice. While the design of the projects indicated the number of beneficiaries in the project timeframe in most of the cases, the number of beneficiaries was not provided for the water component of the LDCF project, and it is unclear in all cases how the numbers were estimated and how they were distributed by site. Furthermore, the formulation of the AF and LDCF projects did account only for changes in climate variables, forgetting that demographic, social and economic variables are changing and will change in the future, and missing the opportunity of promoting strategic adaptation.

This is particularly true in two related senses. First, project formulation significantly overlooked the fact that Tanzania is under a very significant urbanization process. This was considerably integrated into the design of the AF project. However, it was taken into account only partially in the formulation of the LDCF project. In the design of the interventions in Bagamoyo District it was completely ignored. Second, project formulation did not fully realize the importance of the economic and social externalities of the physical interventions included in the projects. Although the opportunities to create high-quality public spaces are great, the AF project document made only general references, without explicitly committing to ensure it, while the LDCF project document ignored this completely.

Some of the caveats indicated above have been addressed during implementation. New relevant activities in Bagamoyo Town have been included and interviews indicate that the project teams are aware of the potential need of reducing the number of sites and the scale of interventions if the resources are not enough to achieve all the original targets. However, there is still room for further prioritizing sites and ensuring that co-benefits are properly considered and promoted.

Overall, the objectives, components and activities of both projects were clear. However, they were not realistic in terms of timing, given that Tanzanian procurement processes take very long. Preliminary information, to be confirmed once feasibility studies are analysed and decisions made, suggests that budgets are likely to be too small to achieve all expected targets.

In addition, the monitoring indicators of AF and LDCF project documents were not effective for measuring progress and performance. All the AF targets and all LDCF indicators had to be modified following the baseline study, including reformulations, removals and additions. However, even at that stage some targets were not properly designed and mid-term targets were provided only for very few activities.

Interviews and project implementation indicate that, overall, the technical capacities of executing institutions and counterparts were properly considered at project design. However, the suitability of the procurement of the execution entity was not assessed, which has resulted in severe delays. In addition, although capacity building activities were considered in both projects, interviews reveal that more regular and long training would be required.

Although they ignored some important lessons, the AF and LDCF project documents present a thorough overview of ongoing and previous other relevant projects and how they relate to the corresponding projects. Field visit interviews revealed that project teams are incorporating other lessons learned.

Both project documents outline the planned organizational structures for implementation. The implementation arrangements of the projects are significantly similar. Although partnership arrangements were overall rather complete, project implementation reveals significant deficits. The specific composition of the Steering Committee was not defined. Furthermore, interviews and project implementation reveal the institutional structure was not effective for the smooth implementation of the project. The project documents included a Steering Committee, but ignored the need of a Technical Committee for implementation to really take place. Some other actors, such as the Tanzania Forest Services, were not involved. At the same time, some stakeholders that were considered were not relevant for the implementation of the projects.

Were the AF and LDCF project objectives, components and sites strategic?

28. The objective of the AF project is “to reduce vulnerability of ecosystems, infrastructure and economy in Tanzania through implementation of concrete and urgent adaptation measures”. The objective of the LDCF project is to “to develop institutional capacities to manage climate change impacts through improved climate information, technical capacity, and through the implementation of concrete adaptation measures and innovative solutions to reduce vulnerability in key vulnerable areas, and learning”⁹.

29. The AF and LDCF projects are organized around three components each. The AF project is organized around the following components: i) addressing climate change impacts on key infrastructure and settlements; ii) ecosystem-based integrated coastal area management; and iii) knowledge, coastal monitoring and policy linkages. The LDCF project is organized around the following components: i) scientific and technical knowledge and capacities for climate change adaptation analysis; ii) broadening stakeholder engagement for vulnerability reduction; and iii) priority adaptation interventions for resilient integrated coastal zone management.

30. Both projects included a large number of adaptation measures and sites¹⁰. In terms of types of adaptation measures, the AF project included the development of hard infrastructure, regarding the rehabilitation of sea walls and drainage systems; the undertaking of soft adaptation measures, regarding the rehabilitation of mangroves, coastal vegetation and coral reefs; and the implementation of technology transfer activities, regarding the provision of efficient cook-stoves. In addition, the project included capacity building activities, comprising the creation and operation of a climate change observatory, the inclusion of budget allocations for infrastructure maintenance into municipal work plans, the development of Dar es Salaam’s Ecosystem-Based Integrated Coastal Area Management (EBICAM) Action Plan, and some internal activities, such as the development of the baseline study, the documentation of lessons learned and the ex-post assessment of the economic viability and practical feasibility of adaptation measures. In terms of sites, the project included a total of 12 sites, with 2 sites related to sea walls, 5 related to drainage systems, 4 related to mangroves and 1 related to coral reefs. The other components do not have a specific geographical focus. Table 2 below summarizes the types of measures and sites (and the corresponding budgets) included in the AF project document.

⁹ For the AF project, see section 2 (page 16). For the LDCF project, see section 3.3 (page 35).

¹⁰ For the full AF results framework, see Part III, Section D (pages 63-65) of the project document. For the full LDCF results framework see Appendix 4 (page 71-72) of the project document.

Table 2. AF project document adaptation measures and sites

Type of measure	Sub-type of measure	Municipality	Site	Budget (USD)*	
Hard adaptation	Rehabilitation of seawalls	Ilala Municipality	Obama Road	3,335,500	
		Temeke Municipality	Julius Nyerere Memorial Academy		
	Rehabilitation of drainage systems	Ilala Municipality	Bungoni-Mtoni Bustani streets in Mtoni ward	200,000	
			Temeke Municipality		Butiama Street (Butiama drainage) in Kijichi ward
					Miburani – Mtoni Bustani streets in Mtoni Ward
		Kinondoni Municipality	Tandale street in Tandale ward		
			Kawe street in Kawe ward		
Bungoni Street in Buguruni ward					
Soft adaptation	Rehabilitation of mangroves	Kinondoni	Salender Bridge	35,000	
			Kunduchi		
			Mbweni		
			Ununio		
	Rehabilitation of coastal vegetation	Ilala Municipality	Obama Road	67,500	
			Temeke Municipality		Julius Nyerere Memorial Academy
Rehabilitation of coral reefs	Ilala Municipality	Obama Road	110,000		
Technology transfer	Provision of efficient cook-stoves	No particular geographical focus (the three targeted municipalities)		76,500	
Capacity building	Creation and operation of a climate change observatory			90,000	
	Inclusion of budget allocations on municipal work plans for maintain infrastructures			90,000**	
	Development of the EBICAM Action Plan			190,000	
	Other activities internal to the project			45,000	

* Based on Part I. Section 3 (page 19) of the AF project document.

** This budget includes the development of policy briefs.

31. In terms of adaptation measures, the LDCF project document included the development of hard infrastructure, regarding sea walls and water wells; and the undertaking of soft adaptation measures, regarding the rehabilitation of mangroves. In addition, the project included capacity building activities, such as training on various topics; the creation and administration of student support programmes, including an internship programme, summer course and a research programme; the production of coastal vulnerability models and maps and a coastal vulnerability index for the country; the development of participatory vulnerability assessments, the revision of land use policies and the preparation of policy recommendations, including budget allocations; the development of mangrove protection plans; the strengthening of NGO network on climate change, and the development of awareness campaigns. In terms of sites, the project

included a total of 25, with 1 site in Pangani District, 18 sites in Bagamoyo District, 1 site in Rufiji District and 5 sites in Zanzibar. Table 3 presents the types of measures and sites (and the corresponding budgets) included in the LDCF project document.

Table 3. LDCF project document adaptation measures and sites

Type of adaptation	Sub-type of measure	District	Urban area / village*	Budget (USD) *
Hard adaptation	Rehabilitation of sea walls	Pangani District	Pangani Township	1,290,300
		Zanzibar	Kisiwa Panza (Pemba Island)	
			Kilimani (Unguja Island)	
	Construction of water well	Bagamoyo District	Kaole	450,000
			Kwamdura	
			Kibindu	
Kwamsanja				
Saadani				
Provision of water harvesting infrastructure	Bagamoyo District	Makuruge	5 of the 6 villages selected for the water wells	
Soft adaptation	Rehabilitation of mangroves	Pangani District	Pangani Township	685,000
		Rufiji District	Rufiji Delta	
		Zanzibar	Zanzibar City (Bwawani) (Unguja Island)	
			Tumbe East and West (Pemba Island)	
			Ukele (Pemba Island)	
	4.1.1.1. Rehabilitation of coastal vegetation	Zanzibar	Tumbe East and West (Pemba Island)	
			Kisiwa Panza (Pemba Island)	
Capacity building	Training on Integrated Coastal Zone Management, Climate Change Vulnerability Analysis, livelihood development, and vulnerability modelling tools	No particular geographical focus		225,000
	Production of coastal vulnerability models and maps and coastal vulnerability index for the country			
	Development of Participatory Vulnerability Assessments, revision of land use policies and preparation of policy recommendations, including budget allocations			
	Strengthening of NGO network on climate change			
	Implementation of awareness campaigns			
	Creation and administration of student support programmes, including an internship programme, summer course and a research programme			
	Development of mangrove protection plans	One per mangrove rehabilitation site	Included	

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			in mangrove activities budgets
	Training on water conservation, management and recycling	Bagamoyo District	Included in water activities budget

* Based on Section (pages 59-62) and Appendix 1 (pages 64-66) of the LDCF project document.

** Details on the specific site were not provided

32. Interviews and document review suggest that the number of measures and sites included in the project documents is too big. Some components were allocated few resources, compromising their relevance, while others were not closely integrated to other project activities. In the AF project, the Observatory intended to become “the chief mechanism whereby adaptation knowledge is transformed into policy-relevant tools at the national and local level” (p. 41). Similarly, the policy briefs were intended to “support the creation of policy linkages, allowing lessons from on-the-ground activities to be elevated to the attention of policy makers and planners in various ministries... to facilitate mainstreaming” (p. 27). However, due to budget constraints, the Observatory meets only once a year, and the policy briefs are not provided regularly, compromising the relevance of the activity. Similarly, in LDCF, Output 2.2 is important for adaptation and contributes to the project objective, but the scale (the number of beneficiaries in relation to the potential beneficiaries) is too small to make a really substantive change, and does not seem to be closely integrated at project level with the rest of activities¹¹. Although the number and the extension of the infrastructure to be built under AF and LDCF is still to be defined with the help of the feasibility studies, there is a worth noting risk of resources being insufficient to achieve all the expected targets, and having to reduce the number or extension of some infrastructure works. Preliminary information collected in the field suggests that this can be the case of coastal vegetation under AF and water harvesting infrastructure under LDCF. There are also many sites, some of them are not integrated and in some cases there seems to be a risk of resources being spread thinly. For AF, the number of sites for seawalls and coral reef rehabilitation is small, but it is significant for drainage systems (6 sites) and mangrove rehabilitation (4 sites). Furthermore, some sites are very far from each other and, with the exception of Obama road, the integration of interventions is unclear. For LDCF, there are four districts, and a very large number of sites, particularly in Bagamoyo District (18 sites). Except for the case of Pangani, the sites are typically far from each other. As it will be discussed below, in Bagamoyo District the allocation of resources does not seem to have considered the distinct needs and opportunities of the different sites.

33. Although it is true that adaptation requires many activities, that the Vulnerability Assessment of Coastal Areas to the Impacts of Climate Change conducted in 2009 identified many vulnerable areas, and that the selected sites represent just a drop in the ocean of sites requiring urgent action, spreading the resources thin is not cost-efficient (the management costs become relatively big if the scale of the activity is small) or strategic, makes it difficult to pay attention to potential co-benefits and misses the opportunity of tapping economies of scale.

34. The very large number of measures and sites, the relatively small funds for some of them and the relative lack of integration of interventions in some cases suggests that the cost-effectiveness of measures was not properly assessed in the project design. The AF and LDCF project documents¹² do discuss the cost-

¹¹ The criteria to include an activity in a project is not only whether it addresses an important issue, but also whether it is closely related to the other activities of the project and it can make a difference in terms of the number of individuals that can benefit in relation to the potential beneficiaries.

¹² For the AF project, see section C (pages 32-39) of the project document, which includes a cost-benefit analysis. For the LDCF project, see section 7.3 (pages 59-62) and Appendix 19 (pages 104-109) of the project document.

effectiveness of some of the selected measures. Both reasonably explain the benefits of integrating hard and soft adaptation measures. In addition, the AF project document analyses the cost-effectiveness of the rehabilitation of drainage systems and the provision of efficient cook stoves. Similarly, the LDCF project document discusses the cost-effectiveness of the measures additional to the rehabilitation of seawalls and mangroves and coastal vegetation. In particular, it discusses the relevance of the interventions regarding water infrastructure in Bagamoyo District.

35. However, the cost-effectiveness analyses are incomplete. The criteria for prioritizing measures and sites were not clear. The design of the projects should have taken into account at least the number and type of beneficiaries now and in the future in order to ensure cost-effectiveness, strategic results¹³ and social justice¹⁴, having in mind the adaptation potential regarding sea-level rise; the adaptation co-benefits regarding other climate change-related impacts; the mitigation co-benefits; the development co-benefits; flexibility; and costs.

36. However, this was not properly done. Although the design of the projects indicated the number of beneficiaries in the project timeframe in most of the cases, the number of beneficiaries was not provided for the water component (water wells and water harvesting infrastructure) of the LDCF project, and it is unclear in all cases how the numbers were estimated and how they were distributed by site. For instance, the AF project document affirms that 75,000 residents and daily commuters will benefit directly and at least 495,000 urban users will benefit indirectly from the rehabilitation of drainage systems, but does not explain the distribution between residents and commuters, how have the numbers been obtained or what is the distribution for each of the five sites. This indicates that the number of beneficiaries in the project time frame was not fully considered as a criterion to prioritize measures and sites. Furthermore, the formulation of the AF and LDCF projects did account only for changes in climate variables, forgetting that demographic, social and economic variables are changing and will change in the future, and missing the opportunity of promoting strategic adaptation¹⁵. This is particularly true in two related senses.

37. First, project formulation considerably overlooked the fact that Tanzania is under a very significant urbanization process. According to data from the United Nations Population Division, Tanzania had the fifth fastest annual urbanization rate (5.36%) in the world between 2010 and 2015. As noted in the first section, projections indicate that more than 50% of the national population will live in urban areas by 2050. The urban areas of the country will accommodate 61.5 million more people between 2010 and 2050¹⁶. Although the participation of its population on national urban population will not change significantly, Dar es Salaam is not only the most populated Eastern African city, but also the one with the fastest growth in the region.

38. Some of the current and future urbanization in the country has to do with complex definition issues that have to be taken into account¹⁷. Tanzania defines small settlements of a few thousands as urban, with no reference to their population density or occupational profiles. In order the demographic urbanization to be a

¹³ An asset can be strategic if, regardless of the number of its users, it has a cultural value, either because it has artistic value or it has historical significance. For public buildings it is also important to consider their use: whether they are public buildings with public use or public buildings with private use (e.g. staff residences).

¹⁴ The point is not only how many, but also which stakeholders benefit from a given intervention.

¹⁵ The design of the project considered climatic dynamics, and ignored social and economic dynamics (and to a certain extent political dynamics). However, adaptation interventions are an opportunity to shape development (and give signals) not only in terms of the resilience of current social and economic structures to current climate variability and future climate change, but also, strategically, in terms of resilience of likely future social and economic structures (projected based on historical trends) to future climate change. See Kocornik-Mina, Adriana and Fankhauser, Sam (2015): Climate change adaptation in dynamic economies. The case of Colombia and West Bengal. London: Grantham Research Institute on Climate Change and the Environment and Global Green Growth Institute.

¹⁶ See UN-HABITAT (2014: 147).

¹⁷ See UN-HABITAT (2014: 22).

mechanism for sustainable development, the density of the so-called urban areas has to be distinguished. Urban areas with low density will need to define priority centres, concentrating interventions on them in order to promote reasonably compact development and avoid sprawl, tapping social, economic and environmental opportunities. According to the United Nations Programme for Human Settlements (UN-HABITAT), a density of 15,000 inhabitants per square kilometres is needed for a city to work and contribute to sustainable development¹⁸.

39. The AF project did positively consider this trend. Not only it focuses on Dar es Salaam, but visits revealed also that the sites for the rehabilitation of drainage systems are relatively dense, and the sites for construction and rehabilitation of seawalls, particularly Obama Road, have a metropolitan function. Only the seawall in the Julius Nyerere Memorial Academy raises some doubts. While the institution is clearly important and includes strategic buildings, of a great cultural value due to its historical links and/or architectural characteristics, the site that was specifically selected only protects directly assets where a small number of non-poor households live (it protects public buildings of private use). As indicated in the project document, the sites for mangroves (at least Salender Bridge) protect a compact urban area. Coral reefs are an important ecosystem, with an intrinsic value. The LDCF project took this trend into account only partially. The site in Pangani district had this in mind, as it not only focuses on the district capital, but also in its core. In Bagamoyo District, this was ignored. Despite the fact that Bagamoyo Town has an annual demographic growth of 4% and the rest of the district has an annual demographic growth of 2.5%, and the water system in the town was built for one quarter of its current inhabitants, the 18 sites prioritized in the project document are rural areas, where a relatively small number of beneficiaries will benefit now and in the future (field visits suggested that while a water well in villages could benefit 1,000 people the same investment in Bagamoyo Town could benefit now at least more than 5,000 people. The difference would be greater in the medium-term). The project document does not argue (and does not demonstrate) that in Bagamoyo District people in rural areas are more vulnerable than those in Bagamoyo Town, which would to a certain extent justify the concentration in rural areas based on the social-justice criterion (attending 1,000 very vulnerable people would be socially more fair than attending 5,000 significantly less vulnerable people). In Unguja (Zanzibar), the rehabilitation of mangroves in Bwawani will protect important urban areas. In Rufiji the emphasis is on rehabilitation of mangroves in a rural area, and this make sense in terms of protecting valuable ecosystems¹⁹. The previous analysis shows that, although many of the interventions prioritized in the project documents are relevant and strategic, this is not the case for some others, particularly in LDCF. These are far from being significantly cost-effective at present and in the medium and long run. In these cases the number of beneficiaries now and in the future seems low if compared to the investment effort. Moreover, most of the interventions that are not cost-effective do not seem to protect culturally relevant infrastructures either, so they do not seem strategic.

40. Second, project formulation did not fully realize a crucial fact: physical interventions have spatial implications beyond protecting man-built or natural assets, or providing water. These implications have to be identified from the beginning in order to create or reinforce potential co-benefit and reduce potential collateral negative effects. One of the dimensions that were not fully considered was public space, which is crucial for quality of life²⁰.

41. This is particularly critical in Tanzania. According to UN-HABITAT, the non-built environment should represent at least 50% of the urban area (streets accounting for 30-35% and parks and other open spaces

¹⁸ See UN-HABITAT (2013).

¹⁹ The sampling did not include Pemba in Zanzibar. A similar analysis should be undertaken by the LDCF project team, the Directorate of Environment and the Steering Committee.

²⁰ It has to be noted that this caveat is a rather common one in environmental finance. Environmental institutions and the consultants that usually develop the project documents do not typically distinguish between rural and urban settings, when these are fundamentally different.

accounting for the remaining 20-25% of the urban area). The remaining 50% should be allocated to the built environment. However, studies in Tanzanian urban areas show that a very low proportion of land is allocated to streets. In Dar es Salaam the land allocated to streets is 10% in the city core and 4.3% in the suburban area²¹. Comparatively, Dar es Salaam has one of the worst street indexes in the world, even for the city core and among developing countries. The situation is worst in other cities of the country according to a study conducted in 2012 by UN-HABITAT in Bukoba, Geita, Muleba, Musoma, Mutukula and Sengerema (with a population between 50,000 and 110,000 inhabitants). In addition to quantitative deficits, field visits evidence qualitative deficits on public spaces. These typically lack facilities, such as benches, bins or green infrastructure, particularly trees. This situation is one of the sources of social inequality. While rich households can afford private social clubs with adequate amenities²², poor households have little and poorly equipped public space for recreation. The economic potential of these sites, illustrated to a certain extent by Forodhani Gardens in Stone Town, where food stalls have been allowed to install every night, and seafront cafes have been built, is also significant.

42. In this background, the interventions funded by AF and LDCF have the opportunity to provide significant social, and even economic, co-benefits in a cost-effective way. For instance, while they increase resilience to climate change (their main objective), if properly designed, they could be cost-effective drivers of social equity (a co-benefit). As illustrated in Photo 1, the site on Obama Road related to the AF project is already a great metropolitan public space. In the LDCF project, the site in Pangani is also a public space, and a well is a place for gathering.

43. However, the public space externality of some interventions was not properly incorporated in project design. The AF project document includes some general references, and implicitly suggest that the rehabilitation of coastal vegetation on Obama Road should take this into account, but there is no explicit commitment for it, and no reference to complementary infrastructure, such as benches. The LDCF project document ignores this completely.

Photo 1: AF and LDCF physical interventions and public spaces



²¹ See UN-HABITAT (2014: 107).

²² It has to be noted, in this sense, that while no street furniture is provided along the Ocean Road, there is a golf course, including basket facilities with stands, nearby, obviously of private use.

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Obama Road. Dar es Salaam. Source: own



Pangani Township. Source: own



Bagamoyo Town and Mlingotini. Bagamoyo District. Source: own

44. Similarly, critical components for core interventions are not included. In AF, resources are included for cookstoves, with some doubts regarding the relevance, even if intended to be a demonstrative intervention, given its scale as it only covers 1,500 households, a very small proportion of Dar es Salaam households with traditional cooking systems, which reduces the capacity to achieve a significant impact, but the issue of solid waste management (SWM) in the sites where drainage systems will be improved is not considered. Currently, as shown in photographs 2, channels are used as dumpsites. If unaddressed, the improvement of drainage systems may not result in any improvements, as they can be blocked by solid waste. Setting up a proper SWM system in these sites is complex. The institutional and physical infrastructure for SWM already exists. The city has collection points and people bringing the waste from households to collection points. Households are charged monthly a small fee. Raising awareness and enforcing existing legislation is a need. Although activities leading to this are in theory covered by the government, this is uncertain and no special channels have been set to ensure this.

Photo 2: Importance of solid waste management in the rehabilitation of drainage systems in Dar es Salaam





Ilala Municipality. Source: Own picture

45. Some of the caveats indicated above have been addressed during implementation. . In Zanzibar and Bagamoyo new relevant sites have been included (e.g. Kilimani, and Bagamoyo Town) and interviews indicate that the project teams are aware of the potential need of reducing the number of sites and the scale of interventions if the resources are not enough to achieve all original targets. However, there is still room for further prioritizing sites and ensuring that co-benefits are properly considered and promoted. Designs for the construction and rehabilitation of seawalls and drainage systems, and the feasibility study for the construction of wells have yet to be provided. It is critical that these are reviewed to ensure that infrastructures are prioritised and co-benefits are amplified soundly.

Were the project’s objectives, components and activities clear, practicable and feasible within its time frame and budget?

46. Overall, the objectives, components and activities of the AF and LDCF projects were clear. In the AF project some components were, however, unclear or not properly named. This is the case of the terms “operational cleaning house”, referring to knowledge sharing and exchange; and policy briefing for internal meetings.

47. In terms of practicability and feasibility within the timeframe and the budget, two issues stand out. Project implementation reveals that the timeframe was not properly defined for two reasons. As it will be later analysed (section 4.1), the project design did not assess the suitability of different procurement options, and opted for national procurement procedures without realizing that these are extremely slow. As it will be explained later, this has resulted in severe delay²³. However, despite this delay, the project teams expect to be

²³ The project was planned as everything would go smoothly. There is the debate whether this was a reasonable assumption or project design should have considered some trouble on implementation. In my opinion, the problem was not timing at that regard, but not assessing the suitability of procurement options, identifying that national procurement

able to achieve the objectives of the projects on time. If this is the case (if it is possible to finish in one year what was thought would take three years, even with high pressure), something on time allocation was not properly done. It has to be highlighted that the AF template does require an itemized budget and expenditure plan, but does not require a strategic activity work plan, although the former cannot be easily translated into the latter. The designers did not include one, making it difficult to understand the links between activities.

48. As noted above, and to be confirmed by final construction decisions, interviews and project documentation suggest that budget in both projects is likely not to be realistic. This is to a certain extent reasonable, as project design requires specifying targets without critical data, and can only provide very tentative numbers. However, the inclusion of many components and sites could have affected the allocation of available resources.

Were monitoring indicators from the project document (AF/LDCF) effective for measuring progress and performance?

49. The AF and LDCF project documents indicated that they included specific, measurable, attainable, relevant and time-bounded (SMART) indicators for each expected outcome as well as mid-term and end-of-project targets. However, the baseline study found that the indicators were not SMART. All the 15 targets included in the AF project document were modified following the baseline report, 13 of them very significantly. Changes included specifications of quantities per site instead of general quantities for activities conducted in several sites (e.g. seawalls), specifications of sites (e.g. drainage systems), specifications of time frames (workshops) and even full development of targets (e.g. survivorship). Out of the 17 indicators included in the LDCF project document, 4 were removed and 5 added following the baseline report, while all the others were significantly modified. Changes included specifications of attributions (e.g. coastal models) and clarification of outputs. However, even at that stage some targets were not properly designed (for instance, the revised logical framework indicated annually at least one report, when it was actually just one study, for the “assessment of the economic viability and practical feasibility of adaptation measures”). In addition, mid-term targets were provided only for very few activities. For the AF project, a mid-target was provided only for 1 (operational cleaning house function) of the 10 outputs. For the LDCF, the indicators were better, as mid-term targets were provided for 5 of the 14 activities²⁴. For AF, the original document didn't provide a strategic activity work plan either, so it is very difficult to deduce mid-term targets. Mid-targets are important to measure progress, even if the targets that are set are not very ambitious.

Were the capacities of the executing institution(s) and its counterparts properly considered when the project (AF/LDCF) was designed?

50. Both project documents assessed the capacity of the executing institutions and counterparts²⁵. They highlighted the good relationships between VPO and UNEP, and included a Senior/Chief Technical Advisor (CTA) in addition to the national team to ensure technical capacity. Interviews and project implementation indicate that, overall, the capacities of executing institutions and counterparts were properly considered at project design. However, there were critical caveats. As noted above, the suitability of the procurement of the execution entity was not assessed. This is extremely slow and has resulted in extremely severe delays. The capacity of the procurement unit of VPO should have been assessed. The conclusion would have been that

procedures are slow and favouring an alternative option through external procedures (or at least establishing a formal agreement with the procurement unit as when later done).

²⁴ The five activities are: development of coastal vulnerability models and maps; development of participatory vulnerability assessments; strengthening of CBOs; development of sustainable mangrove protection plans; and creation of community-based mangrove nursery and management associations and development of management plans.

²⁵ For AF project, see Part III, section A (page 54) of the project document. For LDCF project, see section 4 (page 53) of the project document.

this did not match the needs of the project (that it was slow and not flexible –no fast-track line possible)²⁶. Alternatives should have been then sought, from establishing a formal partnership and include project budgets in the unit’s plan, to favour an external (non-Tanzanian) executing agency, via hiring a procurement specialist.

51. According to stakeholders in the field, the availability of some other capacities was not properly assessed. Local focal points have in some cases capacity deficits, particularly knowledge gaps regarding climate change. The design of the AF and LDCF projects recognized this and included capacity building activities. Interviews suggest that these activities have not been enough and local stakeholders would need more regular and long training. Some stakeholders suggested that learning could be promoted through sharing more time with external consultants, who typically come, collect data and go, without sharing knowledge with local stakeholders. A stronger training and best practices approach/component should have been promoted from the beginning.

Were lessons from other relevant projects properly incorporated in the project (AF/LDCF) design?

52. The AF and LDCF project documents²⁷ present a thorough overview of ongoing and previous other relevant projects and how they relate to the corresponding projects. However, the project documents ignored some important lessons, such as those learned from the development and implementation of Temeke Climate Resilient Handbook²⁸. Field visit interviews revealed that project teams are incorporating other lessons learned, such as the use of buckets for the rehabilitation of mangroves (Photo 3).

Photo 3. Lessons learned incorporated by the project



Pangani Township. Source: own

²⁶ The issue is not technical capacity, but that many very slow procedures have to be followed.

²⁷ For the AF project, in the Annex 2 (pages 74-79) of the project document. For the LDCF project, in the Appendix 22 (pages 117-123) of the project document. The table of relevant ongoing projects is the same for AF and LDCF projects.

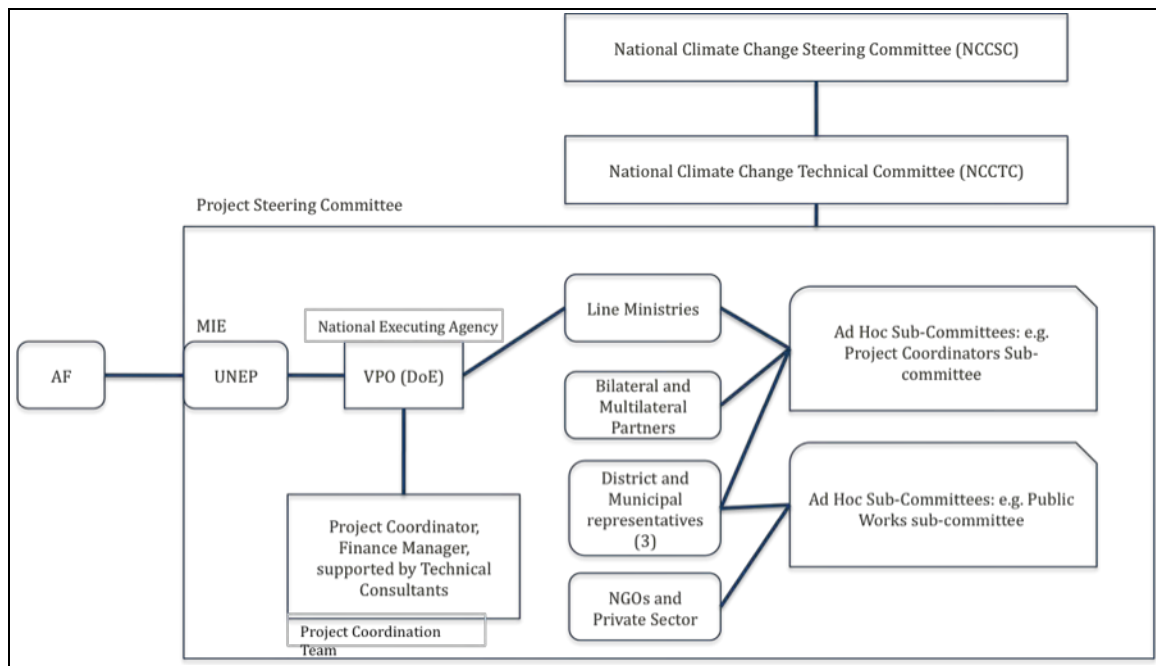
²⁸ Not its primary objective, the baseline study did not significantly review ongoing projects, the lessons that can be drawn from them and how this could inform the projects. There are only a couple of general references to the need to do this.

Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project (AF/LDCF) approval?

53. Both project documents outline the planned organizational structures for implementation²⁹. The AF project document contains in addition a stakeholder mapping that describes the responsibilities of various ministries and organizations.

54. The implementation arrangements of both projects are significantly similar. The graphic representation of the implementation arrangements, which is shown in Figure 1 below, is actually identical on both project documents.

Figure 1. AF and LDCF project implementation arrangements³⁰.



55. In both cases, UNEP is responsible for overseeing and providing technical backstopping to the project (as the Multilateral Implementing Entity (MIE) for AF and the Implementing Agency for LDCF). According to the project documents, both projects would be in addition supervised by the National Climate Change Technical Committee (NCCTC), which would be comprised of sector environmental coordinators, senior environmental and representatives of relevant stakeholders, and chaired by the National Climate Change Focal Point. The NCCTC would be itself supervised by the National Climate Change Steering Committee (NCCSC), a national-level policy committee comprised of Directors and senior environmental officers from VPO-DOE and various ministries that would meet quarterly. This would be chaired by the Permanent Secretary-VPO responsible for environment and climate change issues.

56. According to the project documents, the Project Steering Committee (PSC) would steer the project implementation process. The NCCTP would serve as the secretary of the PSC. The PSC would approve annual work plans and procurement plans, and review project periodical reports as well as any deviations from the

²⁹ For the AF project, see Part III, section A (pages 54-57) of the project document. For the LDCF project document, see section 4 (pages 53-56) of the project document.

³⁰ Change AF for LDCF for the LDCF project.

approved plans. The PSC would hold regular meetings every six months with additional meetings held as and when necessary.

57. The specific composition of the PSC is not defined in the AF and LDCF project documents. According to the project documents, however, civil society representatives from the targeted communities (three per sites, elected from local communities on a rotating basis), as well as key NGOs would also be full voting members of the Steering Committee. The Project Steering Committee would also be open to participation from representatives of other, relevant initiatives and partners, in order to facilitate coordination.

58. According to the project documents, the VPO- DOE would be the overall coordinator of the project. The key functions of the VPO-DoE would be the following: "i) quality assurance and technical review of project outputs (e.g. studies and assessments); ii) assistance in drafting TORs for technical consultancies and supervision of consultants work; iii) assistance in monitoring the technical quality of project M&E systems, including annual work-plans, indicators and targets; iv) providing advice on best suitable approaches and methodologies for achieving project targets and objectives; v) provide a technical supervisory function to the work carried out by the other technical assistance consultants hired by the project; and vi) assisting in knowledge management, communications and awareness raising".

59. The projects would have a Project Coordinator (PC) with the authority to run the project on a day-to-day basis on behalf of the Implementing Partners within the constraints laid down by the PSC³¹. The PC's prime responsibility would be to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PC would also be responsible for the overall overseeing and management of the project. The PC would guide and supervise the work to be conducted by national and international consultants, who will be hired in support of project implementation. External climate adaptation experts, as needed, would support the PC. Financial and administrative support would be provided from the existing staff within VPO.

60. In support of the national administration and accountable to the VPO, a Senior (or Chief) Technical Advisor (STA or CTA) would be hired part-time to provide technical guidance on the implementation of the project to the NPC³². In particular, the STA would fulfil the following functions: i) provide technical guidance towards project implementation with a focus on integration of climate change risk into national development; ii) quality assurance and technical review of project outputs (e.g. studies and assessments); iii) assistance in drafting TORs for technical consultancies and supervision of consultants work; iv) assistance in monitoring the technical quality of project M&E systems, including annual workplans, indicators and targets; v) providing advice on best suitable approaches and methodologies for achieving project targets and objectives; vi) provide a technical supervisory function to the work carried out by the other technical assistance consultants hired by the project; and vii) assisting in knowledge management, communications and awareness raising³³.

61. Furthermore, a project manager's coordination group would be created to avoid overlaps and duplication with on-going projects and to benefit from synergies and mutual learning. This group would be comprised of project coordinators or managers of the ongoing relevant projects in Tanzania with which this project is seeking coordination. The group will be chaired by the VPO - DOE and will meet once every quarter.

62. Finally, according to the project documents, a number of project activities would be delivered through agreements, MOUs and sub-contracts where appropriate with the following institutions: the Department of

³¹ The detailed functions of the project coordinator are only provided in the LDCF project document.

³² The CTA would be hired part-time so that the project would strengthen and establish in-country capacity and ensure that project activities are sustainable after the project lifetime.

³³ The detailed functions of the project coordinator are only provided in the LDCF project document.

Local Governments and Regional Administration of the Prime Minister's Office; Ministry of Natural Resources and Tourism; Ministry of Energy and Minerals; Ministry of Transport; Ministry of Education and Vocational Training; Ministry of Labour, Employment and Youth Development; and Dar es Salaam City Council³⁴.

63. Partnership arrangements were not properly identified prior to project approval, at least at two levels. The specific composition of the Steering Committee was not defined. Furthermore, interviews and project implementation reveal the institutional structure was not effective for the smooth implementation of the project. The project documents included a Steering Committee, but did not have a structure so that implementation could really take place. Although references are made to coordination with local governments, especially in the LDCF project document³⁵, a Technical Committee including district focal points and resources to cover communication, transportation and daily allowances for this were not foreseen. Some other actors were also missing. In particular, the Tanzania Forest Services (TFS), which are responsible of the management of mangroves (these are forest reserves under their control), should have been involved. The implementation of interventions on mangrove areas corresponds to the TFS and not to the local governments. At the same time, as discussed in section 4.3 below, some stakeholders that were considered were not relevant for the implementation of the projects.

Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project (AF/LDCF) entry?

64. The caveats in the design of the institutional arrangements have been discussed just above. For the rest, the counterpart resources and the enabling legislation were in place at the entry of both AF and LDCF projects. The availability of staff, including the CTA, and facilities for the projects took longer than expected due to the procurement problems indicated above.

Were the project assumptions and risks well articulated in the PIF and project (AF/LDCF) document?

65. The project documents of both projects contained a risk analysis of key operational, financial, political and environmental risks³⁶. See section 4.2 below for a further discussion of risks and assumptions.

³⁴ Names are taken as they are used in the project documents.

³⁵ The LDCF project document mentions that "Focal points within district councils will assist with local supervision and maintain consultative processes. Participation at district council level will be ensured through the council management teams and standing committee on environmental works and economics, which brings together experts and elected officials. These local committees will report to the full District Councils regularly as per regular procedures" and that "Stringent communication channels and lines need to be established to guarantee that the decentralized design of this project will be successful. It is important that the implementation experiences from the regions feed into the national level activities of the project" (pages 53 and 54, respectively).

³⁶ For AF project, see section D (pages 59-60) of the project document. For LDCF project, see section 3.6 (pages 42-44) of the project document.

4.2. Assumptions and risks

Although they did not explicitly indicate their assumptions, the AF and LDCF project documents identified 5 risks each. However, 7 of the 10 identified risks were not properly assessed, as they failed to identify specific issues related to them, and provide specific mitigation strategies for them. The project documents included operational (AF and LDCF) and capacity (LDCF) risks without considering slow procurement as a risk. This has proven to be the major risk. The measures to deal with the political (AF and LDCF) and sustainability (LDCFF) risks were also inadequate as the AF and LDCF projects included a Steering Committee, but did not include proper coordination at the local level (city and municipal level for AF, and district level for LDCF).

In addition, project documents did not account for the following common risks: likely inadequacy of budgets to deliver the objectives of the projects, lack of integration with land use plans in interventions in urban areas, conflicts among different users at project sites, and poor enforcement. Moreover, the LDCF project document overlooked the risks associated with dispossession and displacement, and the AF project document did not consider the risk that improper solid waste management represents to the drainage component.

Did stated assumptions and risks help to determine activities and planned outputs?

Have externalities (i.e. effects of climate change, global economic crisis, etc.) that are relevant to the findings been duly considered?

66. The AF and LDCF project documents identified 5 risks each, which are captured in Table 4 below³⁷. The AF and LDCF project document did not explicitly indicate their assumptions.

Table 4. AF and LDCF Project Risks

Underlying Risks
<p>AF project</p> <p>Operational: The multiple ongoing initiatives on climate adaptation in Tanzania could cause operational delays for this project</p> <p>Political: District-level stakeholders and administrations show low engagement for adaptation measures</p> <p>Political: the project could experience difficulties in coordination and oversight for activities delivered at various sectors, levels of governments or by multiple partners</p> <p>Environmental: Extreme weather events such as tropical storms, floods or droughts could hinder progress in ecosystem rehabilitation and infrastructure activities</p> <p>Financial: market and price fluctuations could cause price variations and variations in costs of certain project activities, leading to budgetary constraints</p>
<p>LDCF project</p> <p>Operational: The multiple ongoing initiatives on climate adaptation in Tanzania could cause operational delays for this project</p> <p>Political: District-level stakeholders and administrations show low engagement for adaptation measure</p>

³⁷ See section D (pages 59-60) of the AF project document.

Environmental: Extreme weather events such as tropical storms, floods or droughts could hinder progress in ecosystem rehabilitation and infrastructure activities

Capacity: The project could encounter delays due to the lack of nationally- available expertise of the VPO.

Sustainability: Project outcomes as regards rehabilitation of man-made or natural protective systems could fall under old unsustainable practices (e.g. deforestation or lack of maintenance)

67. The risks identified for the two projects were very similar. However, 7 of the 10 identified risks were not properly assessed, as they failed to identify specific issues related to them, and provide specific mitigation strategies for them

- The operational (AF and LDCF) and capacity (LDCF) risks were not properly assessed. The project documents of both projects identified operational risks due to "the multiple ongoing initiatives on climate adaptation in Tanzania". The LDCF project document also considered that the project could "encounter delays due to the lack of nationally-available expertise of the VPO". However, *slow procurement* as such was not explicitly foreseen as a risk, and therefore no mitigation action was designed. However, this has proven to be the major risk.

The projects opted for regular procurement within the national executing agency, the Vice-President's Office, which follows the country's national procurement act and the law for public advertisement and contract, without assessing how efficient this is. Under this modality, procurement of even relatively small (e.g. around \$20,000) national consultancy contracts goes through an extensive 3-stage process and has to pass through VPO's procurement board at several points in the process. This policy along with other administrative delays means that TORs can take up to 3 months to approve and advertise, and appointment of candidates upwards of 6 months on top of that. Due to these slow procurement procedures, during the first year of implementation key technical positions (i.e. the Chief Technical Advisor and baseline consultant) were not filled, blocking further progress on other activities, leading to a severe delay in project implementation³⁸.

The project teams started addressing this relatively early. A meeting between UNEP, VPO and VPO procurement unit to discuss this issue took place in December 2013, one year after inception. Although it was difficult and probably premature to identify procurement as a risk before, when this was done precious time had already been wasted. Two strategies were undertaken. A formal partnership with the VPO procurement unit was established in order to create a streamlined and dedicated process for the project (e.g. on-demand meetings of the procurement board). To that end, a specific budget was included in the revised project budget. More importantly, calls were grouped and moved forward in expectation of long implementation time, including 2013, 2014 and 2015 project activities in VPO's annual procurement plans.

These measures improved the procurement process, and the projects were able to procure many consultancies at a time. However, despite these improvements, procurement was not still sufficiently efficient and delays persisted. The procurement of the baseline study, which was expected to be completed in the first year of the project, took 10 months and the study could only be completed in September 2014. A major reason is that the VPO has to strictly follow the Government Law for public

³⁸ The delay in appointing the Chief Technical Advisor was critical, as he had to assist in the development of key TORs (not least those related to the sea wall and drainage construction work). The CTA was not hired until November 2013 (first in-country mission in early December). The baseline study was not procured until January 2015.

advertisement and contract, and cannot establish a fast-track mechanism to reduce the time required in it. The information gathered suggests that delay of final authorizing signatures from management within VPO has in some cases aggravated this.

To minimize further the potential risk of procurement delays, a MoU was signed with an external body, UNOPS, in January 2015. According to this MoU, the procurement and feasibility studies towards the construction and rehabilitation of sea wall and drainage infrastructure of both AF and LDCF project was to be carried out by this UN unit. This partnership sought to guarantee speedy implementation of the biggest outputs of the projects in terms of funding.

Although significantly improved, the risk of slow procurement has not completely solved. Although more efficient than national procedures, implementation from UNOPS has been delayed. Moreover, some components have not been included under the MoU with UNOPS. The UN body is involved in building seawalls and improving drainage in Dar es Salaam (AF) and Pangani and Zanzibar (LDCF). However, it is not involved in improving water infrastructure in Bagamoyo (LDCF). Procurement for this LDCF component is still being provided through government procedures. This has caused already some delays.

The delay has resulted in new risks. The available time is now short and pressure is very high. Infrastructure interventions are always uncertain, particularly in the case of water wells in Bagamoyo. Feasibility studies are not yet ready, so the conditions of sites and proposed designs are still unknown. Although there has been some progress lately, time might not be enough to specify the proper sites and build the wells. Similarly, the area to be planted with mangroves in Rufiji is very big and it is not completely clear whether the hired CBOs have the capacity to plant at the required speed. With significant past delays, there is a very limited room for further delay if project is still to be completed in 2017.

The risk of slow procurement should have been foreseen. The project development and to a significant lesser extent early implementation preparation should have been more aware of procurement risks and have acted earlier to setup systems to handle these in advance. The pros and cons of working within national procurement systems (as opposed e.g. to UN systems) should have been carefully considered. An option would have been to use national procedures, as in the project documents, but establishing a formal agreement with the procurement unit and include the year activities in the procurement plans. Another option would have been using international procurement, as it is finally done through UNOPS given that a fast-track mechanism cannot be established and the long procedures of the national procurement act and the national law for public advertisement and contract have to be followed under a national procurement entity.

- The political (AF and LDCF) and sustainability (LDCFF) risks were neither appropriately assessed, and mitigation strategies were not adequate. The AF and LDCF projects included a Steering Committee, but did not include proper coordination at the local level (city and municipal level for AF, and district level for LDCF). As noted above, this had to be created. For LDCF, these have been created and have proved crucial for the implementation of the project. For AF, this has still to be created.

68. In addition, the project documents did not account for crucial risks. Some of them are common to both projects.

- The *adequacy of budgets to deliver the objectives of the projects* was overlooked. This is particular relevant regarding infrastructure. Without feasibility studies (and exploratory drilling in the case of water wells), it was not really possible to know the extent of infrastructure that could be provided. Although AF and

LDCF demand specific sites to be defined up front, project documents should have established not only institutional arrangements to deal with this uncertainty (the Steering Committee), but also the criteria to make decisions on which sites and components to prioritise if resources were definitely not enough and some prioritization was needed. These criteria would not have probably been disapproved by AF and LDCF and could be helpful. This risk has manifested, and has not yet implied major obstacles, but could lead to major problems for the LDCF project in Bagamoyo regarding water wells. The exact quantity and quality of the water can only be defined after drilling (drilling is first done for exploratory boreholes and only then for productive boreholes). There is a risk of not finding enough quality water straightaway in the selected sites (or locations within the sites) and requiring more money (drilling exploratory boreholes takes a lot of money) to find proper sites (in general, or the specific locations within the sites), reducing the budget to actually build the wells. Given the scale of the interventions, the budget may not be enough.

- The *integration with land use plans in interventions in urban areas* was not explicitly considered. For the AF project, in Dar es Salaam, particularly for the Ocean Road intervention and the drainage interventions, this is key. There is a need to coordinate with the concept note developed by the WB regarding public space for part of this area. For the LDCF project, this is important at least in Pangani and in Bawawani, in Zanzibar. It is also critical in Bagamoyo. Except in Bwawani³⁹, there is no evidence that land use plans have been fully taken into account, as focal points barely know about them.
- At the site level, the project documents did not identify *specific users and conflicts among them*. In the LDCF project this crucial in Bwawani, where at least 3 groups of residents (at "sharias" level) are important and other type of groups are also relevant, but only one group of residents will implement the project; and Kiliminani, where the risk of livestock eating planted mangrove trees and lack of proper coordination with the Zanzibar Urban Service Project funded by the WB are relevant. For the AF project, interviews revealed conflicts between fishermen, lime makers and tourist operators over the use of corals. Although all users are meant to be involved, this has yet to be ensured, as so far only one group of fishermen has been consulted.
- *Enforcement* also deserved more attention. Interviews revealed that although bylaws already set what to do with people who remove planted mangroves, supervision and enforcement of community police is significantly poor and has to be improved through capacity building. This was not properly included in the project documents.

69. Some of the overlooked risks were relevant for only one of the projects.

- The LDCF project ignored the *risks associated with dispossession and displacement*. The project document does not mention the first and claims that no dislocation would take place (page 98). However, in Bagamoyo, people will need to give land for free to build the water wells. Interviews revealed that people are willing to do it, but these could have not been the case. In Bwawani, in Zanzibar, the rehabilitation of mangroves will imply the displacement of a large number of economic activities related to the processing of fish (some of them shown in Photo 4). It is estimated that about 500 people work currently in the site. The government (in particular the District) acknowledges that people won't move easily, and that there is a need to deal with these activities in a serious way. For that reason, a new productive area has been allocated and infrastructure is being built for this sector in the area of Kawa. One major risk is that the workers are resistant to the relocation, and try to maintain their activities in the site. The interviews to

³⁹ The city plans to develop nearby a port in 30-40 years, which could affect the planted mangroves. The focal point ensured that the site of the project is outside the designated area for the port.

fish processing workers revealed that they did not like the area, but are aware of the need to follow rules and comply (although he was not paying the tax every day as he should). The AF project does not involve relocation.

Photo 4. Resettlement in Bwawani, Zanzibar



Bwawani, Zanzibar. Source: own

- The AF project document did not consider the risk that improper *solid waste management* represents to the drainage component. No reference to this is included in the project document. However, field visits revealed that existing channels are filled with solid waste, including tyres. Municipal officials claim that households do so as a mechanism to prevent land erosion, and that it will therefore stop once the drainage systems are rehabilitated. This is, however, unclear as SW was disposed of on top of the new gabions, which are supposed to prevent erosion. The main risk is that the SWM issue is not addressed,

which seems to be the case by how the officials justify it. If not addressed, the new infrastructure could be rapidly filled by SW, and the channel blocked.

70. As requested in Annex 5 of the Terms of Reference, the table presented in Annex 5 of this report summarizes the risks identified at the design phase and in the course of the evaluation in regard to project implementation.

4.3. Project Implementation

Documentation review reveals that the AF and LDCF project teams have used the revised results frameworks as a management and M&E tool. AF's PPRs and LDCF's PIRs have used the indicators and targets to measure progress. Interviews also reflected the awareness of the CTA and the project teams regarding the need to report according to the indicators and targets set at the updated result framework. However, some of the used targets are not properly designed and mid-term targets are not used.

The projects have adequately involved most of the stakeholders indicated in the stakeholder involvement plans of the project documents. The minutes of the meetings of the Steering Committee confirm that, composed of the most relevant stakeholders, this has significant decision-making capacity. Technical Committees have also been established. In addition, specific partnership arrangements, particularly MoU, have been formally established between VPO and District Governments, and VPO and UNOPS. Moreover, interviews indicated that city, municipal and district focal points are engaged on a regular basis, and that projects have involved communities through training, in the selection of sites, in decision-making through the focal points and by doing activities. Furthermore, the projects have involved some stakeholders that were not identified in the design of the projects. In contrast, the implementation has not involved some stakeholders included in the stakeholder involvement plans. Despite this overall positive performance on involving relevant stakeholders, the following relevant stakeholders have not been (sufficiently) involved: local authorities in charge of land use planning and the Ministry of Lands, Housing and Human Settlements; the Ministry of Health, Community Development, Gender, Seniors and Children; the private sector; and the villages of Gondo and Sadani in Bagamoyo District.

Although ongoing projects were listed in the AF and LDCF project documents and taken into account at formulation stage, the lessons learned from these projects have not been significantly used in their implementation. The lessons from some of them could improve project management given the close links. Nevertheless, lessons from projects that were not listed in the project documents have been incorporated.

Finance/Co-finance

Disbursements in the first half of the implementation of both projects were significantly low due to considerable delays in procurement. Considering the sub-contracts now signed, project teams estimate that disbursements will total the AF and LDCF funds on time (by November and June 2017, respectively). However, close oversight and budget planning will need to be applied in coming months in order to ensure the projects progress at the required pace.

Co-financing of LDCF has been high relative to actual project disbursements. This is particularly the case with government co-financing. The different levels of GoT have disbursed their funds according to their own timing, covering already almost 80% of their planned co-financing.

There is little indication of new resources being directly leveraged by the projects so far. Nevertheless, the projects contribute to raising awareness around climate change issues, which might inform initiatives taken and funded by the government.

Implementing Agency (IA) and Executing Agency (EA) Execution

Interviews revealed that the working relationship between the project team and UNEP is good. Efficient and useful technical and financial supervision were reported. The support of the task manager is complemented by UNEP's focal point in the country. Although some delays in disbursement were reported, further delays are not foreseen.

Interviews and documentation review suggest that the VPO teams have technical capacity to manage the projects and place sufficient resources on achieving the expected results. The capacities of the national teams are complemented by the capacities of the Chief Technical Advisor, who has supported the project in an effective manner. However, the capacity of VPO to undertake efficient procurement processes is significantly low. This caveat seems to be associated with the national regulation more than with the technical capacity of the procurement unit, and cannot be solved only

by addressing internal elements. This suggests that the problem was more in the formulation than in the implementation of the projects. If a fast-track procurement mechanism cannot be established within VPO, project design should have probably considered alternative executing partners.

Monitoring and evaluation

Interviews and documentation review reveal that the M&E plans were well conceived and have been followed to a significant extent. The frequency and quality of monitoring report has been good for both projects. However, the baseline study was developed later than planned due to procurement delays, which have also affected auditing. In addition, there are few mid-target indicators. The M&E plans are sufficiently budgeted, with some duplication given the synergies of the projects. Although some of them were accounted for, others were ignored.

Stakeholder involvement

As explained above, most of the stakeholders identified in the project documents have been adequately involved in the implementation of the projects. While some of these have not been involved for good reasons, some stakeholders that were not considered in the formulation of the projects have been involved. However, interviews and documentation review reveal that some important stakeholders have yet to be involved.

The AF and LDCF projects have provided each one major training session covering relevant issues. Interviews and project documentation suggest that public awareness activities have so far reached only the most directly affected communities. Interviews highlight that the opportunity to use disasters as attention calls have not been exploited. There is room for more ambitious awareness activities that can reach the general public and inform on the impacts of climate change and potential adaptation measures.

Adaptative management

Except for few cases, interviews and project documentation reveal that the project teams and the Steering Committee have reacted to most of the deficits of the project design and the challenges raised during implementation. The minutes of the Steering Committee meetings suggest a rather transparent mechanism for adjusting the strategy of the projects.

However, the project team and the Steering Committee have not been able to address some of the deficits of the project documents. In particular, they have not realized the need to better prioritize the sites and plan the interventions, as the demographic, economic and social trends and dynamics have been considerable overlooked.

Was the logical framework used during implementation as a management and M&E tool (AF/LDCF)?

71. Both project documents⁴⁰ provided results frameworks, including the project outcomes, outputs and activities, the corresponding indicators, baselines and targets (at the end of the project), and means of verification. The results framework (or logical framework) of both projects were revised as part of the baseline mission that was conducted by C4EcoSolutions. The report *Baseline information and indicators for the Tanzania AF and LDCF projects* approved in September 2014 contains a review of the indicators, the baseline data and the targets. As noted in section 4.1, the changes to make them SMART were significant both for AF and LDCF projects. All the 15 targets included in the AF project document were modified following the baseline report, 13 of them very significantly. Changes included specifications of quantities per site instead of general quantities for activities conducted in several sites (e.g. seawalls), specifications of sites (e.g. drainage systems), specifications of time frames (workshops) and even full development of targets (e.g. survivorship). Out of the 17 indicators included in the LDCF project document, 4 were removed and 5 added following the

⁴⁰ For the AF project, see Part III, section D (pages 63-65) of the project document. For the LDCF project, see Appendix 4 (pages 71-72) of the project document.

baseline report, while all the others were significantly modified. Changes included specifications of attributions (e.g. coastal models) and clarification of outputs.

72. Documentation review shows that the project teams have been using the results framework as a management and monitoring and evaluation (M&E) tool. Following the baseline study, the project teams developed management responses documents, and reviewed the logical frameworks. The project teams followed closely the recommendations without making significant changes. The new versions were approved in February 2015⁴¹. Moreover, the AF PPRs 2013, 2014 and 2015 and the LDCF PIRs 2013, 2014 and 2015 have used the indicators and targets to measure progress. Interviews reflect the awareness of the CTA and the project teams regarding the need to report according to the indicators and targets set at the updated result framework. As noted in section 4.1 above, however, some of the used targets are not properly designed and mid-term targets are not used.

To what extent were effective partnerships arrangements established for implementation of the project (AF/LDCF) with relevant stakeholders involved in the country/region?

73. The outcomes of the AF and LDCF projects imply a link between national level activities and local level beneficiaries. For example, Outcome 1 "Adverse impacts of sea level rise and floods on coastal infrastructure and settlements reduced" of the AF project and Outcome 3 "Vulnerability to climate change is reduced in the coastal zones through adaptation interventions and pilot innovations" of the LDCF project typically involve national level interventions to take action along with their province and district level counterparts. In addition, final beneficiaries are the people living in targeted areas, as well as their cooperatives and communities, who will benefit from increased resilience.

74. The project documents⁴² provide stakeholder involvement plans that consider a wide variety of organizations expected to play an active role in project activities. The projects have involved most of the stakeholders indicated in the plans. However, in the implementation the role of some stakeholders did not seem particularly relevant. This is the case of the Ministry of Labour, Youth and Employment, as the projects link directly with contractors; the Ministry of Foreign Affairs, as the projects link directly with UNEP; and the Ministry of Communication, Science and Technology, as the projects have linked with the Ministry of Education instead as this is the one in charge of networks⁴³.

75. The level of involvement with the other stakeholders can be described as adequate. The Steering Committee of the project is composed of the most relevant stakeholders, namely the VPO (Permanent Secretary and Director of Environment), Ministry of Water and Irrigation – Water Resources Department (Director), Ministry of Works, Transport and Communication (Sector Environment Coordinator), Ministry of Natural Resources and Tourism (Director of Forestry), Dar es Salaam City Council (Director), Ilala, Kinondoni and Temeke Municipal Councils (Municipal Executive Directors), Pangani, Bagamoyo and Rufiji District Councils (District Executive Directors), and Department of Environment of Zanzibar (Director). The minutes of the SC meetings reveal that the information shared within the SC meetings is substantive and major decisions seem to be taken with its direct consultation. In addition, Technical Committees have been established for AF and LDCF projects in order to involve the focal points of the city, municipal and district councils more directly.

⁴¹ The new AF results framework indicated explicitly indicated the changes in the targets, comparing the original and the new one. The new LDCF results framework provided only the new indicators and targets.

⁴² For the AF project, see pages 42-44 of the project document. For the LDCF project, see pages 29-30 of the project document.

⁴³ There have been some changes in the names of the ministries. I use here the names used in the project documents.

76. Furthermore, specific partnership arrangements have been formally established with some organizations for the purpose of project implementation:

- MoUs were signed between the VPO and District Governments for the implementation of the LDCF project. According to the agreements, the districts assign a focal point for coordinating purposes at local level, and the projects provide support in the form of training, allowances and communication and transport facilities. In the AF project, focal points were appointed at the Dar es Salaam City Council and Ilala, Temeke and Kinondoni Municipal Councils. Although in this case a budget line to support their activities was not established, the arrangement has worked well. These institutional arrangements correct one of the problems of project formulation.
- A MoU has also been signed between VPO and UNOPS, relating to the implementation of field activities related to seawalls for AF and LDCF projects and drainage systems for AF project.

77. Beyond these formal structures, day-to-day implementation seems to appropriately involve relevant stakeholders. Interviews indicated that city, municipal and district focal points are engaged on a regular basis, participating in quarterly coordination meetings at VPO. Moreover, interviews reveal that the projects have involved communities through training, in the selection of sites, in decision-making through the focal points and by doing activities, such as planting mangroves or building seawalls. Direct observation shows that, in Pangani, for instance, local groups, namely the Beach Management Units (BMUs) from the 3 villages surrounding the project area, have been consulted, from data analysis to implementation. The focal point had one meeting to raise awareness and one to inform the Environmental Impact Assessment (EIA), and has regular contact. They will conduct mangroves activities and labour for sea wall construction.

78. The projects have involved some stakeholders that were not identified in the design of the projects. In particular, it has linked with the Ministry of Education, Science, Technology and Vocational Training regarding the observatory activity of the AF project, instead of the Ministry of Communication, Science and Technology. In addition, the projects have established a partnership with UNOPS that was not initially foreseen.

79. Despite this overall positive performance on involving relevant stakeholders, there are some caveats at this regard. First, interviews reveal that the link with the local authorities in charge of land use planning and the Ministry of Lands, Housing and Human Settlements has been poor. In addition, the projects have not linked with the Ministry of Health, Community Development, Gender, Seniors and Children. Moreover, the private sector has not been directly involved although this would be important to raise their awareness of climate risk (for instance, with the ship builders in Pangani) and tap economic opportunities (co-benefits) around interventions related to seawalls and wells. Finally, in Bagamoyo the link with the villages of Gondo and Sadani has not still be done. Important institutions that were not included in the project documents, such as the Tanzania Forest Services (TFS), which are responsible of the management of mangroves, have not been involved.

To what extent were lessons from other relevant projects (e.g., same focal area) incorporated into project (AF/LDCF) implementation?

80. As discussed in section 4.1 above, related ongoing projects were listed in the AF and LDCF project documents⁴⁴ and taken into account at formulation stage. Nevertheless, the lessons learned from these projects have not been significantly used in their implementation. However, it may be worth considering

⁴⁴ For the AF project, see Annex 2 (pages 74-79) of the project document. For the LDCF project, see Appendix 22 (pages 117-123) of the project document. The table of relevant ongoing projects is the same for AF and LDCF projects.

proactively the lessons from the project "Promoting Environmentally Sustainable Development in Tanzania", the project "SFM Extending the Coastal Forests Protected Area Subsystem", the Marine and Coastal Environment Management Project, the Dar es Salaam Water Supply and Sanitation Project, and the Sustainable Tourism for Eliminating Poverty project in Pangani, among others, given their close links with the projects.

81. Nevertheless, lessons from projects that were not listed in the project documents have been incorporated. Based on the experience of the Chief Technical Advisor on similar projects (for instance, a UNEP project on Early Warning and Preparedness in Rwanda), the projects formalized partnerships with local governments, designated local focal points (and provided financial support in the LDCF), and created Technical Committees, which were not initially considered in the project documents. In addition, applying a Result-Based Management approach, management has focused on the indicators and targets on which the projects will be evaluated. Lessons learned from NEMC have also been used in the preparation of Dar es Salaam EBICAM under the AF project. Moreover, lessons learned, such as the use of sand bags, which was very cost-effective in Durban, South Africa, have been discussed in multi-stakeholder workshops. Furthermore, based on observation in the field, project teams will use the insights from a project undertaken in Pangani. There abandoned crab-fattening buckets have proved a resistant pot for mangrove seedlings. Buckets will be used on mangroves rehabilitation accordingly.

Was feedback from M&E activities used for adaptive management (AF/LDCF)?

82. See section 4.3.3 on monitoring and evaluation.

4.3.1. Finance / Co-finance

Is there any variance between planned and actual expenditures (AF/LDCF)? If there is, what is the explanation?

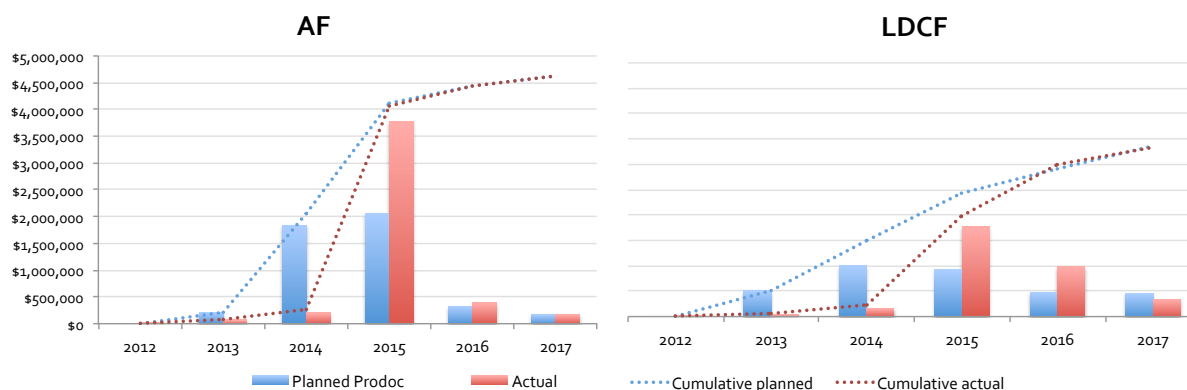
What are annual costs for implementation and what proportion is co-financing (AF/LDCF)? Is there any variation between expected and actual co-financing (LDCF)? If there is, what is the explanation? What effect does co-financing have on project (AF/LDCF) performance, effectiveness?

What resources has the project (AF/LDCF) leveraged since inception? (Leverage resources can be financial or in-kind and they may be from other donors, NGOs, foundations, governments, communities or the private sector)

83. This section has been prepared on the basis of the figures gathered by the reviewer from the project teams. Numbers have to be used with caution rather than be interpreted as exact data. Additional detailed tables are also provided in Annex 7 of this report.

84. Figure 2 below shows the existence of a considerable gap between planned and actual disbursement for both AF and LDCF projects. According to its latest revision, signed in July 2015, in March that year 68% of the budget of the AF project (USD 3,142,078.66 out of USD 4,616,188.0) had not been spent nor requested to be spent. Similarly, according to its latest revision, signed in August 2015, in June that year 80% of the budget of the LDCF project (USD 2,694,315.75 out of USD 3,356,300) had not been spent. However, the AF project document indicated that 44.5% of the total budget would have been spent by the second year (by November 2014) and that 89.2% of the total budget would have been spent by the third year (by November 2015). Similarly, the LDCF project document indicated that 72.3% of the total budget would have been spent by the third year (May 2015). This has to do with the procurement delays explained in section 4.2 above.

Figure 2. Planned and actual disbursement*



* Planned refers to the disbursements planned in project documents. Actual refers to the disbursements already made (according to the budgets signed in July 2015 for the AF project, and signed in August 2015 for the LDCF project) and those that are planned in the latest revised detailed budgets (of February 2015 for the AF project and November 2015 for the LDCF project). In this sense, the red figures include also planned disbursements. They are shown in red together with actual disbursements in order to distinguish them from the disbursements planned in project documents presented in blue.

85. The revised financial plans summarized in Table 5 suggest that it is possible to achieve the objectives of the projects and disburse the funds on time. The AF revised detail budget of February 2015 includes massive expenditures in 2015 (81.7% of the total budget) to compensate for previous delays (according to the project document, 44.7% of the total budget would be spent in 2015). The budget of the latest LDCF Action Plan (November 2015) includes massive expenditures in 2015 (52.8% of the total budget) and 2016 (29.5% of the total budget) to compensate for previous delays (according to the project document, 27.4% and 14.1% of the total budget would be spent in 2015 and 2016, respectively). The fact that most of the consultants have been hired and the MoUs signed, including the crucial MoU with UNOPS, increases the likelihood of following this path. However, this should be followed closely because a low disbursement level at the end of 2015 and beginning of 2016 would result in a worrying situation with regards to project completion by 2017 (June for the LDCF and November for the AF project). In this sense, informants suggest that the slight delay in UNOPS second transfer is already impacting the delivery of 2015 expenditure targets. In this background, the detailed figures behind the totals provided in Table 5 would need to be closely monitored in order to ensure regular and timely disbursements. This should be the role of the project financial officer.

Table 5. AF and LDCF projects disbursements –actual and planned

	2012		2013		2014		2015		2016		2017		Total
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
AF*	8,324.64	0.2%	69,628.29	1.5%	201,281.51	4.4%	3,771,762.74	81.7%	390,218.41	8.5%	174,972.41	3.8%	4,616,188.00
LDCF**	12,991.0	0.4%	41,023.5	1.2%	166,904.2	5.0%	1,771,614.7	52.8%	991,171.0	29.5%	346,431.1	10.3%	3,356,336.5

* Based on AF revised detail budget of February 2015.

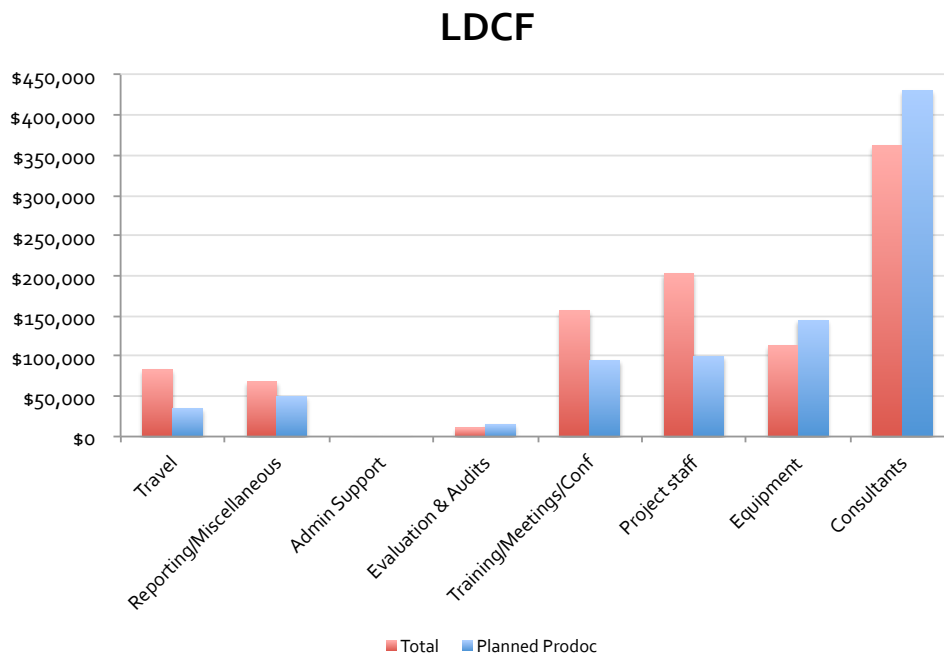
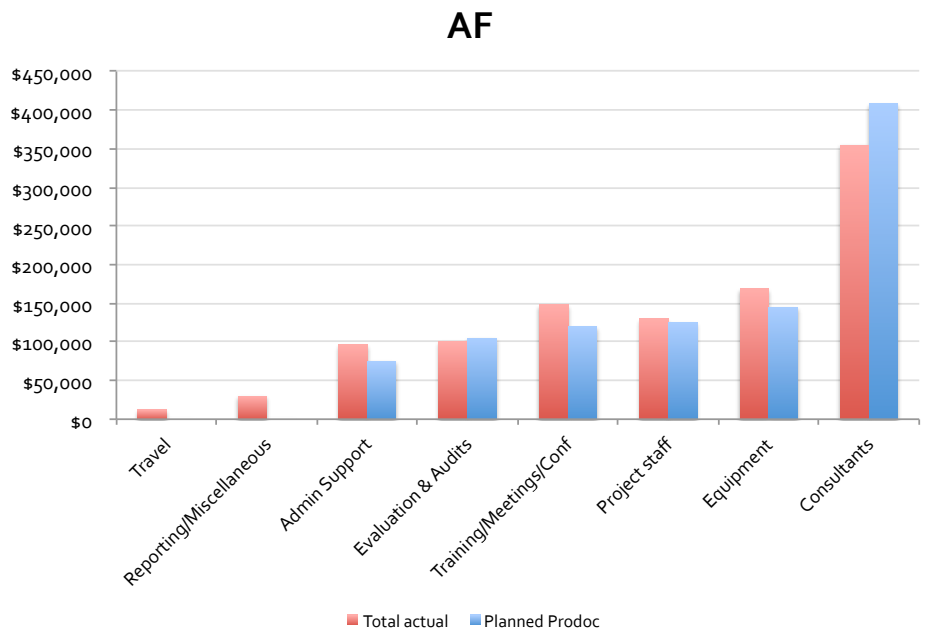
** Based on the latest LDCF Action Plan (November 2015)

86. As illustrated by Figure 3 below, the AF and LDCF projects also show significant variation on the types of expenditure between project documents and revised project implementation budgets. In the implementation of the AF project, the amount spent and planned decreases for consultants, and increases significantly for administrative support, trainings and equipment, if the latest (signed in July 2015) revision of the budget is compared to the project document. In the implementation of the LDCF project, the amount spent and planned decreases for consultants, sub-contracts/MoU, equipment, and evaluation and audits, and increases very significantly for project staff, travel, training and reporting, if the latest revision of the detailed budget

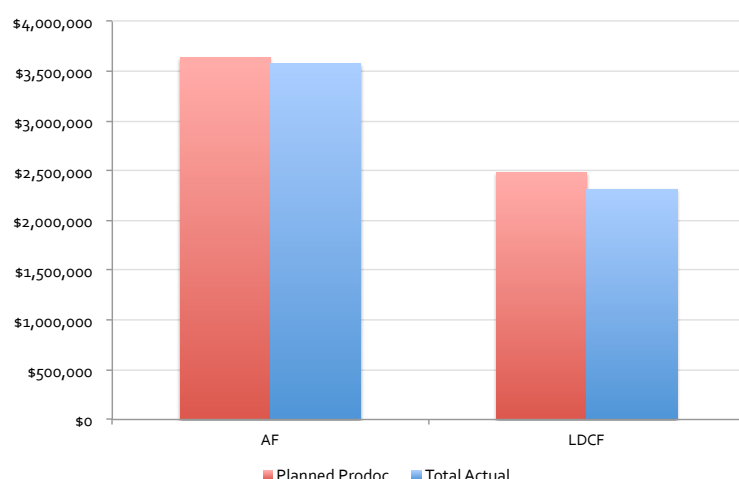
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(signed in August 2015) is compared to the project document. This can be interpreted as necessary adaptations to project implementation. Given that, as discussed in sections 4.1 and 4.2 above, the project documents did not consider some important issues, such as the need to financially support local focal points in the LDCF project, the project teams have adapted the budget forecast to the provisional needs of their activities/investments, instead of precisely following the itemization of the project document budgets.

Figures 3. Planned and actual disbursement by type of expenditure



Subcontracts / MoU



87. The disbursement by type of expenditure (Table 6) is eloquent regarding the implementation delays. According to the latest AF approved budget revision, the expenditure on project staff, administrative support, travel, equipment and reporting, as well as consultants and training, performed better than the average in terms of percentage of the resources that were spent in relation to the total budget for that type of expenditure. In contrast, the expenditure in sub-contracts/MoU performed worse than the average. According to the latest LDCF approved budget revision, the expenditure in project staff, equipment, reporting, evaluation and audit, as well as training, performed better than the average in terms of percentage of the resources that were spent in relation to the total budget for that type of expenditure. On the contrary, the expenditure on consultants and sub-contracts/MoU performed worse than the average. This confirms the significant difficulties of the AF and LDCF projects to procure consultants and sub-contracts, the importance of fix costs (project staff, administrative support, travel, equipment and reporting) and the focus on training activities that did not depend on long procurement processes.

Table 6. Disbursement by type of expenditure

Project	Type of expenditure	Planned Prodoc *	Actual disbursement and revised plans **					
			Total	Difference	Spent		Unspent	
					Total	%	Total	%
AF	Project staff	125,000.0	129,695.0	104%	65,945.0	51%	63,750.0	49%
	Consultants	409,000.0	354,840.5	87%	124,057.4	35%	230,783.1	65%
	Administrative Support	75,000.0	96,680.0	129%	45,680.0	47%	50,400.0	53%
	Travel	-	12,659.7		5,072.0	40%	7,587.7	60%
	Sub-contracts/MoU	3,637,500.0	3,574,589.6	98%	677,103.7	19%	2,897,485.9	81%
	Training/Meetings/Conferences	120,000.0	148,421.6	124%	99,520.0	67%	49,009.6	33%
	Equipment	145,000.0	169,179.9	117%	63,483.3	38%	105,741.6	62%
	Reporting/Miscellaneous	-	29,928.1		19,013.0	64%	25,299.1	36%
	Evaluation and Audits	104,688.0	100,693.6	96%	4,500.6	4%	96,192.9	96%
	Total	4,616,188.0	4,616,188.0		1,104,330.0	24%	3,526,241.9	
LDCF	Project staff	100,000.0	202,860.0	203%	89,165.0	44%	113,695.0	56%
	Consultants	430,000.0	361,637.3	84%	46,046.3	13%	315,591.0	87%
	Administrative Support	-	-		-		-	
	Travel	35,000.0	83,084.6	237%	13,328.8	16%	14,755.8	84%
	Sub-contracts/MoU	2,486,300.0	2,316,094.5	93%	317,990.9	14%	1,998,914.0	86%
	Training/Meetings/Conferences	95,000.0	156,613.3	165%	53,535.3	34%	103,078.0	66%
	Equipment	145,000.0	113,249.4	78%	50,320.0	44%	62,929.4	56%
	Reporting/Miscellaneous	50,000.0	67,972.9	136%	14,607.0	21%	53,365.9	79%
	Evaluation and Audits	15,000.0	10,629.0	71%	4,629.1	44%	6,000.0	56%
	Total	3,356,300.0	3,356,300.1		606,984.4	18%	2,694,315.8	

* See Annex 1 (pages 69-73) of the AF project document and Appendix 1 (pages 64-66) of the LDCF project document.

** See the AF revision of the detailed budget covering until March 2015 (signed July 2015) and the LDCF detailed budget covering until June 2015 (signed August 2015)

88. Actual management costs, composed of project staff and administrative support, are considerable if compared to the total project budget spent so far. In the AF project, they total more than 110,000 USD, which represent 20.5% of the total disbursement by March 2015. In the LDCF project, they total a bit less than 90,000 USD, which represents 14.7% of the total disbursement by June 2015. Comparatively, the project documents indicated 4.3% of the total budget for AF and 3% of the total budget for LDCF. These considerable percentages are due to the delays in the implementation of the main project activities given the delays in the procurement of consultants and sub-contracts. In this sense, the revised detail budgets expect that these percentages will decrease once the main project activities start to be implemented. In particular, the latest revised detail budgets expect that the combination of project staff and administrative support will account for 4.9% and 6% for AF and LDCF, respectively, by the end of the projects. This is higher than what was expected in the project documents (4.3% and 3%, respectively), but seems reasonable and remains low, given the large portion of activities that are sub-contracted, diminishing the necessary administrative support and project staff, with positive impact on project efficiency. It has to be taken into account that the travel costs are expected to be significantly higher than expected for both projects (but particularly for LDCF), while evaluation and audit costs are expected to be smaller for both projects (see Table 6 above).

89. The LDCF project document⁴⁵ establishes a co-financing of USD 67,828,498, of which USD 66,960,357 are expected from programme-based grant support and USD 868,141 are expected as in-kind support. As shown in the LDCF co-financing table in Annex 6, USD 6,664,0237 (54% of the planned amount) has been disbursed to date. While the implementing agency (UNEP) has disbursed 29% of the planned co-financing amount, the Government of the United Republic of Tanzania has already provided 78% of the planned co-financing amount. Others have disbursed 41% of their planned co-financing. In this sense, co-financing has been rather high as compared to actual project disbursement. Particularly the GoT has provided co-financing independent of the project activities actually implemented. Co-financing is mainly comprised of "District-level staff time and salaries, office space, vehicles and other assistance provided to the coordination of this project; resources related to the implementation of nationally-funded development programmes implemented through district budgets, including infrastructures, water works, enforcement and monitoring, and local governance; and funds flowing through districts and central administrations from internationally- supported initiatives related to baseline development priorities such as health, energy, infrastructure, education, and other natural resources sectors such as forests, agriculture, fisheries. It is important to note, however, that the validity of this co-financing (versus the GEF definition) cannot be fully confirmed by the evaluator.

90. There is little indication of new resources being directly leveraged by the project so far. However, the project contributes to raising awareness on climate change issues and might inform initiatives taken and funded by national and local governments. It has to be noted that there are some inaccuracies in finance reports that have to be solved. In particular, the spent and unspent amounts of reporting/miscellaneous of the AF budget exceed the indicated total amount. Similarly, the spent and unspent amounts of travel of the LDCF budget do not add up the indicated total amount.

4.3.2. Implementing Agency (IA) and Executing Agency (EA) Execution

⁴⁵ See section 7.2 (pages 58-59) and Appendix 2 (page 67-69) of the LDCF project document.

Have the IA and EA, respectively, placed sufficient resources on achieving project (AF/LDCF) results?
Have management teams provided quality and timely inputs/responses to the project (AF/LDCF) team?

91. Interviews revealed that the working relationship between the project team and UNEP is good. The task manager is considered to be fast on responding any inquiries or needs. Efficient and useful technical and financial supervision were reported. The task manager usually participates in the meetings of the Steering Committee. The support of the task manager is complemented by UNEP's focal point in the country, who participates in the Steering Committee meetings when the task manager cannot attend them. In such cases, the task manager is consulted on the agenda and reviews and comments minutes, ensuring proper participation.

92. Disbursement that were planned for July 2015 were made only in October 2015, affecting severely the implementation of activities on mangroves, coral reefs, cook-stoves and the creation of the observatory. This impacts the trust of stakeholders in the project. This delay was due to administrative changes at UNEP (for all UNEP projects), specifically the set up of a new financial system (UMOJA), that have now being settled, so further delays are not foreseen.

93. The Executing Agency, the Vice-President's Office, is recognized by international and local stakeholders for its efficiency and capacity of action in the environmental sector. In this case, the VPO has assigned a project coordinator and a financial assistant for both AF and LDCF projects and a national coordinator for each of the projects. Interviews and documentation review suggest that the teams have technical capacity to manage the projects and places sufficient resources on achieving the expected results (despite the fact that they work only part-time in the projects). The capacities of the national teams are complemented by the capacities of the Chief Technical Advisor, who has supported the project in an effective manner.

94. The main deficit has been procurement. The capacity of VPO to undertake efficient procurement processes is significantly low. This caveat seems to be associated with the national regulation more than with the technical capacity of the procurement unit, and cannot be solved only by addressing internal elements. Although internal measures, such as a formal partnership between the projects and VPO's procurement unit and, especially, the inclusion of the projects' procurement needs in the procurement unit's work plans, have helped increase the efficiency, interviews and monitoring report show that it was necessary to delegate the procurement of major interventions to an external body, UNOPS, to increase the speed of implementation, given that internally national laws have to be followed. This suggests that the problem was more in the formulation than in the implementation of the project. Indeed, the inability of the VPO's procurement unit to provide adequate procurement compromises the general suitability of the VPO as executing agency. If a fast-track procurement mechanism cannot be established within VPO, project design should have probably considered alternative executing partners, external to the country, although there are significant disadvantages in terms of development co-benefits and country ownership. It is important to note that there have been some delays on extending the contract of the CTA, which had to be renewed given that a more permanent contract was not signed.

4.3.3. Monitoring and Evaluation

Is the M&E plan well conceived and sufficient to monitor results and track progress toward achieving objectives of the AF and LDCF projects?

Are monitoring indicators from the revised logical framework (AF/LDCF) effective for measuring progress and performance?

95. The Monitoring and Evaluation plans in the AF and LDCF project documents⁴⁶ are standard and well conceived (See Section 4.1. for analysis of project formulation). They detail the different elements of the M&E plan and the main responsibilities of the project team, UNEP and other involved stakeholders. The monitoring and reporting tools (PIR for AF and PPR for LDCF) are useful.

96. During project implementation, the M&E plans have been followed to a significant extent. As requested, the AF and LDCF project teams have produced reports (PPR in the case of AF, and PIR in the case of LDCF) annually (in fact every six months). The monitoring reports have been complete and fulfil their purpose. The project teams visit the sites with certain regularity. The CTA and the UNEP task managers have also visited project sites. Finally, local focal points, especially in the LDCF project, are in charge of information collection for day-to-day project monitoring.

97. Despite this overall positive performance, important gaps were detected in the implementation of the M&E plans. These indicated that a baseline study had to be conducted in the first year of the project. However, the baseline study was finalized only by September 2014, that is, 31 months after the start of the project⁴⁷. The management responses and the revised results framework were only approved in February 2015, that is, 36 months after the start of the project. Although the impact of this delay was limited as all other activities were also delayed, the gap was significant.

98. In addition, auditing has been beset by slow institutional processes. The National Audit Office has not yet approved the 2013 and 2014 audits.

99. It has to be noted that, as highlighted in section 4.1, some of the indicators included in project documents were not SMART, and that the baseline study implied important changes in this regard. It is also important to stress that the project documents, the baseline study and the revised results framework provide very few mid-term targets, which makes difficult the mid-term review exercise.

Was the M&E plan sufficiently budgeted and funded during project (AF/LDCF) preparation and implementation?

100. The 'Costed M&E plan' in the project documents⁴⁸ assessed the cost of the inception workshop, the MTR, the final evaluation and the annual audits. The M&E plan of the AF project included issues that were meant for both projects such as the baseline report and the meetings of the Steering Committee. The M&E plan of the LDCF project indicated that some costs were to be determined during the inception workshop or as part of the annual work plans.

101. The Costed M&E plans did not clearly consider the links between both projects. Although duplication seems to be avoided in the baseline study and the meetings of the Steering Committee, the inception workshop, the MTR and the final evaluation seem to be budgeted twice. Despite the design of two simultaneous and to a great extent complementary projects for two different funding institutions made the distribution of the costs of M&E plans complex, it would have been possible to make this clearer. In any case, actual costs have been shared pro-rate between projects and the M&E plans seem sufficiently budgeted and funded.

Does the project (AF/LDCF) comply with the progress and financial reporting requirements/ schedule, including quality and timeliness of reports?

102. In terms of M&E and reporting (including financial reporting) activities, the available information is listed in the table below:

⁴⁶For the AF project, section B (pages 60-62) of the project document. For the LDCF project, Section 6 (pages 57-58) of the project document.

⁴⁷ C4 EcoSolutions, a consultancy based in South Africa, was contracted to conduct the baseline study. The firm was requested to assess and further develop the monitoring and evaluation (M&E) plan included in the AF and LDCF project documents, as well as provide the baseline information required to support the M&E.

⁴⁸ For the AF project, section B (pages 61-62) of the project document. For the LDCF project, Appendix 7 (page 76) of the project document.

Table 7: List of reporting material produced from project start

Report
AF Project Performance Report (PPR) 2013, completed for the period November 2012 – October 2013
LDCF Project Implementation Report (PIR) 2013, completed for the period July 2012 – June 2013
AF Project Performance Report (PPR) 2014, completed for the period November 2013 – October 2014
LDCF Project Implementation Report (PIR) 2014, completed for the period July 2013 – June 2014
AF Project Performance Report (PPR) 2015, completed for the period November 2014 – April 2015*
LDCF Project Implementation Report (PIR) 2015, completed for the period July 2014 – June 2015
Steering Committee meetings: March 2014, July 2014, and February 2015.
Audit Reports 2013 and 2014

* This is an internal (UNEP-VPO) document meant to provide updates to UNEP between regular PPRs.

103. As noted above, the frequency and quality of monitoring report has been good. The reports are not only done in time, but are also complete and provide clear and useful information. Although the AF monitoring template is more complete and is better organized than the LDCF template⁴⁹, both templates provide good tools to follow up the evolution of the projects through rating. The minutes of the meetings of the Steering Committee provide also valuable information on the discussions and the agreements. The experience of the project teams with environmental projects, the support from the Chief Technical Advisor and the supervision of the UNEP task manager have ensured good results in this regard.

Were monitoring and evaluation reports discussed with stakeholders and project (AF/LDCF) staff?

104. See section 4.3.4 on stakeholder involvement.

What (if any) follow-up actions, and/or adaptive management taken in response to monitoring reports (PPRs for AF and PIRs for LDCF)?

105. See section 4.3.5 on adaptive management.

4.3.4. Stakeholder involvement

Did the project (AF/LDCF) involve the relevant stakeholders through information sharing and consultation and by seeking their participation in project design, implementation, and M&E? For example, did the project implement appropriate outreach and public awareness campaigns?

Did the project (AF/LDCF) consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities?

Were the perspectives of those who would be affected by project (AF/LDCF) decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process taken into account while taking decisions (including relevant vulnerable groups and powerful supporters and opponents)?

⁴⁹ The AF template includes more issues, such as lessons learned, and the excel format helps to navigate through the information. The risk section of the AF is more strategic than the LDCF one, which is too long. However, the LDCF template is also useful, specially the sections that directly ask for the action to be taken.

106. As explained above in this section (4.3), the project documents provided a rather extensive stakeholder mapping and analysis⁵⁰. As noted, most of the identified stakeholders have been involved in the implementation of the projects. Some, such as the Ministry of Labour, Youth and Employment, the Ministry of Foreign Affairs and the Ministry of Communication, Science and Technology⁵¹, have not been involved for good reasons. Some stakeholders that were not considered in the formulation of the projects have been involved. The Steering Committee includes the most important stakeholders, and new institutional arrangements, such as the Technical Committees and dedicated local focal points, have been developed, increasing the participation of partner institutions. As explained above, communities do participate significantly. Overall, the involvement of stakeholders can be thus considered appropriate, as the most relevant stakeholders have the opportunity to inform decision making in different ways.

107. However, the Ministry of Natural Resources and Tourism has insisted on involving the National Forest Service on mangrove rehabilitation, but it has not yet been properly taken into account. As found in section 4.2 above, the Ministry of Lands, Housing and Human Settlements could play a more important role, providing guidelines. As noted in section 4.1 above, there has been a lack of understanding of the urbanization process and of urban dynamics. Interviews suggest that the Ministry could help mitigate this deficit. In addition, as noted in section 4.2 above, different users have to be involved, dealing with conflicts between them, something that according to interviews so far has rather been ignored or avoided. In addition, it is important to involve stakeholders that have not yet been engaged, such as the representatives of Gondo and Sadani villages in Bagamoyo District for the LDCF project, and the representatives of the Julius Nyerere Memorial Academy⁵². Moreover, the coordination between the PSC and the Technical Committees seems currently not to be sufficiently strong, as there are some internal communication gaps. Field visits revealed that synergies with relevant related projects deserve more attention.

108. Trainings offered during the project are:

- Under the AF project, A 5-days seminar covering ecosystem-based adaptation, mangrove rehabilitation, coastal management and fisheries, renewable energy alternatives and mainstreaming adaptation into local planning and budgeting, in December 2014 in Morogoro, with presence of stakeholders of the Dar es Salaam City Council, the three Municipal Councils and some line ministries
- Under the LDCF project, training on Integrated Coastal Zone Management, Climate Change Vulnerability Assessment, and Sectoral and Livelihood Adaptation Planning in May 2014 to more than 80 district level technical officers of Bagamoyo, Pangani, Rufiji and Zanzibar. Participants from these training events were drawn from the following sectors/areas: agriculture, water, infrastructures, natural resources, livestock, fisheries, tourism, planning, forestry, meteorology; land; community development; and health

109. Regarding public awareness activities, interviews and documentation review show that only training activities and workshops have occurred. This is relatively poor and reached only the most directly affected communities. Interviews highlight that the opportunity to use disasters as attention calls have not been exploited. There is room for a more ambitious awareness activities that can reach the general public and inform on the impacts of climate change and potential adaptation measures. Other projects, such as one UNEP/United Development Programme (UNDP) project conducted in Rwanda on disaster risk management, show that films that are broadcast on national TV and coordination with media specialists can really make a difference. The project could try to identify a media specialist within the VPO and establish a basic public

⁵⁰ For the AF project, see pages 42-44 of the project document. For the LDCF project, see pages 29-30 of the project document.

⁵¹ I take the names used in the project documents.

⁵² A representative of the Academy was initially involved but this retired and there is no contact person at the moment.

awareness plan, including some articles in newspapers, briefs on radio news reports and short films on TV. Some of the resources for policy briefs could be used for this. Dissemination at the international level would also be important.

4.3.5. Adaptative Management

Did the projects (AF/LDCF) undergo significant changes as a result of recommendations from workshops, the steering committee, or other review procedures?

If the changes (see above) were extensive, did they materially change the expected project (AF/LDCF) outcomes?

Were the project (AF/LDCF) changes articulated in writing and then considered and approved by the project steering committee?

110. Except for few cases, such as the involvement of the forestry authority, interviews and project documentation, particularly the minutes of the meetings of the SC, reveal that the project teams and the Steering Committee have reacted to most of the deficits of the project design and the challenges raised during implementation. Table 8 shows some of the major identified deficits and adaptative changes.

Table 8. Major identified deficits and adaptative changes of the AF and LDCF projects

Identified deficit	Adaptative change
Slow procurement under VPO procurement unit procedures	Formal partnership signed with VPO’s procurement office Inclusion of the procurement needs of the projects in the units work plans MoU signed with UNOPS for the seawalls and drainage components of the projects
Need to involve local governments more directly	MoU signed with local governments, including the identification of focal points (and provision of financial support in the LDCF project)
Non-SMART indicators and targets	Revision of the results frameworks of the projects
Likely inadequacy of funds	Flexible understanding of targets until all feasibility studies are conducted

111. The minutes of the Steering Committee meetings suggest that these changes have been reviewed and approved by the Steering Committee. This indicates a rather transparent mechanism for adjusting the strategy or approach of the projects.

112. However, the project team and the Steering Committee have not been able to address some of the deficits of the project documents. In particular, they have not realized the need to better prioritize some sites and plan the interventions, as the demographic, economic and social trends and dynamics have been considerable overlooked.

4.4. Project results

Country ownership

The MTR mission and documentation review confirm that the project concepts are fully in line with the development priorities and plans of the country.

Most of the relevant stakeholders have been involved in project design and implementation. The composition of the Steering Committee is reasonable. The involvement of the community has been significant through training, decision-making and implementing activities in the field. However, both projects should link more closely with the Ministry of Lands, Housing and Human Settlements; engage with the Tanzania Forestry Service and the Tanzania Forest Research Institute; and make an effort to involve different users, including the private sector and the media.

VPO is playing the role of ‘functional intra-governmental committee’ officially in charge of liaising with the project teams and connecting various ministries/government offices involved in or affected by the project. The project is completely driven by local institutions, with a strong involvement of VPO and local governments (city, municipal and district councils), ensuring, overall, good country ownership of the project.

Mainstreaming

Although the AF and LDCF projects have the potential to provide resilience benefits to local populations, these have not been realized so far, given that the interventions in the field have not yet started. In any case, the projects do not properly mainstream economic and social co-benefits. Although they will provide short and long-term economic benefits, the projects do not make an explicit effort to exploit the economic opportunities directly related to their key interventions. Similarly, both projects miss the opportunity of improving quality of life and social equity in a cost-effective way by directly providing high-quality public space as a concomitant element of physical interventions.

Gender

Gender issues were incorporated in the project design and reinforced by the baseline report. They have also been mainstreamed in project implementation, although it depends on the contexts. Despite this, it would be good that the project teams link, as planned, with the Ministry of Health, Community Development, Gender, Seniors and Children to gather their comments and increase gender-sensitivity in the design of primary and complementary infrastructure.

Sustainability

Both project documents included a sustainability strategy that hinges on the integration of the cost of maintaining infrastructures into the annual budgets and work plans of the local governments, the combination of hard and soft adaptation measures, the promotion of community-based adaptation, and the strengthening of general institutional capacity and public awareness. The proposed risk analysis matrix of the LDCF project document also addressed sustainability aspects.

Although, at this stage, it is not completely clear to what extent the sustainability strategy has been either relevant and/or followed, there are good prospects on both projects regarding most of the sustainability factors. However, issues such as the turnover of local officials, income generation, solid waste management, the origin of the resources for the maintenance of boreholes, and monitoring and enforcement deserve further attention. Furthermore, the added value of the report on sustainability by September 2016 is unclear.

Catalytic effect

While none of the project documents refer to “catalytic effect” directly, the LDCF project document contains a section on replicability. The AF project does not include a section on that topic, but creates a Climate Change

Observatory to support replication. Although there is a high potential to scale up and replicate all components of the AF and LDCF projects, there are no examples of duplication or expansion already, given that the main activities of the projects have not yet started in the ground.

Impact

Apart from the formulation of the Dar es Salaam's EBICAM, which at the time of writing is still to be formally approved, little impact has been achieved in the regulatory front so far. It is also too early to say how much the interventions will really reduce the vulnerability of target areas and people to climate change. Although the perspectives are good, the prioritization of sites and the design of physical interventions could be improved to multiply the direct adaptation benefits and ensure the provision of significant environmental, social and economic co-benefits.

Interviews and documentation review reveal unintended positive and negative impacts. On the positive side, interviews highlight increased awareness beyond the target stakeholders, and infrastructures will consolidate areas that are important public spaces, and will create public spaces, even if the condition of public spaces has so far been considerably overlooked. On the negative side, the disregard of the urbanization process and urban dynamics is likely to result not only in low cost-effectiveness, but also in a not very strategic development, and potentially even in an inadequate physical development pattern. In addition, the projects can result in economic difficulties for target individuals, particularly in mangrove areas. Moreover, the economic activities in Bwawani, in Stone Town, in Zanzibar will need to be resettled. Finally, delays could result in reputational problems for the implementation and executing agencies. Delays in implementation are already compromising the confidence of beneficiaries.

4.4.1. Country ownership

Were the project (AF/LDCF) concepts in line with development priorities and plans of the country?

113. As analysed in the project documents⁵³, the AF and LDCF projects are congruous with the country's Development Vision for 2025. Moreover, both projects are aligned with the National Strategy for Growth and Reduction of Poverty and the National Integrated Environmental Coastal Management Strategy. Furthermore, the projects are in line with national climate change documents, policies and plans, namely Tanzania's Initial and Second National Communications, Climate Change Strategy and National Adaptation Programme of Action. The LDCF project is indeed the first one directly implementing the latter. Similarly, both projects are congruous with environmental policies and plans, namely the National Environmental Policy and the National Environmental Action Plan. In addition, the projects are aligned with sectoral policies regarding water (the National Water Policy), agriculture (National Agriculture and Livestock Policy) and urban development (the national land, housing and human settlements development policies). The projects are also consistent with the principles of aid harmonization and coordination, as embodied in the Joint Assistance Strategy and in the One UN Joint programme implemented by development partners in Tanzania. Finally, the implementation of the projects has followed national rules in term of procurement and standards and legal provisions for EIA, as enshrined in the Environment Management Act of 2004.

114. In this sense, the projects are aligned to the priorities of the national government, local governments and communities. Interviews highlighted the importance of the activities of the projects to respond to the needs of coastal populations and increase their resilience to the impacts of climate change. Fishermen in Dar es Salaam stressed the need of rehabilitating coral reefs for protecting their livelihoods. The water supply

⁵³For AF project, section D (page 39). For LDCF project, section 3.7 (pages 44-45).

infrastructure in Bagamoyo Town was designed in 1995 for 10,000 people, but the city has now 40,000 inhabitants, making it urgent to provide additional water supply. It has to be noted at this regard that broad consultation was undertaken with the VPO, line ministries, local governments and communities during the design of the projects to ensure that they reflect national and local priorities and needs. In short, the MTR mission and documentation review confirm that the project concepts are fully in line with development priorities and plans of the country.

Were the relevant country representatives from government and civil society involved in project (AF/LDCF) implementation, including as part of the project steering committee?

115. As noted above, most of the relevant stakeholders have been involved. The composition of the Steering Committee is reasonable. The involvement of the community has been significant through training, decision-making and implementing activities in the field. As indicated, there are however some gaps. In particular, both projects should link more closely with the Ministry of Lands, Housing and Human Settlements; engage with the Tanzania Forestry Service and the Tanzania Forest Research Institute; and make an effort to involve different users (for instance, regarding coral reefs, different groups of fishermen, lime makers, diving operators, and boat owners that do not fish, but drive fishermen to fishing areas). In addition, it is important to involve the private sector and the media (there is also a need to improve communication with and between stakeholders – city council).

Is there a functional intra-governmental committee to liaise with the project team and connect various ministries/government offices involved in or affected by the project (AF/LDCF)?

116. Through its Department of Environment, VPO is playing the role of 'functional intra-governmental committee' officially in charge of liaising with the project teams and connecting various ministries/government offices involved in or affected by the project. VPO's Department of Environment is responsible for the overall environmental policy and regulation, formulation, coordination and monitoring of environment policy implementation in the country. This department is the best positioned to connect various ministries and government offices regarding climate change and environment issues. Interviews conducted confirm this central position, as well as the respect and influence VPO holds within the country's administration. The project is completely driven by local institutions, with a strong involvement of VPO and local governments (city, municipal and district councils), ensuring, overall, good country ownership of the project.

Has the government enacted legislation, and/or developed policies and regulations in line with the project's (AF/LDCF) objectives?

117. During the implementation of the project the government approved the National Climate Change Policy and has updated the National Environmental Policy and the National Environmental Action Plan, incorporating climate change elements. The former was updated in 2013, and the latter in 2015. The procurement policy approved in 2011 started to be applied in 2014. In addition, there were important administrative and institutional changes in Bagamoyo Council, where three zones were converted from villages to urban areas during the implementation of the project.

118. At the time of this MTR, the government is reviewing the policies regarding fishery and forestry and the acts regarding urban planning and land. It is critical that the project considers these updates and aligns the activities accordingly.

119. The involvement of the project teams in these discussions has been poor. In the other direction, these new policies support the implementation of the projects.

4.4.2. Mainstreaming

Is it possible to identify and define positive or negative effects of the project (AF/LDCF) on local populations?

120. So far there are no positive effects on local populations beyond public awareness and sensitization, given that the rehabilitation of mangroves, coastal vegetation and coral reefs and the upgrading and construction of seawalls, water wells and water-harvesting infrastructure have not yet started. Similarly, cook-stoves have not yet been provided.

121. However, the AF and LDCF projects have the potential to provide resilience benefits to local populations⁵⁴. In both projects, the upgrading and construction of seawalls will directly benefit communities, by protecting public and private assets. The rehabilitation of mangroves and coral reefs in both projects will also protect assets. In addition, it will contribute to the continued provision of ecosystem services, including water filtration, carbon sinks and biodiversity, which is vital to the continued livelihoods of coastal communities. Under AF, the rehabilitation of drainage systems will reduce flood damage to public and private facilities and corresponding emergency costs, improve water quality and reduce related health hazards, and enhance land values. Under AF, the provision of cook-stoves can help households save time and money (it has been demonstrated that the use of improved cook-stoves could result in a 30 to 50% reduction in fuel requirement) and improve their health, given the reduction of smoke achieved with fuel-efficient stoves. Under LDCF, the provision of water wells and water harvesting infrastructures will improve the water access of a number of households.

122. Nevertheless, the projects do not properly mainstream two critical issues, and are unlikely to result in positive effects on local populations on those critical fronts. The first issue is income generation. This is critical as poverty reduction is a main issue in the country, and a strategic one to adapt to climate change. In the short term, works related to the projects will provide employment opportunities. In the long term, households will benefit from better protection from sea level rise and floods, increased fishing opportunities and, in Bagamoyo District, cheaper and closer access to water. However, the projects do not make an explicit effort to promote resilient livelihoods. Whether this should be within the scope of the project is certainly questionable, as the project cannot address all existing challenges, and other projects are likely to focus directly on resilient livelihoods with a significant scale. However, the projects should consider the (micro) livelihoods opportunities directly related to their key interventions. Unfortunately, this is not the case. As noted above, the projects overlook the implications of building infrastructure in certain areas. The AF project does nothing to exploit the economic opportunities that emerge from improving drainage systems, and particularly rehabilitating the seawall along Obama Road. Similarly, the LDCF project does little to exploit the economic opportunities that emerge from rehabilitating the sea wall in the central area of Pangani⁵⁵ and does nothing to tap economic opportunities related to constructing water wells in Bagamoyo, particularly in very dense areas (especially in Bagamoyo Town). In Zanzibar, the economic opportunities are less obvious, because households do not live very close to the sites, but direct economic opportunities could also be

⁵⁴ For AF project, see sections B (pages 28-31) and C (pages 32-38). For LDCF project, see section 7.3 (pages 59-62).

⁵⁵ The interventions in Obama Road in Dar es Salaam and Pangani Town could learn from the rehabilitation of Forodhani Gardens in Stone Town, Zanzibar. The intervention included the promotion of income-generating opportunities through small cafes similar to kiosks and food stalls. In the evening these are packed with local consumers. Along the day, people use the area as a public space. In more rural areas, like Rufiji, there is potential for beekeeping in mangroves (it can be done around the year, and is at the same time a conservation strategy, as you prevent people from coming to cut the mangroves), crab fattening and fish farming.

identified. The second issue is social co-benefits, particularly the provision of high-quality public space. As noted above, the quantity and quality of public space in Tanzanian human settlements is significantly poor. Only the richest households have access to quality social interaction and recreation areas. Although the AF project document makes some few explicit general references to recreation opportunities in or around nature-based systems, both projects miss the opportunity of improving quality of life and social equity in a cost-effective way by directly providing high-quality public space as a concomitant element of physical interventions.

123. Negative impacts are unintended and are therefore discussed on section 4.4.5.

Does the project (AF/LDCF) sufficiently incorporate gender issues?

124. Both project documents incorporated gender issues. They included the Ministry of Health, Community Development, Gender, Seniors and Children as a relevant stakeholder. The Ministry was meant to participate in the project by "providing advice and guidance on the integration of gender equity and gender sensitive activities, as well as on the monitoring of community-level resilience and well-being"⁵⁶. The Ministry was also meant to participate in activities related to livelihoods development. In addition, a full section was also dedicated to gender considerations in both project documents⁵⁷. Both expected women and men to benefit equally from the rehabilitation of seawalls, drainage system, mangroves, coastal vegetation and coral reefs. They also intended to promote equal participation of women and men in project structures, committees, consultancies and procurement. In addition, each of the projects had a component that could especially benefit women on the current distribution of family tasks. Under the AF, women would particularly benefit from the provision of fuel-efficient cook-stoves and other alternative energy equipment, since they are the primary gatherers and users of wood-fuels. Under the LDCF, women would particularly benefit from activities related to water access in Bagamoyo District, since they are the ones responsible for water availability in the families. In both cases, reducing the working time and effort to ensure availability of wood-fuel and water would enable them to engage in other income generation activities. The AF original results framework slightly disaggregated indicators by sex. Indicator 2.1 "Number of people with access to alternative or efficient energy sources" had to be informed by a household gender-sensitive survey. The LDCF original result framework did not include any disaggregation of indicators by sex.

125. The baseline study reinforced gender mainstreaming, by including references to gender in indicators and targets relating to population vulnerability assessments and awareness campaigns. As a consequence, the final results frameworks consider gender issues for cook stoves, vulnerability assessments and awareness, requiring gender (and age)- sensitive surveys.

126. At the implementation level, the link with the Ministry of Health, Community Development, Gender, Seniors and Children has not been made. However, the composition of Steering Committee is relatively balanced (in the three meetings hold so far, women represented more than 40% of the participants). Furthermore, in both projects, invitations to meetings and trainings are decided with gender-sensitiveness. Moreover, women will largely participate in rehabilitation and construction works, especially regarding mangroves. In Pangani, the contract signed with BMUs establishes that no less than one third of their members have to be women. In addition, they will be closely involved in the management of wells. In Bagamoyo, a management group will manage each well. These will be composed of two women, two men and 2 leaders that can be either women or men.

⁵⁶ For AF project, see section H (particularly page 43). For LDCF project, see section 2.9 (in particular page 29).

⁵⁷ For AF project, see section I (pages 52-53). For the LDCF project, see section 3.13 (pages 52 and 53).

127. Despite these efforts, the participation of women in the implementation depends significantly on the cultural context and the specific sector. In Zanzibar, where Muslims are majority, there are more limitations to actively engage women, although they were well represented in the Bwawani focus group (4 out of 11). In general, men are in charge of fishing in the open sea (only 5 of the 45 members of the fishing association that will be involved in the rehabilitation of the coral reef in Dar es Salaam are women), while women do the processing of fish. In some cases, women are majority but men (or just a man) talk(s) on behalf of all women. In reality, it depends on the context. In Pangani, there was a great variation in the proportion of women on the three BMU that were interviewed during the field visits.

128. Overall, however, gender is properly mainstreamed in the design and the implementation. Interviews show that project partners and beneficiaries feel that gender issues are properly considered. Despite this, it would be good that the project teams link with the Ministry of Health, Community Development, Gender, Seniors and Children to gather their comments and increase gender-sensitivity in the design of seawalls, drainage systems, wells and water harvesting infrastructure and their corresponding complementary infrastructure.

4.4.3. Sustainability

Did the project (AF/LDCF) devise a robust sustainability strategy (in the planning stages)? Did it include a specific exit strategy?

129. Both project documents included a section on sustainability⁵⁸. The two projects propose very similar strategies to ensure sustainability: i) integration of the regular cost of maintaining infrastructures into the annual budgets and work plans of the local governments (city and municipal councils for the AF project, and district administrations for the LDCF project); ii) combination of hard and soft adaptation measures, which contributes to long-term sustainability and resilience of infrastructures; iii) community-based adaptation of mangroves and coastal systems building on a stronger understanding of the benefits that these ecosystems provide; and iv) general institutional capacity and public awareness (for this the AF project expects the support of the LDCF project).

130. In addition, as described in Section 4.2 of this report, both project documents also contained a risk analysis matrix with coinciding countermeasures/management responses for each⁵⁹. In the LDCF project document, one of these risks explicitly referred to sustainability (no reference to sustainability is made in the AF project document in the corresponding section). The text distinguishes between natural and man-made protective systems. For the former, the text stress that the project will support the creation and maintenance of local enforcement systems for no-take zones within mangroves, and that demonstrative benefits will create additional incentives for communities to manage natural systems in a more sustainable. For the latter, the text mentions that the project will provide training and in-kind assistance in order to ensure that maintenance budgets are well integrated in district financing frameworks. In addition for boreholes, community training on water conservation, management and recycling was considered as a sustainability investment. A report regarding the sustainability of the project is planned for September 2016.

Did the project (AF/LDCF) implement its sustainability strategy?

⁵⁸ For the AF project, see section B (in particular, pages 31- 32). For the LDCF project, see section 3.9 (page 51).

⁵⁹ For the AF project, see Part III, section A (in particular, pages 59-60). For the LDCF project, see section 3.6 (in particular, pages 42-44).

131. Given delays in implementation, at this stage, it is not completely clear to what extent the sustainability strategy has been either relevant and/or followed, as there are no major results yet to compare with the original strategy. So far, there are, however, good prospects on both projects regarding some sustainability factors. Both projects have tried to involve the local governments that will be responsible for the maintenance of the infrastructures. MoUs have been signed with them to commit them to do so. Training has also been provided to local officials. In addition, as explained above, communities have been involved in the design and the implementation of the projects, and will participate in the construction processes, which will allow them acquiring technical skills on how infrastructures work. Furthermore, in Dar es Salaam, activities have been conducted to ensure that funds are allocated for maintenance. In the LDCF project, co-financing has been requested to ensure the engagement of local government.

What factors are in place that are likely to enable or hinder achievement of sustainable outcomes (AF/LDCF)?

132. Most of the important sustainability factors were considered in the project documents. However, some others were ignored. The high turnover of government officials was overlooked, but could affect the availability of technical capacity for maintenance at the local governments, as trained officials can leave without transferring their knowledge to the person they are replaced by. Improper solid waste management is also a risk for drainage systems, as their capacity to canalize water can be compromised if collapsed by waste. In addition, poverty was treated lightly. Moreover, the origin of sources for the maintenance of boreholes was not properly assessed. In Bagamoyo, there is a low risk that fee collection systems do not work. There is a trade off between high fees to ensure that maintenance can be undertaken and low fees so that every household has a real access to water. The National Water Policy is not clear on whether the maintenance costs will rely exclusively on the community, or support for this will be provided, so further work on this is needed. Finally, the risk of poor monitoring and enforcement was not fully considered.

133. As noted, however, there is no clear strategy for income generation and solid waste management. The link with urban planning has also been poor, compromising monitoring and enforcement. The activity on budget allocation in the AF project does not make much sense, as it focuses only in one year, and sustainability requires that budget is allocated every year, or at least from time to time for periodical maintenance activities. Finally the added value of the report on sustainability by September 2016 is unclear. This should have been done at the beginning and not nearly one year before the end of the project, when time to address potential risk will be smaller.

4.4.4. Catalytic effect

Is there any expansion of demonstration projects (scaling up) (AF/LDCF)?

134. While none of the project documents refer to "catalytic effect" directly, the LDCF project document contains a section on replicability⁶⁰. The text highlights the intention of involving government and other stakeholders in gathering technical lessons learned and using them to scale-up the most successful measures, based on the technical capacity that the project has contributed to increase. The AF project does not include a section on that topic, but considers the creation of a Climate Change Observatory that should serve as a central coordinating mechanism for Tanzania's future initiatives in climate change adaptation, and should therefore support the replicability of the AF project.

135. There is certainly a high potential to scale up and replicate all components of the AF and LDCF projects. The districts and municipalities have already expressed interest in scaling the activities up, and other areas

⁶⁰ See section 3.10 (pages 51-52) of the LDCF project document.

would also be interested. However, it is still too early for replication, given that the main activities of the projects have not yet started in the ground. In this sense there are no examples of duplication or expansion already. If the activities that are now starting provide demonstrative results, replication is likely to take place. However, for this to happen, it would be important to establish a plan to effectively systematize best practices and establish face-to-face exchange through a workshop including field visits.

What is the extent and nature of capacity building and training of individuals, and institutions to expand the project's (AF/LDCF) achievements in the country or other regions? Has the AF/LDCF project (or another initiative) utilized project-trained individuals, institutions or companies to replicate the project's outcomes in other regions (replication)?

136. Training has focused on the stakeholders that are critical for this project. Given that there are still huge adaptation needs in the target municipalities (AF) and districts (LDCF), the new skills can be used to replicate the projects in the future. Officials from line ministries have also been involved and could also promote replication in other districts. However, so far these skills have not been used to replicate project activities. The physical interventions have not yet started, so there are no demonstrative results. With these it is likely that replication will take place and that project-trained individuals, institutions or companies take part on the process. Now it is still too early.

4.4.5. Impact

Is the project (AF/LDCF) progressing toward achievement of intended impacts among project beneficiaries?

137. On the regulatory front, lessons learned from the projects can be very valuable inputs for policy development. So far, little impact has been achieved at this regard. The most important achievement has been the formulation of the Dar es Salaam's EBICAM, which at the time of writing is still to be formally approved. The project team has participated in some policy discussions and informed several policies, including the National Forestry Policy, national acts related to urban development and the master plan of Dar es Salaam. Influence on policy development is expected to increase as the projects are implemented and lessons learned are drawn.

138. In addition, projects have a great potential to increase resilience of people on the ground. So far, reduction of vulnerability is dependent on the implementation of the project activities that have been significantly delayed, as explained above⁶¹. In this sense, it is too early to say how much the interventions will really reduce the vulnerability of target areas and people to climate change. At this stage the perspectives are good, although, as noted above, the prioritization of sites and the design of physical interventions could be considerably improved to multiply the direct adaptation benefits and ensure the provision of significant environmental, social and economic co-benefits. In some cases, particularly for green infrastructure, the benefits will take some time to materialize. In all cases, given its focus on infrastructure, and hopefully on land-uses, the impacts will last long.

139. The project teams are following the projects closely and the basis seems to be established for the timely achievement of project results. This is clearer for the AF project and the Pangani and Zanzibar activities of the LDCF project, because procurement of seawall and drainage will be provided by UNOPS. There are more risks

⁶¹ By impacts we refer to long-term results, not to direct results or outcomes of the projects. So far, the projects have increased awareness of the impacts of climate change and possible adaptation strategies, especially of government official of different levels, although households have also benefited from this.

for the water component of the LDCF project in Bagamoyo Council, given that this will be procured through national procedures and there is uncertainty on the quantity and quality of water in the sites.

Have there been any unintended results (positive or negative) and what were they (AF/LDCF)?

140. On the positive side, there has been increased awareness beyond the target stakeholders, in particular at high political levels, mainly through the composition of the Steering Committee. The activities of the projects have also increased the confidence of individuals in the involved governments. Moreover, infrastructures will consolidate areas that are important public spaces in Dar es Salaam (Obama Road) and Pangani, and will create public spaces in Bagamoyo, even if the condition of public spaces has so far been considerably overlooked.

141. On the negative side, the disregard of the urbanization process and urban dynamics is likely to result not only in low cost-effectiveness, but also in a not very strategic development, and potentially even in an inadequate physical development pattern. Except for certain cases, human settlements in Tanzania have very low density. There is a risk that the urbanization process follows the resource-intensive model of many developed and developing countries. The way urban areas are defined, as illustrated in Bagamoyo Council, indicates that this risk is high. The projects, especially the LDCF project, and in particular in this very district, is giving inappropriate signals on where the development will take place, favouring sprawl, with negative environmental, social and economic consequences. Although it's probably too late to rethink the approach and make more strategic decisions regarding the sites, there is still some space to prioritize resources and refine the designs.

142. In addition, the projects can result in economic difficulties for target individuals. In mangrove areas, particularly in Pangani and Pemba and especially in Rufiji, the rehabilitation of mangroves will come together with the enforcement of more sustainable uses, forbidding some current practices. Although this is likely to improve income in the long-term, it could impact income negatively in the short-term once the project ends, particularly given that the LDCF project does not consider income-generating activities at the micro and macro scale. In Bagamoyo, there is a small risk that some beneficiaries cannot afford buying the water. Although the risk is low, because the costs seem low, and households pay today much more than they will pay when the new wells are operating, the ability of all households to get water should be taken into account.

143. Moreover, there is the resettlement of economic activities in Bwawani, in Stone Town, in Zanzibar. As noted above, the area of the intervention is now occupied by fish-processing and complementary activities that will be relocated before the project is implemented. Moving people is always difficult. However, the local government has the intention to improve the situation of the resettled population by providing a purpose-designed infrastructure and offering potentially advantageous fees. Although the resettled populations complain about the place as it is now, the local government expressed commitment to respond to their concerns. The resettlement is a government policy independent from the project.

144. Finally, there is a risk that the trust of the individuals on the government is reduced. The delays in implementation are already compromising this confidence as beneficiaries are waiting without really understanding the causes of the delay.

145. Other unintended effects (positive or negative) can happen in the future, but it is too early to tell, as implementation of very important components has not yet started.

5. CONCLUSIONS AND RATING

5.1. Main conclusions

146. The main conclusions that respond to the various evaluation questions, grouped around the following areas of evaluation Formulation; Assumptions and risks; Implementation and Results, are listed below. Overall, although with considerable strengths, the project documents, especially the LDCF one, were beset by critical deficits. Many of these have been addressed through implementation, as the capacity of the executing agency and the adaptative capacity of the project teams have proven significant. However, at mid-term, achievement of outputs is very low and some structural issues remain to be addressed to increase relevance and involve all key stakeholders. The evaluator is convinced that the projects deliveries will increase in the coming months and that targets can be achieved on time, but recommends that the projects are followed closely, risks are soundly assessed and mitigated, and a prioritization exercise considering co-benefits is undertaken.

Project formulation

147. The AF and LDCF project documents included a large number of adaptation measures and sites. Interviews and document review suggest that the number of measures and sites included in the project documents was too big. Some components were allocated few resources, compromising their relevance, while others were not closely integrated to other project activities. Although the number and the extension of the infrastructure to be built under AF and LDCF is still to be defined with the help of the feasibility studies, there is a worth noting risk of resources being insufficient to achieve all the expected targets, and having to reduce the number or extension of some infrastructure works.

148. This indicates that the priority of measures was not properly assessed at project design. Although both project documents did discuss the cost-effectiveness of some of the selected measures, they did not fully consider present and future cost-effectiveness, strategic results and social justice. While the design of the projects indicated the number of beneficiaries in the project timeframe in most of the cases, the number of beneficiaries was not provided for the water component of the LDCF project, and it is unclear in all cases how the numbers were estimated and how they were distributed by site. Furthermore, the formulation of the AF and LDCF projects did account only for changes in climate variables, forgetting that demographic, social and economic variables are changing and will change in the future, and missing the opportunity of promoting strategic adaptation.

149. This is particularly true in two related senses. First, project formulation significantly overlooked the fact that Tanzania is under a very significant urbanization process. This was considerably integrated into the design of the AF project. However, it was taken into account only partially in the formulation of the LDCF project. In the design of the interventions in Bagamoyo District it was completely ignored. Second, project formulation did not fully realize the importance of the economic and social externalities of the physical interventions included in the projects. Although the opportunities to create high-quality public spaces are great, the AF project document made only general references, without explicitly committing to ensure it, while the LDCF project document ignored this completely.

150. Some of the caveats indicated above have been addressed during implementation. New relevant activities in Bagamoyo Town have been included and interviews indicate that the project teams are aware of the potential need of reducing the number of sites and the scale of interventions if the resources are not enough to achieve all original targets. However, there is still room for further prioritizing sites and ensuring that co-benefits are properly considered and promoted.

151. Overall, the objectives, components and activities of both projects were clear. However, they were not realistic in terms of timing, given that Tanzanian procurement processes take very long. Preliminary information, to be confirmed once feasibility studies are analysed and decisions made, suggests that budgets are likely to be too small to achieve all expected targets

152. In addition, the monitoring indicators of AF and LDCF project documents were not effective for measuring progress and performance. All the AF targets and all LDCF indicators had to be modified following the baseline study, including reformulations, removals and additions. However, even at that stage some targets were not properly designed and mid-term targets were provided only for very few activities.

153. Interviews and project implementation indicate that, overall, the technical capacities of executing institutions and counterparts were properly considered at project design. However, the suitability of the procurement of the execution entity was not assessed, which has resulted in severe delays. In addition, although capacity building activities were considered in both projects, interviews reveal that more regular and long training would be required.

154. Although they ignored some important lessons, the AF and LDCF project documents present a thorough overview of ongoing and previous other relevant projects and how they relate to the corresponding projects. Field visit interviews revealed that project teams are incorporating other lessons learned.

155. Both project documents outline the planned organizational structures for implementation. The implementation arrangements of the projects are significantly similar. Although partnership arrangements were overall rather complete, project implementation reveals significant deficits. The specific composition of the Steering Committee was not defined. Furthermore, interviews and project implementation reveal the institutional structure was not effective for the smooth implementation of the project. The project documents included a Steering Committee, but ignored the need of a Technical Committee for implementation to really take place. Some other actors, such as the Tanzania Forest Services, were not involved. At the same time, some stakeholders that were considered were not relevant for the implementation of the projects.

Assumptions and risks

156. Although they did not explicitly indicate their assumptions, the AF and LDCF project documents identified 5 risks each. However, 7 of the 10 identified risks were not properly assessed, as they failed to identify specific issues related to them, and provide specific mitigation strategies for them. The project documents included operational (AF and LDCF) and capacity (LDCF) risks without considering slow procurement as a risk. This has proven to be a major risk. The measures to deal with the political (AF and LDCF) and sustainability (LDCFF) risks were also inadequate as the AF and LDCF projects included a Steering Committee, but did not include proper coordination at the local level (city and municipal level for AF, and district level for LDCF).

157. In addition, project documents did not account for the following common risks: likely inadequacy of budgets to deliver the objectives of the projects, lack of integration with land use plans in interventions in urban areas, conflicts among different users at project sites, and poor enforcement. Moreover, the LDCF

project document overlooked the risks associated with dispossession and displacement, and the AF project document did not consider the risk that improper solid waste management represents to the drainage component.

Project implementation

158. Documentation review reveals that the AF and LDCF project teams have used the revised results frameworks as a management and M&E tool. AF's PPRs and LDCF's PIRs have used the indicators and targets to measure progress. Interviews also reflected the awareness of the CTA and the project teams regarding the need to report according to the indicators and targets set at the updated result framework. However, some of the used targets are not properly designed and mid-term targets are not used.

159. The projects have adequately involved most of the stakeholders indicated in the stakeholder involvement plans of the project documents. The minutes of the meetings of the Steering Committee confirm that, composed of the most relevant stakeholders, this has significant decision-making capacity. Technical Committees have also been established. In addition, specific partnership arrangements, particularly MoU, have been formally established between VPO and District Governments, and VPO and UNOPS. Moreover, interviews indicated that city, municipal and district focal points are engaged on a regular basis, and that projects have involved communities through training, in the selection of sites, in decision-making through the focal points and by doing activities. Furthermore, the projects have involved some stakeholders that were not identified in the design of the projects, such as the Ministry of Education, Science, Technology and Vocational Training and UNOPS. In contrast, the implementation has not involved some stakeholders included in the stakeholder involvement plans, such as the Ministry of Labour, Youth and Employment, the Ministry of Foreign Affairs and the Ministry of Communication, Science and Technology⁶², as they do not appear to be relevant for implementation. Despite this overall positive performance on involving relevant stakeholders, the following relevant stakeholders have not been (sufficiently) involved: local authorities in charge of land use planning and the Ministry of Lands, Housing and Human Settlements; the Ministry of Health, Community Development, Gender, Seniors and Children; the private sector; the Julius Nyerere Memorial Academy, and the villages of Gondo and Sadani in Bagamoyo District.

160. Although ongoing projects were listed in the AF and LDCF project documents and taken into account at formulation stage, the lessons learned from these projects have not been significantly used in their implementation. The lessons from some of them could improve project management given the close links. Nevertheless, lessons from projects that were not listed in the project documents have been incorporated.

Finance/Co-finance

161. Disbursements in the first half of the implementation of both projects were significantly low due to considerable delays in procurement. Considering the sub-contracts now signed, project teams estimate that disbursements will total the AF and LDCF funds on time (by November and June 2017, respectively). However, close oversight and budget planning will need to be applied in coming months in order to ensure the projects progress at the required pace.

162. Co-financing of LDCF has been high relative to actual project disbursements. This is particularly the case with government co-financing. The different levels of GoT have disbursed their funds according to their own timing, covering already almost 80% of their planned co-financing.

⁶² I take the names used in the project document.

163. There is little indication of new resources being directly leveraged by the projects so far. Nevertheless, the projects contribute to raising awareness around climate change issues, which might inform initiatives taken and funded by the government.

Implementing agency and executing agency

164. Interviews revealed that the working relationship between the project team and UNEP is good. Efficient and useful technical and financial supervision were reported. The support of the task manager is complemented by UNEP's focal point in the country. Although some delays in disbursement were reported, further delays are not foreseen.

165. Interviews and documentation review suggest that the VPO teams have technical capacity to manage the projects and place sufficient resources on achieving the expected results. The capacities of the national teams are complemented by the capacities of the Chief Technical Advisor, who has supported the project in an effective manner. However, the capacity of VPO to undertake efficient procurement processes is significantly low. This caveat seems to be associated with the national regulation more than with the technical capacity of the procurement unit, and cannot be solved only by addressing internal elements. This suggests that the problem was more in the formulation than in the implementation of the projects. If a fast-track procurement mechanism could not be established within VPO, project design should have probably considered alternative executing partners.

Monitoring and evaluation

166. Interviews and documentation review reveal that the M&E plans were well conceived and have been followed to a significant extent. The frequency and quality of monitoring report has been good for both projects. However, the baseline study was developed later than planned due to procurement delays, which have also affected auditing. In addition, there are few mid-target. The M&E plans are sufficiently budgeted, with some duplication given the synergies of the projects. Although some of them were accounted for, others were ignored.

Stakeholder involvement

167. As explained above, most of the stakeholders identified in the project documents have been adequately involved in the implementation of the projects. While some of these have not been involved for good reasons, some stakeholders that were not considered in the formulation of the projects have been involved. However, interviews and documentation review reveal that some important stakeholders have yet to be involved.

168. The AF and LDCF projects have provided each one major training session covering relevant issues. Interviews and project documentation suggest that public awareness activities have so far reached only the most directly affected communities. Interviews highlight that the opportunity to use disasters as attention calls have not been exploited. There is room for a more ambitious awareness activities that can reach the general public and inform on the impacts of climate change and potential adaptation measures.

Adaptative management

169. Except for few cases, interviews and project documentation reveal that the project teams and the Steering Committee have reacted to a considerable extent to most of the deficits of the project design and the challenges raised during implementation, such as the slow procurement processes, the need to involve

the local governments more directly, the existence of non-SMART indicators and targets, or the likely inadequacy of funds. The minutes of the Steering Committee meetings suggest a rather transparent mechanism for adjusting the strategy of the projects.

170. However, the project team and the Steering Committee have not been able to address some of the structural deficits of the project documents. In particular, they have not realized the need to better prioritize the sites and plan the interventions, as the demographic, economic and social trends and dynamics have been considerable overlooked.

Project results

Country ownership

171. The MTR mission and documentation review confirm that the project concepts are fully in line with the development priorities and plans of the country.

172. Most of the relevant stakeholders have been involved in project design and implementation. The composition of the Steering Committee is reasonable. The involvement of the community has been significant through training, decision-making and implementing activities in the field. However, both projects should link more closely with the Ministry of Lands, Housing and Human Settlements; engage with the Tanzania Forestry Service and the Tanzania Forest Research Institute; and make an effort to involve different users, including the private sector and the media.

173. VPO is playing the role of 'functional intra-governmental committee' officially in charge of liaising with the project teams and connecting various ministries/government offices involved in or affected by the project. The project is completely driven by local institutions, with a strong involvement of VPO and local governments (city, municipal and district councils), ensuring, overall, good country ownership of the project.

Mainstreaming

174. Although the AF and LDCF projects have the potential to provide resilience benefits to local populations, these have not been realized so far, given that the interventions in the field have not yet started. In any case, the projects do not properly mainstream economic and social co-benefits. Although they will provide short and long-term economic benefits, the projects do not make an explicit effort to exploit the economic opportunities directly related to their key interventions. Similarly, both projects miss the opportunity of improving quality of life and social equity in a cost-effective way by directly providing high-quality public space as a concomitant element of physical interventions.

Gender

175. Gender issues were incorporated in the project design and reinforced by the baseline report. They have also been mainstreamed in project implementation, although it depends on the contexts. Despite this, it would be good that the project teams link, as planned, with the Ministry of Health, Community Development, Gender, Seniors and Children to gather their comments and increase gender-sensitivity in the design of primary and complementary infrastructure.

Sustainability

176. Both project documents included a sustainability strategy that hinges on the integration of the cost of maintaining infrastructures into the annual budgets and work plans of the local governments, the combination of hard and soft adaptation measures, the promotion of community-based adaptation, and the strengthening of general institutional capacity and public awareness. The proposed risk analysis matrix of the LDCF project document also addressed sustainability aspects.

177. Although, at this stage, it is not completely clear to what extent the sustainability strategy has been either relevant and/or followed, there are good prospects on both projects regarding most of the sustainability factors. However, issues such as the turnover of local officials, income generation, solid waste management, the origin of the resources for the maintenance of boreholes, and monitoring and enforcement deserve further attention. Furthermore, the added value of the report on sustainability by September 2016 is unclear.

Catalytic effect

178. While none of the project documents refer to "catalytic effect" directly, the LDCF project document contains a section on replicability. The AF project does not include a section on that topic, but creates a Climate Change Observatory to support replication. Although there is a high potential to scale up and replicate all components of the AF and LDCF projects, there are no examples of duplication or expansion already, given that the main activities of the projects have not yet started in the ground. It would be important to strengthen efforts related to the systematization and face-to-face exchange of lessons learned and best practices to increase the probability of replication and scaling-up.

Impact

179. Apart from the formulation of the Dar es Salaam's EBICAM, which at the time of writing is still to be formally approved, little impact has been achieved in the regulatory front so far. It is also too early to say how much the interventions will really reduce the vulnerability of target areas and people to climate change. Although the perspectives are good, the prioritization of sites and the design of physical interventions could be improved to multiply the direct adaptation benefits and ensure the provision of significant environmental, social and economic co-benefits.

180. Interviews and documentation review reveal unintended positive and negative impacts. On the positive side, interviews highlight increased awareness beyond the target stakeholders, and infrastructures will consolidate areas that are important public spaces, and will create public spaces, even if the condition of public spaces has so far been considerably overlooked. On the negative side, the disregard of the urbanization process and urban dynamics is likely to result not only in low cost-effectiveness, but also in a not very strategic development, and potentially even in an inadequate physical development pattern. In addition, the projects can result in economic difficulties for target individuals, particularly in mangrove areas. Moreover, the economic activities in Bwawani, in Stone Town, in Zanzibar will need to be resettled. Finally, delays could result in reputational problems for the implementation and executing agencies. Delays in implementation are already compromising the confidence of beneficiaries.

5.2. Overall rating tables

181. The rating tables 9 and 10 below provide the Evaluator's overall rating of the projects. Both AF and LDCF projects get an overall rating of Moderately Unsatisfactory. This rating synthesizes the arguments that have

been presented throughout the report, which have to be revised for a qualified evaluation of the projects. While the capacity of the executing agency and the adaptative capacity of the project teams have proven significant and a wide range of stakeholders have been involved, at mid-term achievement of outputs is very low and some structural issues related to limitations in project design remain to be addressed to increase relevance and involve all key stakeholders. However, the evaluator is convinced that the projects deliveries will increase significantly in the coming months and would expect at least a Moderately Satisfactory rating by the end of the project.

182. Although they receive similar rating, it is important to note that the LDCF project receives a slightly worst rating. With very similar management practices, the difference between the two projects refers to project design, and more in particular to the relevance of components, activities and sites, as well as to the recognition of the institutional arrangements needed for implementation on the ground.

Table 9. AF project rating table

Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶³
Attainment of project objectives and results (overall rating)	The project has managed to reset on a more positive track following severe delays at the beginning of implementation. However, this does not negate the lack of attainment of project objectives and demonstration of results to date.	U
Outcomes		
Overall Quality of Project Outcomes	At this stage there are no outcomes against which to judge quality against expectations, due to severe delays in implementation given very long procurement procedures.	U
<i>Relevance</i>	Although the project clearly aligns with Tanzania's and Dar es Salaam's development and climate agendas, the prioritization of some measures did not fully consider cost-effectiveness and some co-benefits were not properly considered.	MU
<i>Effectiveness</i>	To date, there is very little evidence of progress on the ground. However, after overcoming most of barriers to the start of implementation, project activities are expected to catch up to expectations in pace.	MU
<i>Efficiency</i>	After 32% of disbursement more than two years after project start, the project is still low on utilization of funds, and requires substantial improvements in management and oversight in order to capture value-added and efficiency measures.	U

⁶³ Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), Unlikely (U) / Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)

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Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶³
Sustainability of Project outcomes (overall rating) Sub criteria (below)	Given early delays in implementation, at this stage, this evaluation is not able to fully assess the likelihood of project sustainability. However, quite strong country ownership and the willingness to tackle the impacts of climate change at all government levels give confidence in the sustainability of project outcomes.	ML
<i>Financial</i>	Financial suitability will depend on the budget situation of the GoT and the allocation of resources for maintenance. While the former looks promising ⁶⁴ , the project is working to ensure resources for maintenance are actually allocated.	ML
<i>Socio Political</i>	Relatively stable socio-political situation and strong commitment towards development and adaptation to climate change shall ensure sustainability.	L
<i>Institutional framework and governance</i>	Overall, the institutional and governance levels are robust at national and local level. However, the coordination between the city and municipal level is sometimes difficult and can undermine the sustainability of the project.	ML
<i>Ecological</i>	If rehabilitated mangroves, coastal vegetation and coral reefs are protected, efficient cookstoves are used, and drainage systems are not used as dumpsites, the ecological sustainability of the project outcomes will be satisfactory, but it is too early to say.	L
Achievement of outputs and activities	Only some of the outputs regarding capacity building have been achieved so far. Although most of the institutional arrangements are now in place, the main activities in the ground have not started yet.	U
Catalytic Role		
<i>Production of a public good (yes/no)</i>	Though interest in the expansion of successful project activities is high, to date there is no evidence of the project having produced a public good.	U
<i>Demonstration (yes/no)</i>	Public awareness and cooperation brought about by the project, as well as trainings, have expanded knowledge of climate change, but to date there is no evidence of the project having demonstrated any strategies or other results.	U
<i>Replication (yes/no)</i>	Government and public commitment to the expansion of successful project activities is high, but it is too early in implementation to observe any evidence of replication.	N/A
<i>Scaling up (yes/no)</i>	Government and public commitment to the expansion of successful project activities is high, but it is too early in implementation to observe any evidence of scale-up.	N/A

⁶⁴ According to the African Economic Outlook, medium-term prospects are favourable, with growth projected to remain above 7%. See: <http://www.africaneconomicoutlook.org/en/country-notes/east-africa/tanzania/>

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Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶³
Monitoring and Evaluation (overall rating) <i>Sub criteria (below)</i>	Overall, the M&E plan was well conceived and funded and has been followed closely. Although the indicators and targets were not SMART in project formulation, the project team has used monitoring reports as a tool for adaptive management.	MS
<i>M&E Design</i>	The M&E plan was standard and clear. Except for some duplication, it was also properly budgeted. However, the targets and indicators were not effective for measuring progress and performance and had to be significantly modified following the baseline study. Even at that stage some targets were not properly designed and no clear mid-term targets were provided.	MU
<i>M&E Plan Implementation (use for adaptive management)</i>	The M&E plan has been followed to a significant extent. However, the baseline study was developed later than planned due to procurement delays. Internal approval of audits has also suffered delays. In addition, there are few mid-target indicators. Nevertheless, overall the project team has demonstrated capacities to adapt to local context and has addressed most of the existing challenges.	MS
<i>Budgeting and Funding for M&E activities</i>	The M&E plan appears to be sufficiently budgeted and funded as long as its implementation is properly integrated into annual budgets.	S
IA & EA Execution		
<i>Overall Quality of Project Implementation/Execution</i>	The implementing and executing agencies have technical capacity and have had significant adaptive capacity. However, procurement delays have severely affected the implementation of project activities.	MU
<i>Implementing Agency Execution</i>	Efficient and useful technical and financial supervision were reported. Although some delays in disbursement were reported, further delays are not foreseen.	S
<i>Executing Agency Execution</i>	VPO has significant technical capacity to manage the project and places sufficient resources on achieving the expected results. However, the low capacity of VPO to undertake efficient procurement processes has severely compromised the effectiveness of project.	MU
Country ownership /driveness	The project is completely driven by local institutions, with a strong involvement of VPO as well as motivated involvement at the district and community levels, ensuring overall good country ownership of the project.	S
Stakeholders involvement	Although the implementation arrangements were overall complete at the design, they overlooked aspects that have proved decisive during implementation. Now stakeholder involvement is rather good, but some important stakeholders have yet to be involved and efforts on public awareness have to be strengthened.	MU

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Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶³
Overall Rating	Although the project is well managed, the shortcomings in design have compromised its relevance and effective implementation. The next 6-12 months of implementation will be key to the project's potential success.	MU

Table 10. LDCF project rating table

Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶⁵
Attainment of project objectives and results (overall rating)	The project has managed to reset on a more positive track following severe delays at the beginning of implementation. However, this does not negate the lack of attainment of project objectives and demonstration of results to date.	U
Outcomes		
Overall Quality of Project Outcomes	At this stage there are no outcomes against which to judge quality against expectations, due to severe delays in implementation given very long procurement procedures.	U
<i>Relevance</i>	Although the project clearly aligns with Tanzania's and the target district's development and climate agendas, the prioritization of full sub-components and some sites, specially in Bagamoyo, did not consider present and future cost-effectiveness and the inclusion of important co-benefits.	U
<i>Effectiveness</i>	To date, there is very little evidence of progress on the ground. However, after overcoming some of the barriers to the start of implementation, project activities are expected to catch up to expectations in pace. The water component in Bagamoyo District is still under national procurement systems, so the risk on this is still high.	U
<i>Efficiency</i>	After 20% of disbursement more than two years after project start, the project is still very low on utilization of funds, and requires substantial improvements in management and oversight in order to capture value-added and efficiency measures.	U
Sustainability of Project outcomes (overall rating) Sub criteria (below)	Given early delays in implementation, at this stage, this evaluation is not able to fully assess the likelihood of project sustainability. However, quite strong country ownership and the willingness to tackle the impacts of climate change at all government levels give confidence in the sustainability of project outcomes.	ML

⁶⁵ Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), Unlikely (U) / Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)

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Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶⁵
<i>Financial</i>	Financial suitability will depend on the budget situation of the GoT and the allocation of resources for maintenance. While the former looks promising ⁶⁶ , the project is working to ensure resources for maintenance are actually allocated.	ML
<i>Socio Political</i>	Relatively stable socio-political situation and strong commitment towards development and adaptation to climate change shall ensure sustainability.	L
<i>Institutional framework and governance</i>	Overall, the institutional and governance levels are robust at national and district levels.	L
<i>Ecological</i>	If rehabilitated mangroves, coastal vegetation and coral reefs are protected, the ecological sustainability of the project outcomes will be satisfactory, but it is too early to say.	L
Achievement of outputs and activities	Only some of the outputs regarding capacity building have been achieved so far. Although most of the institutional arrangements are now in place, the main activities in the ground have not started yet.	U
Catalytic Role		
<i>Production of a public good (yes/no)</i>	Though interest in the expansion of successful project activities is high, to date there is no evidence of the project having produced a public good.	U
<i>Demonstration (yes/no)</i>	Public awareness and cooperation brought about by the project, as well as trainings, have expanded knowledge of climate change, but to date there is no evidence of the project having demonstrated any strategies or other results.	U
<i>Replication (yes/no)</i>	Government and public commitment to the expansion of successful project activities is high, but it is too early in implementation to observe any evidence of replication.	N/A
<i>Scaling up (yes/no)</i>	Government and public commitment to the expansion of successful project activities is high, but it is too early in implementation to observe any evidence of scale-up.	N/A
Monitoring and Evaluation (overall rating) Sub criteria (below)	Overall, the M&E plan was well conceived and funded and has been followed closely. Although the indicators and targets were not SMART in project formulation, the project team has used monitoring reports as a tool for adaptative management.	MS

⁶⁶ According to the African Economic Outlook, medium-term prospects are favourable, with growth projected to remain above 7%. See: <http://www.africaneconomicoutlook.org/en/country-notes/east-africa/tanzania/>

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Criterion	Reviewers' Summary Comments	Reviewer's Rating ⁶⁵
<i>M&E Design</i>	The M&E plan was standard and clear. Except for some duplication, it was also properly budgeted. However, the targets and indicators were not effective for measuring progress and performance and had to be significantly modified following the baseline study. Even at that stage some targets were not properly designed and no clear mid-term targets were provided.	MU
<i>M&E Plan Implementation (use for adaptive management)</i>	The M&E plan has been followed to a significant extent. However, the baseline study was developed later than planned due to procurement delays, which have also affected auditing. In addition, there are few mid-target indicators. Nevertheless, overall the project team has demonstrated capacities to adapt to local context and has addressed most of the existing challenges.	MS
<i>Budgeting and Funding for M&E activities</i>	The M&E plan appears to be sufficiently budgeted and funded as long as its implementation is properly integrated into annual budgets.	S
IA & EA Execution		
<i>Overall Quality of Project Implementation/Execution</i>	The implementation and executing agencies have technical capacity and have had significant adaptive capacity. However, procurement delays have severely affected the implementation of project activities.	MU
<i>Implementing Agency Execution</i>	Efficient and useful technical and financial supervision were reported. Although some delays in disbursement were reported, further delays are not foreseen.	S
<i>Executing Agency Execution</i>	VPO has significant technical capacity to manage the project and places sufficient resources on achieving the expected results. However, the low capacity of VPO to undertake efficient procurement processes has severely compromised the effectiveness of project.	U
Country ownership /driveness	The project is completely driven by local institutions, with a strong involvement of VPO as well as motivated involvement at the district and community levels, ensuring overall good country ownership of the project.	S
Stakeholders involvement	Although the implementation arrangements were overall complete at the design, they overlooked aspects that have proved very decisive during implementation. Now stakeholder involvement is rather good, but some important stakeholders have yet to be involved and efforts on public awareness have to be strengthened.	U
Overall Rating	Although the project is well managed, the significant shortcomings in design have compromised its relevance and effective implementation. The next 6-12 months of implementation will be key to the project's potential success.	MU

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6. LESSONS LEARNED

183. Considering the relatively limited level of implementation of the project activities to date, most lessons refer to project design.

184. **LL1**- Timing is sometimes the overriding factor to project success. It is therefore paramount to fully explore and understand the implications of the institutional arrangements not only regarding the technical capacity to implement and execute projects, but also to provide procurement. In this sense, the capacity of a potential national executing agency to deliver procurement has to be assessed. If this capacity is not appropriate at the time of the design, the possibility of fast-tracking strategies has to be evaluated. If these are not possible, the pertinence of external executing agencies should be seriously discussed. Although country ownership of the project and medium and long-term development objectives suffer if external executing agencies are on board of projects, these aspects have to be properly assessed together with efficiency and effectiveness considerations.

185. **LL2** – The relevance of all the components, activities and sites has to be fully assessed at project design. It also has to be fully considered in project implementation, as this sometimes involves changes in the structure of projects. Criteria must be clearly discussed and used to this end. Among the criteria, cost-effectiveness, strategic content and social justice must be clearly evaluated. The assessment of adaptation, mitigation and development co-benefits is crucial. Having sufficient and robust baseline data is important for this exercise, and a baseline study should be carried out as soon as possible. However, the absence of these data cannot be an excuse not to conduct this analysis. Much can be understood during sites visits at project formulation, and reviewing some critical background documents.

186. **LL3**- In order to increase cost-effectiveness, and properly exploit co-benefit opportunities and reduce collateral damages, is good to explore the possibility of concentrating efforts in a small number of components, activities and sites. The contrary may not only imply high management and transaction unit costs, but may also result in overlooking environmental, economic and social co-benefits and collateral damages.

187. **LL4**- The demographic, economic and social trends of a country and its regions have to be analysed together with the climate trends when prioritizing components, activities and sites at project design. The objective is to adapt current and future society to current climate variability and future climate change. Ignoring demographic, economic and social trends can lead to mal-adaptation, in the worst-case scenario, and to missing the opportunity of making strategic investments, in the best-case scenario⁶⁷. Among other things, urbanization trends have to be considered, especially in developing countries of Africa and Asia that are experiencing and are projected to experience fast urbanization rates⁶⁸.

188. **LL5** – In order to multiply co-benefits and reduce collateral costs, the dynamics and nature of priority sites have to be studied when designing the specific actions that will be conducted in them. Project developers have to understand what people do around the sites, and how the interventions will modify the

⁶⁷ See Kocornik-Mina, Adriana and Fankhauser, Sam (2015): Climate change adaptation in dynamic economies. The case of Colombia and West Bengal. London: Grantham Research Institute on Climate Change and the Environment and Global Green Growth Institute.

⁶⁸ Urbanization has different expressions: it is about demographics, but also about the physical occupation of land, the structure of the economy, the access to social services, the institutional arrangements and the political involvement of people.

dynamics around them. Each single intervention has multiple consequences. The urban or rural nature of the area, for instance, has to be considered. In particular, the analysis of the spatial dimension should include the study of the absolute and relative density at project design and the projections for the future, assessing whether sites are or are expected to be dense or urban or sub-urban cores. Some measures that make sense in rural areas do not make sense in urban ones, and vice versa; sometimes, measures make sense in both settings, but more in one than in the other. For instance, the provision of public space, and establishment of a small café or kiosk on it, makes more sense in a medium or high-density urban setting, such as in Obama Road in Dar es Salaam, than in a low-density rural one, such as, for instance, in Rufiji. For this to be realized it is important to involve spatial planning national and local institutions together with environment institutions in project design and implementation.

189. **LL6** –It is critical that project design recognizes the importance of closely involving local stakeholders during implementation. Resources for local focal points should be included in the budget at project design. This is particularly relevant for projects that comprise a large number of components, activities and sites, and when these are not integrated and far from each other and the city where the project is coordinated from (as in the LDCF project). At the institutional level, in addition to a Project Steering Committee, this kind of projects need a Technical Steering Committee that is able to follow up interventions from a technical point of view quite regularly.

190. **LL7** – Mid-term targets have to be included in the results frameworks developed at project design, or at least when the baseline study is conducted, even if they are not ambitious realizing that there are delays. Without mid-term targets, the ability of mid-term review exercises to add value is compromised.

191. **LL8** – The support of a CTA has proved very important for the implementation of both projects. This support is planned and budgeted for the full duration of the projects. However, instead of signing one contract, the projects have gone for two contracts, with some delays on the extension of the second contract. For future projects, it would be better to sign a permanent contract with the CTA.

192. **LL9**- The AF project document template requires an itemized budget and expenditure plan, but does not require a strategic activity work plan, although the former cannot be easily translated into the latter. However, a strategic activity work plan is critical for management, monitoring and evaluation. A summary activity work plan section should be incorporated to the template or at least to the ToRs for consultancies regarding the development of AF project documents. This and the itemized budget an expenditure plan should be considered complementary and not substitutes.

7. RECOMMENDATIONS

193. In light of the analysis and conclusions presented earlier in this MTR report, the evaluator recommends the following in order to improve project management and coordination processes and to improve the achievement of objectives and expected results:

R.1 – Develop a revised detailed action plan

194. Although many of the structural deficits of project design have now been resolved, project teams need to address some key issues so that the projects can i) achieve their targets during the planned timeframe, and ii) increase the relevance of the results, through better prioritisation of measures and the explicit consideration of co-benefits and collateral damages.

R.1.1 – Develop an implementation and Risk Management Plan

195. Both projects have already a significant delay in implementation (and disbursement). To achieve the objectives on time it is crucial that the project teams develop a work plan that indicates where the project stands, what are the originally planned milestones, what are the risks, what are the management actions, and what are the revised milestones. This should be done by component, activity and site, and not just by component and activity. Risk should include those identified in the project document and this MTR (including, among others, solid waste management in areas where drainage systems will be rehabilitated and conflicts among different users). A tentative table for each project is provided below.

Table 11. Tentative revised action plan table

Component	Activity	Site	Current Situation	Target (and milestones)	Risks	Management action (and milestones)

196. Although other issues may need to be done, the following are the most critical ones:

R.1.1.1 – For the AF project, advocate for proper solid waste management in areas where the drainage system will be improved

197. As presented above, there is a risk that the new drainage infrastructure is rapidly filled of solid waste and the channels blocked if measures to improve SWM are not undertaken. The AF project team should advocate for proper SWM with the city authorities. Given that the institutional and physical infrastructure exists, action should focus on raising public awareness and enforcing existing legislation.

R.1.1.2 – For the LDCF project, define financial mechanisms that ensure that universal access to water and sufficient resources to maintain the infrastructure are collected for the water wells constructed in Bagamoyo District

198. As discussed above, there is a trade off between ensuring universal access to water and collecting the resources needed to maintain the water wells in Bagamoyo District. This is a critical issue, as both objectives

(universal access and sustainability of the infrastructure) are structural for the project. So far, each water management group establishes its own uniform fees, with these varying among groups. The project should define a general approach to this topic so that both objectives can be met at the same time. This approach could consist of a redistributive mechanism with direct cross-subsidies (users would be segmented according to their wealth in groups and part of the fee that the richest individuals pay would subsidize part of the fee that the poorest individuals pay. This has worked for years in Colombia). This general approach could be applied differently by each water management group with the condition that both objectives are met. The specific government support according to the National Water Policy should be clarified as part of this process.

R.1.1.3 – For the LDCF project, ensure that adequate resettlement takes place in Bwawani, in Stone Town, in Zanzibar

199. As noted above, the rehabilitation of mangroves in Bwawani has to take place in an area now occupied by a significant number of people working in fish-processing and complementarity activities. Local authorities have planned a resettlement process that includes the provision of a new purpose-fit space in another area. However, there are reasonable doubts on the timing and comprehensiveness of the resettlement. The project should follow this process closely and advocate for a fair, complete and rapid resettlement.

R.1.1.4 - For both AF and LDCF projects, advocate with VPO for the development of guidelines to deal with the potential turn over of government officials

200. Both projects make an effort to increase the technical capacity of government officials on climate change adaptation. However, the turn over is typically considerable in this kind of institutions. The projects should promote the development of guidelines on mainstreaming climate change adaptation into coastal development planning that can be consulted by government officials at any time. These guidelines could be a useful resource both for trained officials that occasionally want to check a particular issue and for new untrained officials that need to familiarize themselves with a comprehensive approach to the topic before taking office.

R.1.1.5 - For both AF and LDCF projects, ensure lessons learned from previous relevant projects are considered.

201. As indicated above, the lessons learned from the related ongoing projects that were listed in the AF and LDCF project documents have not been significantly used in their implementation. However, the lessons from some projects could be useful for the management of AF and LDCF projects, particularly for dealing with their risks. Specifically, the project teams should review proactively the lessons from the project "Promoting Environmentally Sustainable Development in Tanzania", the project "SFM Extending the Coastal Forests Protected Area Subsystem", the Marine and Coastal Environment Management Project, the Dar es Salaam Water Supply and Sanitation Project, and the Sustainable Tourism for Eliminating Poverty project in Pangani.

R.1.1.6 – For the AF project, but with potential use also for the LDCF project, assess whether the report on sustainability is needed and start it as soon as possible if it is definitely important.

202. The AF project includes resources to develop a report on sustainability by September 2016. The utility of this report is not clear, as it seems that the Steering Committee, the Technical Committees and the project teams have the capacity to identify sustainability issues and define appropriate strategies to deal with them. The relevance of an external study should be discussed by the Steering Committee based on the local needs, which cannot be completely assessed in this report. If this feels that the report would add considerable value, the analysis and reporting should start as soon as possible so that the recommendations can be applied well in advance.

R.1.2 – Assess the relevance of components, activities and sites, and analyse co-benefits and collateral damages.

203. Documentation review, interviews and site visits suggest that not all components, activities and sites of the two projects are significantly relevant or strategic. At this stage, it is still likely that the allocation of funds to the different components, activities and sites has to be revised according to the results of the feasibility studies and the specific design proposals. It is critical that this reallocation of resources follows clear criteria and is transparent. To that end, project teams should assess the relevance of the components, activities and sites (and not only of components and activities), and analyse the co-benefits and collateral damages of each intervention. The assessment of relevance should consider present and future beneficiaries, strategic results and social justice, in addition to costs. The analysis of co-benefits and collateral damages should include economic, social and environmental aspects. Assumptions and methodologies have to be explicitly explained. Tentative tables to conduct the assessments are provided below.

Table 12. Tentative relevance assessment matrix

Component	Activity	Site	Criteria				Initial budget	Initial target	Revised budget	Revised target
			No. of beneficiaries (direct and indirect, separately)		Cultural value	Social justice				
			Short-term	Medium-term						

Table 13. Tentative co-benefits and collateral damages analysis matrix

Component	Activity	Site	Potential co-benefits	Potential collateral damages	Proposed co-benefits	Proposed collateral damages	Management actions

204. Although this analysis should be conducted by the stakeholders in the field (see below), the evaluator has the following general recommendations based on the arguments provided above in the text:

R. 1.2.1 – Explore the possibility of providing significant social co-benefits (in particular, high quality public space) directly linked to the physical interventions of the projects.

205. The project teams should explore ways to ensure that the public space around certain physical interventions is significantly improved. In particular, the interventions should include the provision of complementary infrastructure that qualifies public spaces such as benches, bins and shadow trees, which in addition to contributing to land stabilization provide other social benefits, such as beautification. Other infrastructure, such as lighting and toilets, should be also considered. The priorities should be Obama Road, Pangani Town and the water wells in the dense areas of Bagamoyo Town. Improving the public spaces would also be important, but to a lesser extent, in the areas where drainage interventions will take place in Dar es Salaam and in those slightly dense areas in Bagamoyo Council that are expected to become urban or sub-

urban cores. The co-benefits in terms of public space are not particularly relevant for other components and other sites. In order to tap economies of scale and be aligned with city priorities, the project teams should coordinate not only with the environmental teams, but also with urban/spatial planning teams (and public space teams, if any) at the municipal and district level.

R. 1.2.2 – Explore the possibility of providing economic co-benefits directly linked to the physical interventions of the projects.

206. The project teams should explore ways to ensure that the economic opportunities directly related to the improvement of the physical and natural infrastructure are tapped. In urban areas where interventions will consolidate or create public spaces (e.g. water wells in dense areas of Bagamoyo Town) there are opportunities for small cafes and kiosks, and in some extensive spaces, like Obama Road and Pangani Town, also for temporary food stalls. Forodhani Gardens in Stone Town represent a good example of what can be done. In rural areas, like Rufiji, the economic opportunities refer to beekeeping in mangroves, crab fattening and fish farming. The promotion of these opportunities should be coordinated with the economic development teams at the municipal and district level.

207. The teams should favour an integrated approach. In urban areas where the density is high the social and economic co-benefits could be strengthened together, as improved public spaces will attract citizens, opening economic opportunities.

208. Project teams should explore distinct ways of funding the provision of these social and economic co-benefits. To begin with, they should consider additional funds, as co-financing, either from local public institutions and/or private companies. These could be interested in funding some improvements in public spaces in exchange for a concession to exploit a small café, a kiosk or, potentially, a temporary food market in them. Second, project teams should consider savings on the interventions established for the particular sites where social and economic co-benefits are sought to be strengthened. Thirdly, they should consider savings or even cuts from sites that are less strategic. In the AF project, this refers specifically to the intervention in the Nyerere Memorial Academy area. In the LDCF project, this refers specifically to interventions in those areas of Bagamoyo District that are not dense and are not expected to become urban or sub-urban cores, that is, they are expected to have low absolute and relative density.

209. It is recommended that the prioritization process is relatively quick. In an early stage, this should have involved a wide range of stakeholders. At this stage, and with physical works finally ready to start, the decision should involve the Steering Committee, the Technical Committees and the project teams, with significant inputs from the spatial planning and economic development teams of the municipal and district governments. Regarding the steps, the evaluator suggests that a draft table 11 is initially developed. Then the assessment of relevance and co-benefits should be made. Later on the draft table 11 should be revised in order to obtain a final revised detailed action plan. This should become a management tool and inform the monitoring reports (the PPR for AF and the PIR for LDCF).

R.2 – Ensure adequate management

210. It is crucial that management follows high-quality standards and is highly effective given that delays have compromised the achievement of targets on time. Monitoring of timing and financial management deserve particular attention.

R.2.1 – Monitor closely the likelihood of achieving the targets on time. If this is unlikely, request an extension on time.

211. At this stage, the evaluator finds it feasible that the projects achieve the targets on time. However, the available time is scarce and many outputs need still to be provided. Project teams should monitor delivery closely and request an extension well in advance if they are reasonably sure the allocated time is not enough to meet all targets.

R.2.2 – Improve financial monitoring

212. The review of the finance information of both projects has revealed some few inaccuracies. In particular, the spent and unspent amounts of reporting/miscellaneous of the AF budget exceed the indicated total amount. Similarly, the spent and unspent amounts of travel of the LDCF budget do not add up the indicated total amount. It is important that these are solved urgently.

R.3 – Involve relevant missing stakeholders

213. Documentation review and interviews have shown that important stakeholders have not been involved. In particular, in order to coordinate activities and build on lessons learned and experience, both projects should engage closely:

- the local authorities in charge of land use planning (in order to properly consider land use plans), economic development and enforcement of laws (police)
- the Ministry of Lands, Housing and Human Settlements
- the Ministry of Health, Community Development, Gender, Seniors and Children
- the Tanzania Forest Service
- management teams of other relevant related projects
- the private sector, especially in relation to economic development opportunities related to physical interventions
- different users of a particular site

214. In addition, the AF project should involve more directly the Julius Nyerere Memorial Academy, and the LDCF project should engage the villages of Gondo and Saadani in Bagamoyo District.

215. Furthermore, it is critical that public awareness campaigns are strengthened through the use of social media (radio and/or TV) at national and local level. This should be tailored for the general public. In this sense, project teams should connect with media.

216. Moreover, the AF Technical Committee has to be put in place and the coordination between the PSC and the Technical Committees has to be improved. For example, a rotatory representative of the project Technical Committees could participate in the PSC. This could help reduce potential voids at counterpart institutions between the implementing and directive levels. This is critical not only for the implementation of the project, but also for the sustainability of project results.

R.4 – Ensure that lessons learned are properly drawn and disseminated

217. Finally, efforts should be strengthened to promote ownership at the local and national levels to increase the likelihood of scaling up and replication. To that end it would be important to systematize lessons learned of both projects, and provide face-to-face interaction of different practitioners through a final best practices workshop including site visits.

Table 14. Implementation of the recommendations

	Recommendation	Suggested actions	Responsible organization	Suggested timing
R1	R. 1- Develop a revised detailed action plan			
	R.1.1- Develop an implementation and Risk Management Action Plan	<ul style="list-style-type: none"> Assess current situation, future targets and risks to achieve them, and develop management strategies 	<ul style="list-style-type: none"> VPO/Project teams 	<ul style="list-style-type: none"> May 2016
	R.1.1.1 - For AF, advocate for proper SWM in areas where the drainage system will be improved	<ul style="list-style-type: none"> Organize a meeting with the municipal local project focal points and the teams responsible for SWM in the municipalities to identify the challenges and corresponding mitigation strategies regarding SWM in the project areas 	<ul style="list-style-type: none"> VPO/Project teams/Dar es Salaam Municipalities Local focal points 	<ul style="list-style-type: none"> May 2016
	R.1.1.2 – For LDCF, define financial mechanisms that ensure universal access to water and collection of sufficient resources to maintain the infrastructure for the water wells in Bagamoyo District	<ul style="list-style-type: none"> Define a general approach to the financial mechanisms for the water wells Support the design of the financial mechanisms of each water well based on the general approach 	<ul style="list-style-type: none"> VPO/Project teams/Bagamoyo Local focal point VPO/Project teams/Bagamoyo Local focal point/Water management groups 	<ul style="list-style-type: none"> May 2016 June 2016
	R. 1.1.3 - For LDCF, ensure that adequate resettlement takes place in Bwawani, Stone Town	<ul style="list-style-type: none"> Follow up the resettlement process and advocate a for fair, complete and quick one 	<ul style="list-style-type: none"> VPO/Project teams/Zanzibar Local focal point 	<ul style="list-style-type: none"> May 2016
	R.1.1.4 – For AF and LDCF, advocate for the development of guidelines to deal with the potential turn over of government officials	<ul style="list-style-type: none"> Promote the development of guidelines on mainstreaming climate change adaptation into coastal development planning 	<ul style="list-style-type: none"> VPO/Project teams 	<ul style="list-style-type: none"> May 2016
	R.1.1.5 – For AF and LDCF, ensure lessons learned from previous relevant projects are considered	<ul style="list-style-type: none"> Revise the lessons learned from other relevant projects and use those that are helpful in project management and especially mitigation of risks 	<ul style="list-style-type: none"> VPO/Project teams 	<ul style="list-style-type: none"> May 2016
R.1.1.6 – For AF, but with potential use also for LDCF, assess whether the report on sustainability is needed and start it as soon as possible if it is definitely important	<ul style="list-style-type: none"> Assess whether an external report on sustainability is useful Start it immediately if it is definitely useful 	<ul style="list-style-type: none"> VPO/Project teams/Steering Committee VPO/Project teams/Contractor 	<ul style="list-style-type: none"> May 2016 June 2016 	

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	<p>R1.2- Assess the relevance of component, activities and sites, and analyze co-benefits and collateral damages</p> <p>R. 1.2.1 – Explore the possibility of providing significant social co-benefits (particularly, high quality public space) directly linked to the physical interventions of the project</p> <p>R. 1.2.2 – Explore the possibility of providing economic co-benefits directly linked to the physical interventions of the project</p>	<ul style="list-style-type: none"> ▪ Assess the relevance of each component, activity and site regarding short and medium term number of beneficiaries, cultural value and social justice criteria and initially planned budget and targets, and propose revised budget and targets ▪ Explore ways of providing benches, bins and shadow trees with priority in Obama Road, Pangani and the dense areas of Bagamoyo Town (and secondarily, in improved drainage areas in Dar es Salaam, and slightly dense future urban and sub-urban cores in Bagamoyo) ▪ Explore ways of tapping economic opportunities in the form of small cafes, kiosks and food stalls in urban areas and beekeeping, crab fattening and fishing in rural areas ▪ Revise initial detailed action plans to produce a final detailed action plan ▪ Present to the PSC ▪ Address comments from the PSC ▪ Approve revised detailed action plans ▪ Monitor the implementation of the action plans and present the updated tables at each PSC meetings 	<ul style="list-style-type: none"> ▪ VPO/Project teams /Local focal points and land use planning and economic development authorities / Ministry of Lands, Housing and Human Settlements ▪ VPO/Project teams/Local focal points and land use planning authorities/Ministry of Lands, Housing and Human Settlements; Ministry of Health, Community Development, Gender, Seniors and Children ▪ VPO/Project teams/Local focal points and economic development authorities/Ministry of Lands, Housing and Human Settlements; Ministry of Health, Community Development, Gender, Seniors and Children ▪ VPO/Project teams ▪ VPO/Project teams ▪ VPO/Project teams ▪ PSC ▪ VPO/Project teams/PSC 	<ul style="list-style-type: none"> ▪ May 2016 ▪ May 2016 ▪ May 2016 ▪ May 2016 ▪ June 2016 ▪ June 2016 ▪ July 2016 ▪ Every quarter/at each PSC meeting
R2	<p>R2 – Ensure adequate management</p> <p>R2.1 – Monitor closely the likelihood of achieving the targets on time. If this is unlikely, request an extension in advance.</p>	<ul style="list-style-type: none"> ▪ Assess whether an extension is needed, and request if the answer is positive 	<ul style="list-style-type: none"> ▪ VPO/Project teams 	<ul style="list-style-type: none"> ▪ October 2016 ▪ May 2016

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	R2.2 – Improve financial monitoring	<ul style="list-style-type: none"> ▪ Review finance of each project and ensure that all numbers and additions are correct ▪ Update them following the approval of the revised detailed work plan 	<ul style="list-style-type: none"> ▪ VPO/Project teams ▪ VPO/Project teams 	<ul style="list-style-type: none"> ▪ July 2016
R3	R3 – Involve relevant missing stakeholder	<ul style="list-style-type: none"> ▪ Connect with local authorities in charge of land use planning, economic development and enforcement of laws (police) ▪ Connect more closely with the Ministry of Lands, Housing and Human Settlements ▪ Connect with the Ministry of Health, Community Development, Gender, Seniors and Children ▪ Connect more closely with managers of other relevant related projects ▪ Connect with the private sector to tap economic opportunities ▪ Connect with all different users in each site ▪ Connect closely with Julius Nyerere Memorial Academy ▪ Connect with villages of Gondo and Saadani ▪ Develop a public awareness plan and Connect with media ▪ Put in place the AF Technical Committee ▪ Improve coordination between PSC and Technical Committees 	<ul style="list-style-type: none"> ▪ VPO/Project teams/Local focal points ▪ VPO/Project teams/PSC ▪ VPO/Project teams/PSC ▪ VPO/Project teams/Local focal points ▪ VPO/Project teams/Local focal points ▪ VPO/Project teams/Local focal points ▪ VPO/Project teams/Local focal points ▪ VPO/AF Project team/Kinondoni focal point ▪ VPO/LDCF Project team/Bagamoyo District focal point ▪ VPO/Project team ▪ VPO/Project teams/Local focal points ▪ VPO/Project teams/Local focal points/ PSC 	<ul style="list-style-type: none"> ▪ May 2016 ▪ May 2016 ▪ May 2016 ▪ July 2016 ▪ May 2016 ▪ May 2016 ▪ July 2016 ▪ July 2016 ▪ May 2016 ▪ May 2016 ▪ June 2016
R4	R4 – Ensure that lessons learned are properly drawn and disseminated	<ul style="list-style-type: none"> ▪ Design a best practices systematization and exchange sub-component for both projects ▪ Present it to the PSC ▪ Organize logistics ▪ Systematize lessons learned ▪ Conduct lessons learned exchange 	<ul style="list-style-type: none"> ▪ VPO/Project teams ▪ VPO/Project teams ▪ VPO/Project teams ▪ VPO/Project teams/Local focal points/Firms/Beneficiaries ▪ VPO/Project 	<ul style="list-style-type: none"> ▪ May 2016 ▪ June 2016 ▪ March 2017 ▪ March 2017 ▪ April 2017

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			teams/Local focal points/Beneficiaries	
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8. ANNEXES

8.1. Proposed evaluation matrix

NB: "Rating" implies a rating is required as described in the tables in Annex 1 of the TORs

Evaluation Questions	Indicators	Information Source	Data Collection Method
A. Project Formulation			
Were the project's (AF/LDCF) objectives and components clear, practicable and feasible within its time frame? Were monitoring indicators from the project document (AF/LDCF) effective for measuring progress and performance?	<ul style="list-style-type: none"> • Coherence/difference between stated objectives and progress to date • Quality of monitoring indicators in the project document • Implementing entities' staff understanding of objectives, components, timeframe • Local implementing partners' understanding of objectives, components, timeframe 	<ul style="list-style-type: none"> • Project planning documents • UNEP Staff (managers) • Local (Tanzania) executing team (at the Vice President's Office) and executing partners (at the national, provincial and council levels) 	<ul style="list-style-type: none"> • Documentation Review: planning and strategy documents • Interviews with UNEP and project staff and executing partners
Were the capacities of the executing institution(s) and its counterparts properly considered when the project (AF/LDCF) was designed?	<ul style="list-style-type: none"> • Evidence of scoping activity or assessment of executing agency's capabilities with respect to executing this project • Number, extent and types of gaps between planned and available capacities by executing agencies 	<ul style="list-style-type: none"> • UNEP staff • Local executing team and executing partners • Meeting minutes/emails leading to planning documents 	<ul style="list-style-type: none"> • Interviews with UNEP and project staff and executing partners • Desk review
Were lessons from other relevant projects properly incorporated in the project (AF/LDCF) design?	<ul style="list-style-type: none"> • Evidence of planning documents utilizing lessons learned/ recommendations from previous projects as input to planning/strategy process 	<ul style="list-style-type: none"> • Planning documents 	<ul style="list-style-type: none"> • Desk review
Were the partnership arrangements	<ul style="list-style-type: none"> • Evidence of local partnership 	<ul style="list-style-type: none"> • Local executing team (Project 	<ul style="list-style-type: none"> • Interviews



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Evaluation Questions	Indicators	Information Source	Data Collection Method
properly identified and roles and responsibilities negotiated prior to project (AF/LDCF) approval?	<ul style="list-style-type: none"> (lack of) understanding of roles and responsibilities prior to and following project approval Coherence between nature and extent of Steering Committee responsibilities and roles, and project needs and objectives Coherence between nature and extent of Technical Advisory Committee responsibilities and roles, and project needs and objectives 	<ul style="list-style-type: none"> staff) UNEP staff Local executing partners (at the national, provincial and council levels; governmental and non-governmental stakeholders) Planning documents Initial workshops/planning meetings 	<ul style="list-style-type: none"> Desk review
Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project (AF/LDCF) entry?	<ul style="list-style-type: none"> Coherence/extent of gap in timing between counterpart resource and institutional readiness and project commencement 	<ul style="list-style-type: none"> Project staff UNEP staff Local executing partners (at the national, provincial and council levels; governmental and non-governmental stakeholders) 	<ul style="list-style-type: none"> Desk review Interviews Field visit
Were the project assumptions and risks well articulated in the PIF and project (AF/LDCF) document?	<ul style="list-style-type: none"> Assumptions and risks stated in planning documents, with corresponding response methods/measures 	<ul style="list-style-type: none"> PIF and project document Review procedures/planning meeting minutes/emails 	<ul style="list-style-type: none"> Desk review
B. Assumptions and Risks			
Did stated assumptions and risks help to determine activities and planned outputs (AF/LDCF)?	<ul style="list-style-type: none"> Quality of risk management system(s) in place at appropriate levels of reporting, accountability Use of assumptions or noted risks to tailor or adjust planned activities and outputs 	<ul style="list-style-type: none"> Project planning documents Monitoring reports UNEP Staff Local executing team and executing partners 	<ul style="list-style-type: none"> Documentation Review: planning and monitoring documents Interviews with project staff and executing partners
Have externalities (i.e. effects of climate change, global economic crisis, etc.) that are relevant to the findings been duly considered (AF/LDCF)?	<ul style="list-style-type: none"> Degree and nature of influence of external factors on planned activities Extent to which planning documents anticipated or reflected risks/externalities already faced during implementation to date 	<ul style="list-style-type: none"> Project planning documents Monitoring reports UNEP Staff Local executing team and executing partners 	<ul style="list-style-type: none"> Documentation Review: planning and monitoring documents Interviews with project staff and executing partners



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Evaluation Questions	Indicators	Information Source	Data Collection Method
C. Project Implementation			
Was the logical framework used during implementation as a management and M&E tool (AF/LDCF)?	<ul style="list-style-type: none"> Extent of management use of the log frame (number and type of usage) 	<ul style="list-style-type: none"> UNEP staff Local executing team and executing partners 	<ul style="list-style-type: none"> Documentation Review: planning and monitoring documents Interviews with project staff and executing partners
To what extent were effective partnerships arrangements established for implementation of the project (AF/LDCF) with relevant stakeholders involved in the country/region?	<ul style="list-style-type: none"> Number and types of partnerships developed between project and local bodies/organizations Extent and quality of interaction/exchange between project implementers and local partners 	<ul style="list-style-type: none"> Meetings/workshop minutes (steering committee) Local executing partners Communities/ potential beneficiaries Local executing team UNEP Staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff, executing partners and communities Field Visit
To what extent were lessons from other relevant projects (e.g., same focal area) incorporated into project (AF/LDCF) implementation?	<ul style="list-style-type: none"> Management incorporates lessons learned from other past or on-going projects in region/focal area 	<ul style="list-style-type: none"> Project planning/strategy documents UNEP staff Local executing team Local executing partners 	<ul style="list-style-type: none"> Interviews with UNOPS/UNEP and project staff and executing partners Desk review
Was feedback from M&E activities used for adaptive management (AF/LDCF)?	<ul style="list-style-type: none"> Uptake of M&E/reporting information into management decision-making 	<ul style="list-style-type: none"> Monitoring and reporting documents UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews with UNOPS/UNEP and project staff
C.1 Finance/Co-finance			
NB: Fill in TORs Annex 2 co-financing table for the LDCF project, with help of project team			
What are annual costs for implementation and what proportion is co-financing (AF/LDCF)?	<ul style="list-style-type: none"> Budget execution per year, activity Amount of co-financing per year, activity Amount of resources that project has leveraged since inception (and source(s)) 	<ul style="list-style-type: none"> Financial Audits Annual reports, quarterly reports UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews



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Evaluation Questions	Indicators	Information Source	Data Collection Method
Is there any variance between planned and actual expenditures (AF/LDCF)? If there is, what is the explanation?	<ul style="list-style-type: none"> Planned budget per year, activity Actual budget execution per year, activity 	<ul style="list-style-type: none"> Financial Audits Annual reports, quarterly reports UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews
Is there any variation between expected and actual co-financing (LDCF)? If there is, what is the explanation?	<ul style="list-style-type: none"> Planned co-financing per year, activity Actual amount of co-financing per year, activity 	<ul style="list-style-type: none"> Financial Audits Annual reports, quarterly reports UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews
What resources has the project (AF/LDCF) leveraged since inception? (Leverage resources can be financial or in-kind and they may be from other donors, NGOs, foundations, governments, communities or the private sector)	<ul style="list-style-type: none"> Amount of resources that project has leveraged since inception (and source(s)) 	<ul style="list-style-type: none"> Financial Audits Annual reports, quarterly reports UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews
What effect does co-financing have on project (AF/LDCF) performance, effectiveness?	<ul style="list-style-type: none"> Number and extent of discrepancies between planned and actual executed activities, budget Degree of integration of externally funded components into overall project strategy/design 	<ul style="list-style-type: none"> Financial Audits Annual reports, quarterly reports UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews
C.2. Implementing Agency (IA) and Executing Agency (EA) Execution (Rating) (one for each of the two projects)			
Have the IA and EA, respectively, placed sufficient resources on achieving project (AF/LDCF) results?	<ul style="list-style-type: none"> Differences in actual and planned amount of budget and staff time devoted to the project Quality of supervision of IA and EA, respectively Suitability of chosen executing agency for project execution Difference in actual and planned timetable for project execution 	<ul style="list-style-type: none"> Project team members UNEP staff Local executing partners 	<ul style="list-style-type: none"> Interviews Field Visit



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Evaluation Questions	Indicators	Information Source	Data Collection Method
Have management teams (the UNEP task manager and the Steering Committee) provided quality and timely inputs/responses to the project (AF/LDCF) team?	<ul style="list-style-type: none"> Perceived timeliness of management response to project team members' inquiries, needs Perceived quality of management response to project team members' inquiries, needs Perceived quality of risk management by IA and EA 	<ul style="list-style-type: none"> Project team members UNEP staff Local executing partners 	<ul style="list-style-type: none"> Interviews Field Visit
C.3. Monitoring and Evaluation (Rating) (one for each of the two projects)			
Is the M&E plan well conceived and sufficient to monitor results and track progress toward achieving objectives (AF/LDCF)?	<ul style="list-style-type: none"> Existence and quality of baseline assessment, performance measurement framework/logframe, methodology, roles and responsibilities, budget and timeframe/workplan in planning documents 	<ul style="list-style-type: none"> Planning documents Monitoring and reporting documents UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk Review Interviews with implementing and executing staff
Was the M&E plan sufficiently budgeted and funded during project (AF/LDCF) preparation and implementation?	<ul style="list-style-type: none"> Proportion of executed M&E budget against planned amount Degree of adherence of the implementation of the M&E plan to intended timeline Evidence of external factors that have affected M&E budget or timeline (and extent to which they were addressed in risk management plan) 	<ul style="list-style-type: none"> Planning documents Planning meeting minutes/review procedures Monitoring and reporting documents (quarterly, annual reports) UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk Review Interviews with implementing and executing staff
Are monitoring indicators from the revised logical framework (AF/LDCF) effective for measuring progress and performance?	<ul style="list-style-type: none"> Coherence between reported results (activities, outputs) and actual activities and outputs on the ground 	<ul style="list-style-type: none"> Local executing staff and partners UNEP staff Community stakeholders Direct observation 	<ul style="list-style-type: none"> Interviews Desk review Field Visit
Does the project (AF/LDCF) comply with the progress and financial reporting requirements/ schedule, including quality and timeliness of reports?	<ul style="list-style-type: none"> Proportion and types of reporting materials submitted a) correctly and b) on time Quality of M&E/reporting materials 	<ul style="list-style-type: none"> Monitoring and reporting documents (quarterly, annual reports) UNEP staff Local executing team GEF/UNEP reporting 	<ul style="list-style-type: none"> Interviews Desk review



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Evaluation Questions	Indicators	Information Source	Data Collection Method
		requirements	
Were monitoring and evaluation reports discussed with stakeholders and project (AF/LDCF) staff?	<ul style="list-style-type: none"> Number and quality of meetings, workshops or other mechanisms used to share M&E materials with stakeholders and project staff Number of stakeholder and staff aware of M&E materials generated and/or lessons/findings they contain 	<ul style="list-style-type: none"> UNEP staff Local executing team and partners Minutes and attendance list of project staff and stakeholders for meetings on M&E 	<ul style="list-style-type: none"> Interviews Desk review
What (if any) follow-up actions, and/or adaptive management taken in response to monitoring reports (PRRs for AF and PIRs for LDCF)?	<ul style="list-style-type: none"> Evidence of management response/changes in project strategy/approach as a direct result of information in PRR(s) for AF and PIR(s) for LDCF 	<ul style="list-style-type: none"> PRRs PIRs Workshops/Meeting minutes from technical group, steering committee, staff, stakeholders AF management responses LDCF management responses 	<ul style="list-style-type: none"> Desk review Interviews with EA/IA Staff
C.4. Stakeholder Involvement			
Two aspects should be considered in the overall comprehensive analysis (by answering the questions below):			
<ol style="list-style-type: none"> A review of the quality and thoroughness of the stakeholder plan presented in the PIF and project document that should be reviewed for its logic and completeness. The level of stakeholder participation during project implementation. 			
Did the project (AF/LDCF) involve the relevant stakeholders through information sharing and consultation and by seeking their participation in project design, implementation, and M&E? For example, did the project implement appropriate outreach and public awareness campaigns?	<ul style="list-style-type: none"> Number, type, and quality of stakeholder engagement at each stage of project design, implementation and M&E Changes in public awareness as a result of outreach/communication by project 	<ul style="list-style-type: none"> Local executing partners, including community members and groups, government stakeholders and other local stakeholder groups (non-government) Local executing team UNEP staff Workshop/planning meeting minutes and action items 	<ul style="list-style-type: none"> Desk Review Interviews Field Visit
Did the project (AF/LDCF) consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations,	<ul style="list-style-type: none"> Quality of consultations / feedback mechanisms/ meetings/ systems in place for project implementers to learn the opinions of 1. Community groups 	<ul style="list-style-type: none"> Local executing partners, including community members and groups, government stakeholders and other local stakeholder groups (non- 	<ul style="list-style-type: none"> Desk Review Interviews Field Visit



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Evaluation Questions	Indicators	Information Source	Data Collection Method
community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities?	2. Local government 3. National government 4. Non-government groups 5. Other <ul style="list-style-type: none"> Number and frequency of engagement with local stakeholders for consultation 	government) <ul style="list-style-type: none"> Local executing team UNEP staff Workshop/planning meeting minutes and action items 	
Were the perspectives of those who would be affected by project (AF/LDCF) decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process taken into account while taking decisions (including relevant vulnerable groups and powerful supporters and opponents)?	<ul style="list-style-type: none"> Extent of beneficiary needs integrated into project design (appropriateness of strategies chosen, site selection, degree of vulnerability of targeted HHS, etc.) Evidence of participation from a wide range of stakeholder groups (in support and opposed to the project) 	<ul style="list-style-type: none"> Local executing partners, including community members and groups, government stakeholders and other local stakeholder groups (non-government) Workshop/planning meeting minutes and action items 	<ul style="list-style-type: none"> Desk Review Interviews Field Visit
C.5. Adaptive Management			
The evaluation team should take note whether there were changes in the project framework during implementation, why these changes were made and what was the approval process. In addition to determining the reasons for change. The evaluator should also determine how the changes were instigated and how these changes then affected project results.			
Did the projects (AF/LDCF) undergo significant changes as a result of recommendations from workshops, the steering committee, or other review procedures?	<ul style="list-style-type: none"> Number and quality of mechanisms for feedback and re-adjustment of project strategy or approach Responsiveness of project team/ respective implementing bodies to recommendations made through review processes (including changes after the baseline report) Origins of suggestions for significant project changes (e.g. sources of recommendations) 	<ul style="list-style-type: none"> Local executing team UNEP staff Local executing partners (particularly government stakeholders) Workshop/planning meeting minutes and action items 	<ul style="list-style-type: none"> Desk review Interviews
If the changes (see above) were extensive, did they materially change the expected project (AF/LDCF)	<ul style="list-style-type: none"> Nature and degree of change in project outcomes (activities, outputs) as a result of recommendations from review procedures 	<ul style="list-style-type: none"> UNEP staff Local executing team Local executing partners (particularly government stakeholders) 	<ul style="list-style-type: none"> Desk review Interviews Field Visit



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Evaluation Questions	Indicators	Information Source	Data Collection Method
outcomes?			
Were the project (AF/LDCF) changes articulated in writing and then considered and approved by the project steering committee?	<ul style="list-style-type: none"> Number and type of approved project changes that were put in writing for Steering Committee consideration (number and type that were not put into writing and/or not approved) 	<ul style="list-style-type: none"> Project monitoring and reporting documents (annual and quarterly reports) Workshop/planning meeting minutes and action items 	<ul style="list-style-type: none"> Desk review
D. Project Results			
D.1. Country Ownership			
Were the project (AF/LDCF) concepts in line with development priorities and plans of the country?	<ul style="list-style-type: none"> Coherence between project objectives and national development objectives 	<ul style="list-style-type: none"> Government strategy and planning documents relative to DRR, adaptation, land-use/land management, development, MDGs Project planning documents Government partners UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews
Were the relevant country representatives from government and civil society involved in project (AF/LDCF) implementation, including as part of the project steering committee?	<ul style="list-style-type: none"> Coherence between project objectives and community-level (voiced) needs Number and titles of representatives from a) government, b) civil society, present at workshops, planning meetings Proportion of steering committee members who represent a) government, b) civil society 	<ul style="list-style-type: none"> Local executing partners, particularly community members, CSOs and local non-government stakeholders, and local government stakeholders Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) 	<ul style="list-style-type: none"> Desk Review Interviews Field Visit
Is there a functional intra-governmental committee to liaise with the project team and connect various ministries/government offices involved in or affected by the project (AF/LDCF)?	<ul style="list-style-type: none"> Existence of a communications/coordination body within the government to oversee and link various government offices relevant to project planning, implementation and intended outcomes Extent of influence and control of 	<ul style="list-style-type: none"> Local executing partners, particularly governments partners Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) UNEP staff 	<ul style="list-style-type: none"> Desk Review Interviews Field Visit



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Evaluation Questions	Indicators	Information Source	Data Collection Method
	coordinating body to prompt/encourage convening or decision-making	<ul style="list-style-type: none"> Local executing team 	
Has the government enacted legislation, and/or developed policies and regulations in line with the project's (AF/LDCF) objectives?	<ul style="list-style-type: none"> Number and type of regulations, policies or other government initiatives that support project activities/objectives 	<ul style="list-style-type: none"> Local executing partners, particularly governments partners UNEP staff Local executing team 	<ul style="list-style-type: none"> Desk review Interviews
D.2. Mainstreaming			
Is it possible to identify and define positive or negative effects of the project (AF/LDCF) on local populations?	<ul style="list-style-type: none"> Clear links between project's intended outcomes and (potential) changes in HH income generation/job creation; natural resource management arrangements with local groups; policy frameworks for resource allocation and distribution; regeneration of natural resources Evidence that intended outcomes (could/will) contribute to communities' ability to deal with natural disasters 	<ul style="list-style-type: none"> Local communities, partners UNEP staff Local executing team Monitoring and reporting docs 	<ul style="list-style-type: none"> Interviews Desk review Field visit
Does the project (AF/LDCF) sufficiently incorporate gender issues?	<ul style="list-style-type: none"> Proportion of executing partners, and participants of workshops, trainings or knowledge exchange who are female Disaggregation of appropriate indicators by gender/sex Evidence of activities that uptake gender issue into community or national level planning or activities as a result of the project 	<ul style="list-style-type: none"> Agendas, attendance lists and other documentation from workshops, planning meetings and trainings Project planning documentation Monitoring and reporting docs Local executing partners Workshop/training participants 	<ul style="list-style-type: none"> Interviews Desk review Field Visit
D.3. Sustainability (Rating) (one for each of the two projects)			



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<p>Sustainability is considered to be the likelihood of continued benefits after the GEF project ends. Consequently the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes. The GEF Guidelines establish four areas for considering risks to sustainability: Financial risks; socio-economic risk; institutional framework and governance risks; and environmental risks. Each should be separately evaluated and then rated on the likelihood and extent that risks will impede sustainability.</p>			
<p>Did the project (AF/LDCF) devise a robust sustainability strategy (in the planning stages)? Did it include a specific exit strategy?</p>	<ul style="list-style-type: none"> • Existence of a plan for managing each: Financial risks; socio-economic risk; institutional framework and governance risks; and environmental risks • Number and extent of unforeseen barriers to sustainability that arose during implementation • Existence of an exit strategy 	<ul style="list-style-type: none"> • Project planning documents • UNEP staff • Local executing team • Local executing partners • Project monitoring and reporting docs/data (quarterly and annual reports) 	<ul style="list-style-type: none"> • Interviews • Desk review • Field visit
<p>Did the project (AF/LDCF) implement its sustainability strategy?</p>	<ul style="list-style-type: none"> • Degree of coherence between actions taken during implementation to avert sustainability risks and intended plan 	<ul style="list-style-type: none"> • Project planning documents • UNEP staff • Local executing team and partners • Project monitoring and reporting docs/data (quarterly and annual reports) 	<ul style="list-style-type: none"> • Interviews • Desk review • Field visit
<p>What factors are in place that are likely to enable or hinder achievement of sustainable outcomes (AF/LDCF)?</p>	<ul style="list-style-type: none"> • Number and type of institutional arrangements, regulations, or policy changes that support the continuation of project activities or results • Extent of project outcomes' incorporation into community/household activities/planning • Use of expertise of trained individuals/ workshop participants/ implementation partners • Evidence of follow-on champions, funding or other sources of continuation 	<ul style="list-style-type: none"> • Project planning documents • UNEP staff • Local executing team • Local executing partners (workshop participants, community members, etc.) • Project monitoring and reporting docs/data (quarterly and annual reports) 	<ul style="list-style-type: none"> • Interviews • Desk review • Field visit
<p>D.4. Catalytic Effect (Rating) (one for each of the projects)</p>			



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The reviewer should consider the extent to which the project has demonstrated: a) production of a public good, b) demonstration, c) replication, and d) scaling up. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources).			
Is there any expansion of demonstration projects (scaling up) (AF/LDCF)?	<ul style="list-style-type: none"> Number and type of initiatives using lessons and experiences from the AF and LDCF projects in the region (with new funding sources) 	<ul style="list-style-type: none"> Local executing partners Local executing team UNEP staff Monitoring and reporting docs (annual and quarterly reports) 	<ul style="list-style-type: none"> Interviews Desk review Field visit
What is the extent and nature of capacity building and training of individuals, and institutions to expand the project's (AF/LDCF) achievements in the country or other regions?	<ul style="list-style-type: none"> Number, type, and extent of participation in training workshops (and results, where applicable) Number, type, and extent of participation in information exchange activities such as national and regional forums Evidence of participants using training workshop, lessons learned from project documentation, or information exchange events in decision-making, implementation 	<ul style="list-style-type: none"> Workshop/training minutes, attendance lists, presentations Trainees, participants of learning/knowledge exchange events Local executing partners Local executing team UNEP staff 	<ul style="list-style-type: none"> Interviews Desk review Field visit
Has the AF/LDCF project (or another initiative) utilized project-trained individuals, institutions or companies to replicate the project's outcomes in other regions (replication)?	<ul style="list-style-type: none"> Number and type of initiatives replicating AF/LDCF components with their trained individuals, institutions or companies 	<ul style="list-style-type: none"> Trainees and participants of information exchange Local executing partners Local executing team UNEP staff 	<ul style="list-style-type: none"> Interviews Field visit
D. 5. Impact			
The reviewer should discuss the extent to which projects are achieving impacts or are progressing toward the achievement of impacts among the project beneficiaries. Impacts in the context of adaptation projects refer to the extent to which vulnerability to climate change has decreased, as measured by the indicators included in the Results Framework, and other quantitative and qualitative information. Process indicators, such as regulatory and policy changes, can also be used to measure impact			
Is the project (AF/LDCF) progressing toward achievement of intended	<ul style="list-style-type: none"> Number and extent of achievement of milestones toward achieving process 	<ul style="list-style-type: none"> Monitoring and reporting documents (quarterly and annual work plans) 	<ul style="list-style-type: none"> Desk review Interviews Field visit



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Evaluation Questions	Indicators	Information Source	Data Collection Method
impacts among project beneficiaries?	<ul style="list-style-type: none"> indicators (regulatory, policy changes)⁶⁹. Number and extent of achievement of milestones toward meeting impact indicators (reduction in vulnerability)⁷⁰ Evidence and extent of barriers or enabling conditions toward achievement of each key outcome 	<ul style="list-style-type: none"> UNEP staff Local executing team Local executing partners Local stakeholders Direct observation 	
Have there been any unintended results (positive or negative) and what were they (AF/LDCF)?	<ul style="list-style-type: none"> Number and type of co-benefits and/or other unplanned consequences from project activities or outputs to date Extent and nature of external factors' influence on project progression toward intended results 	<ul style="list-style-type: none"> Monitoring and reporting documents (quarterly and annual work plans) UNEP staff Local executing team Local executing partners Local stakeholders Direct observation 	<ul style="list-style-type: none"> Desk review Interviews Field visit

⁶⁹ AF project: outcomes ii. Strengthened institutional capacity to reduce risks associated with climate-induced socioeconomic and environmental losses; iii. strengthened awareness and ownerships of adaptation and climate risk reduction processes at local level; v. improved policies and regulations that promote and enforce resilience measures). LDCF project: outcomes i. local level capacities and knowledge to effectively analyse the threats of climate change increased; ii. government and public engagement in climate change adaptation activities is enhanced).

⁷⁰ AF project: outcomes i. reduced exposure at national level to climate change-related hazards and threats; iv. Increased adaptive capacity within relevant development and natural resource sectors; v. increased ecosystem resilience in response to climate change and variability-induced stress; vi. Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas. LDCF project outcome iii: Vulnerability to climate change is reduced in the coastal zones through adaptation interventions and pilot innovations.



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8.2. List of interviewees

General

Number	Name	Institution	Position	Role / Involvement with projects	Email	Phone	Date
1	Timoteo Ferreira	Project Team	Chief Technical Advisor	Provides technical guidance in the implementation of the projects	timfer52@gmail.com		25/11/15
2	Bernard Odhuno	UNOPS	Project Manager, Infrastructure	Contact person for the seawall and drainage component of AF and LDCF projects	BernardO@unops.org		24/11/15
3	Clara Makenya	UNEP	National Coordinator Officer (UNEP's Focal point in Tanzania) (In that position since 2009)	As the only person of UNEP in Tanzania, she represents UNEP in different engagements and supports the implementation of UNEP projects in the country. The supervision of AF and LDCF projects is conducted by Lars and she is not closely involved. She attended one meeting of the Steering Committee when Lars wasn't in the country. Her overall knowledge of the projects is poor.	clara.makenya@undp.org	(255) (0) 789 391 040	10/11/15
4	Leonard Lyimo	Ministry of Natural Resources and Tourism	Coordinator National Forest and Beekeeping Programme	He is member of the Steering Committee, and has therefore been involved in the periodical supervision and management of the project He hasn't been involved in the daily implementation of the project	leonardlyimo@yahoo.co.uk	(255) 222 864 249 / (0) 754 434 390 / (0) 788 434 390 / (0) 715 534 390	11/11/15
5	Anna E. Misigaro	Ministry of Lands, Housing and Human Settlements	Principal Town Planner Master Planning Section Department of Physical Planning	The MLHSD is in charge of developing policies and regulations and overseeing what implementers (Municipal Councils) do, as they are not the "owners" of land. The MLHSD provides regular technical assistance but only intervenes directly when the situation is critical. This was the case in Dar es Salaam, where the 3 Municipal Councils and the City Council did not have the financial and technical capacities to develop a (land use) master plan. The MLHSD stepped in and got funding from the WB. The master plan is being prepared by a consortium (1 Italian, 1 British, 2 local firms). The MLHSD only covers mainland Tanzania, as Zanzibar has its own institutions to deal with land use planning. Within the MLHSD, there is no department in charge of CC. Instead three people familiar with the topic represent the institution on CC issues. She is one of these 3 persons.	kotai64@yahoo.co.uk	(255) (0) 787 483 377 / (0) 713 483 377	



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Adaptation Fund project

Number	Name	Institution	Position	Role / Involvement with projects	Email	Phone	Date
1	Eng. Ladislaus Kyaruzi	AF Project Team	AF National Project Coordinator	He is in charge of the day-to-day monitoring of the project.	leoky2009@googlemail.com	(255) (0) 767 450 226	10/11/15
	Margareth Richard		Administrative Officer	She is in charge of the financial monitoring of the project.	Margarethnaima@gmail.com	(255) (0) 713 216 651	
2	Lewis Nzali Mtemi	National Environment Management Council (NEMC)	Principal Environmental Management Officer	NEMC is in charge of coastal management at national level. Lewis coordinates these activities at the NEMC. He was involved only in the development of AF's Dar es Salaam Ecosystem Based Integrated Coastal Management Action Plan (EBICAM) (he has not been involved in other AF components, or LDCF project at all)	lnzalimtemi@gmail.com	(255) (0) 743 3 538	11/11/15
3	Eng. Chiondo Kawawa	Dar es Salaam City Council	City Engineer	He is involved in the AF project, in the construction and upgrading of seawalls. He is a civil engineer. The City Council is in charge of cross-cutting issues, regarding which it coordinates the three municipalities. The coastal line is a cross-cutting issue, as you need coherent guidelines for the full coastline. The intervention will cover Ocean Road (Obama Road) and Kinanboni (Memorial Institute). In both cases a new seawall will be constructed in some parts, while the existing wall will be rehabilitated/upgraded in others. Sand bags will also be installed and soft measures, such as planting coastal vegetation, developed. Specific vegetation species will be planted to function like a barrier and absorb shocks and waves. He is part of the Secretariat, but not of the Steering Committee. The Dar es Salaam City Council is represented by the Director. He meets with the project team regularly.	engchionda@gmail.com	(255) 222 123 346; (255) 222 125 589; (255) (0) 655 549 193; (255) (0) 754 549 193	12/11/15
4	Churchil Mujuni	Ilala Municipal Council	Environmental Officer	Involved in the drainage intervention in Ilala	<mujunichurchill@gmail.com>	255 783275153	
	Samuel Nkomola		Drainage Engineer		samwelinkomola2015@gmail.com	2.55756E+11	
	Nation Marwe		Ward Executive Officer		nahsh89.nm@gmail.com	2.55655E+11	
5	Motongori Chacha Albert	Temeke Municipal Council	Environmental Officer	Involved in the drainage intervention in Temeke. He is also part of the Steering Committee.	motongorichacha@yahoo.com	(255) (0) 76744250; 0713 308 105	
6	Mohammed Said Mohidin	Ranki Fishermen Organisation	Coordinator	Direct Beneficiaries of the coral reef intervention in Ilala, in front of the Ocean Road	mosamo.mohidin@gmail.com	(255) (0) 658 373 717; (255) (0) 689 585 756	13/11/15
	Issa Ali Mmongo		Old member			(255) (0) 784 794636; (255) (0) 714 881 848	
	Ally M. Bwanero		Member			(255) (0) 784 007 173	
	Dr. Leonard Chauka	SUNARE (national NGO)	Director	He is the director of the NGO that has been hired to conduct the rehabilitation of the coral reefs opposite Ocean Road. He is a coral biologist and will be the team leader in the assignment. He participated in the EBICAM process. He functioned as a translator in the meeting. The information collected refers to the opinion of the beneficiaries (mediated by the translation)	leonejchauka@gmail.com	(255) (0) 713 184 962	
7	Prof. Shadrack S. Mwakalila	Julius K. Nyerere Memorial Academy	Rector	He is the Rector. He was appointed recently and didn't know anything about the project, and little about the institution itself. He called the Dean.	smwakalila15@gmail.com ; prof.shadrack.mwakalila@mnma.ac.tz	(255) 22 2820019; (255) (0) 713 271 299; (255) (0) 784 387 658	
	Ms. Ukende Mkumbo		Dean (and direct beneficiary)	She is the Dean. Very significantly, she is also one of the few high level staff that will directly benefit from the intervention. She lives in one of the four blocks (indeed in the one that seemed the most robust).	ukendem@yahoo.com	(255) 763263091	



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Least Developed Country Fund project

Number	District / Region	Site	Name	Institution	Position	Email	Phone	Date of interview	
1	NA		Cletus Shemena	Executing Agency (VPO)	Assistant Coordinator	kshengena@hotmail.com	0754 091732	17/11/15	
			Margareth Richard		Financial Officer / Accountant	margarethnaima@gmail.com	(255) (0) 713 216 651		
2	Pangani District	Pangani Township	Twahiri Yahaya	Pangani District Council	District Environmentl Officer / LDCF District Focal Point	yahayatwahir@yahoo.com	(255) (0) 715 717 689		
3			Mkongo						
4			Leonard Sekibaha	Pangani Coastal Cultural Tourism Programme		leonardsekibaha@gmail.com	715489129		
			Rashidi Asilia	Beach Management Unit (BMU) - Chairperson P/Magharibi	Community / Beneficiary / Implementer		716924485		
			Muyihaji Jumaa	BMU - Executive Secretary P/Magharibi			716574931		
			Rashidi Lenadi	BMU - Member P/Magharibi		652912339			
			Idrisa Sudi			686315922			
			Mzee M. Mchaka			715788301			
			Abdala Mohamedi			657533439			
5				Shufaa Bakar	BMU - Pangani East				0782 99 3015
				Salimu Jumanni			6522953333		
				Masi Mussa			713912622		
				Rabia Bakari					
				Hidaya Omari			714211184		
		Mwanamisi Abdala		716737823					
		Yazidi Mahamudi		653699657					
		Salimu Kingi		719231873					
		Jumaa Iddi							
		Mariamum Jumaa		(0) 652 697593					
6		Mamisa Bakary	BMU - Bweni (Pangani West)			0 717 016215			
		Jabiri Zumo			0 713 031064				
		Mwanamisi Shabani			0 652 697417				
		Mziriwa Mganga			718,632,312				
		Amina Hosseni			0 713 670458				
		Pili Kassim			(0) 714 559108				
		Mariam Mganga			0 719 479621				
		William George			0 716 997792				
		Rehema Kassimu			0 719 241600				
		Fatime Mohamedi			0 719 241600				
		Asha Mganga			652979972				
		Juma Mihambo			718,647,172				
		Mariam Abdi			0 714 171059				
		Chausiku Hosseni			0 786 448395				
		Maliwaza Bakari			657697793				
		Mwanajumbe Mtoo			716077759				
		Lafisa Paulo			717356067				
		Matumu Abubakar			654488162				
	Hamisi M. China		717289415						
	Hadija Omari								



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Number	District / Region	Site	Name	Institution	Position	Email	Phone	Date of interview
7	Bagamoyo District	NA	Engineer Jason Raphael	Bagamoyo District Council	Water Engineer / LDCF District Focal Point	jongehula@yahoo.com	(255) (0) 755 750 231	18/11/15
8		Mlingotini	Xtaifa Mtoro	Mlingotini Hamlet	Hamlet Chairperson		652695601	
			Ramadhani Salum		Hamlet Secretary		713340206	
			Sihaba Mwinijuma		Member		712,336,107	
			Tama Sihaba		Member			
			Moza Hamisi		Member		716267252	
			Mwanamtoro Shani		Member		713376968	
9		Kaole - Bagamoyo Secondary School (Sekondra Kitongoti)	Ahmada M. Gogo	Area Hamlet	Community / Beneficiary		712,316,921	
			Mussa B. Athuman				(0) 755 969196	
			Hamad O. Urari				(0) 712 316531	
	Saima Ally					(0) 713 556999		
	Hamza P. Luhuza					(0)716 205593		
	Shabani Mohamedi					(0) 652 345414		
	Khalfan Muullo							
10	Bagamoyo Town - Kingani Secondary School	Method Kunambi	Kingani Secondary School - Headmaster					
		Sylolian Stephen	Kingani Secondary School			684175584		
11	Zanzibar	NA	Juma Bakari Allawi	Zanzibar Government - First Vice President's Office - Department of Environment	Director / LDCF District Focal Point	jbalawi@yahoo.com	0777 477303	19/11/15
			Sheha M. Juma	Zanzibar Government - First Vice President's Office - Zanzibar Environment Management Authority (ZEMA)	Director General / LDCF former District Focal Point	shesha_mjaja@hotmail.com	(255) 24 2239007/ (0) 777 420801	
12	Bwawani	Mwanajuma Ngwali Ahmed	Haji Kombo Ngwal	Assistant Secretary/ Shaurimoyo	Community / Beneficiary		(0) 773 736465	20/11/15
			Mohamed Makame Juma	Member / Giulioni			(0) 777 848808	
			Amour Abdalla	Mjumbe / Makumbi			(0) 776 034092	
			Rashid Seif	member			(0) 773 158698	
			Amina Mohamed	Deputy Chair			(0) 777 431537	
			Mohamed Mohamed Salum	Member			(0) 773 203755	
			Mohamed Omar Moyo	Sheikh			(0) 777 575953	
			Aliasalum Mbaruk	Chair			(0) 772 112672	
			Ibrahima Muhajiri Kadiri	Fishing Business Agent / Karakana Area			(0) 772 281848 / (0) 675 358392	
			Muhidini Makame	Secretary JUMAKA Group		Community / Beneficiary / Implementer	(0) 776 867115	
			Ame Mashauri Haji	Deputy Secretary			(0) 776 660572	
			Mwaka Ussi Shindano	Member JUMAKA/ Chumbuni			(0) 773 723458	
			Asha Othman Salehe	Member / JUMAKA / Chumbuni				
13	Kilimani	Jawal Khamis Juma	Khalid Ali Kombo	Kwahani /Secretary (NGO ZACEDY)	Community / Beneficiary / Implementer		(0) 772 226662	
			Ahmed Said Mbarak	Kilimani / Sheha			(0) 773 311301	
			Abaul Rabi Mosi Jabu	Kilimani /member			(0) 773 423395	
			Jaina Khatibu Ame	Kilimani /member			(0) 772 737387	
			Ismail Masoud Duchi	Kilimani /member			(0) 776 313611	
				Kwahani / Member(Zacedy)			(0) 672 553595	



8.3. Documents reviewed

Document name	Author / Organization	Publication Date
Project document for the AF project	UNEP	February 2012
Original work plan for the AF project		
Revised logical framework for the AF project	UNEP	February 2015
Revised work plan for the AF project	UNEP	February 2015
Project document for the LDCF project	UNEP	2012
Revised logical framework for the LDCF project	UNEP	
Revised work plan for the LDCF project	UNEP	
Baseline Study	UNEP	September 2014
Management responses to the baseline study of the AF project	UNEP	February 2015
Management responses to the baseline study of the LDCF project	UNEP	February 2015
Feasibility study - Drainage Component	UNEP	August 2015
Feasibility Study – Sea walls component	UNEP	September 2015
AF Project Performance Report (PPR) 2013	UNEP	January 2013
AF PPR 2014	UNEP	January 2014
AF PPR 2015 (until April 2015)	UNEP	November 2015
AF PPR 2015 (until October 2015)	UNEP	November 2015
LDCF Project Implementation Review (PIR) 2013	UNEP	July 2013
LDCF PIR 2014	UNEP	July 2014
LDCF PIR 2015	UNEP	July 2015
Progress Report – Sea walls component	UNEP	September 2015
Minutes of the Project Steering Committee meetings	Project Steering Committee	March and July 2014, February 2015
Budget of the AF project		2015

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Budget of the LDCF project		2015
Tanzania’s National Climate Change Strategy	United Republic of Tanzania	2012
Tanzania’s Intended Nationally Determined Contribution (INDC)	United Republic of Tanzania	September 2015
Integrating Climate Change into City Development Strategies	UN-HABITAT	August 2015
Report on the State of African Cities	UN-HABITAT	2014
Streets as public spaces and drivers of urban prosperity.	UN-HABITAT	2013

8.4. Interview protocols

The interview protocols presented below will be adjusted to each interviewee, taking into account his/her specific position vis-a-vis the project, his/her expertise and function. Each interview will aim to be limited to a maximum of 15 questions, with the exception of the project team, which will play a more significant role in providing information

8.4.1. UNEP (Implementing Agency) staff (managers)

A. Project Formulation

1. In your opinion was the project designed realistically? (E.g. with respect to timeframe, objectives, indicators, other design elements)
2. How were the capacities of the local executing institution (Vice President's Office) and partners (other national institutions, provincial and council governments...) assessed? Were there any gaps between expected and actual capacities (or cases of exceeding expectations) needed for project execution?
3. In your opinion, has the Steering Committee been responsive to the needs of the project? What would improve their respective contributions?

B. Assumptions and Risks

1. What do you think are the main risks to the success of the project? Have these risks been anticipated and managed appropriately?

C. Project Implementation

4. How would you describe the relationship between project executing organizations (Vice President's Office and other Tanzanian organizations)? How would you describe the nature and extent of interactions between the EA (Vice President's Office), the management team, the partner executing institutions (other national institutions, provincial and council governments...) and wider stakeholder groups?
5. How were lessons learned from other past or on-going projects in the region (or in a similar focal area) incorporated into this project's design or management?
6. Do you think regular monitoring and reporting informs management decision-making? Can you give any examples of follow-up actions, and/or adaptive management taken in response to monitoring reports such as PPR for AF and PIRs for LDCF, for example?
7. Has the project (AF/LDCF) prepared and submitted good quality reporting material, and to what extent has it been delivered on time?
8. How has monitoring and other reporting information been disseminated and discussed with stakeholders? Were there any meetings, workshops or other mechanisms used to share M&E material?
9. Did the project undergo significant changes as a result of recommendations from workshops, the steering committee, or other review procedures (internal or external)? Why were these changes recommended?

Have the expected project outcomes (or the likelihood of achieving them) been modified as a consequence of these changes?

D. Project Results

Country ownership

1. In your opinion, was the project concept in line with development priorities and plans of the country? Does it respond to actual needs of the various categories of stakeholders (1. Community groups 2. Local government 3. National government 4. Non-government groups 5. Other)?
2. Do you think all relevant stakeholders are actually involved in project implementation, including as part of the project steering committee? Are the expressed needs of communities sufficiently addressed by the project?
3. What body or persons are responsible for communication/coordination between the various project partners (among/between government entities/ministries, the project management team, etc.) and can this body/person prompt convening and/or decision-making? How are the proceedings of ST meetings communicated to a wider set of project stakeholders?
4. To your knowledge, has the government enacted any regulations, policies or other initiatives that support project (AF/LDCF) activities or objectives? Could you please provide us with further details (name(s) of legislation, dates, purpose(s), etc.)?

Mainstreaming

5. In your opinion, what are the effects (+ or -) of the project (AF/LDCF) on local populations in terms of income generation, jobs, management of natural resources, and ability to deal with natural disasters?
6. How are women and/or girls integrated into project (AF/LDCF) implementation?
 - number of women in project team/workshops/trainings
 - examples of activities where gender issues are specifically considered.

Sustainability

7. What do you think are the main risks and barriers to sustainability of project (AF/LDCF) results? Has the project (AF/LDCF) sufficiently planned for and/or managed these variables/conditions? How/in what ways? (link with indicator: Evidence and extent of barriers *or* enabling conditions toward achievement of each key outcome)
8. Can you cite any examples of specific actions (institutional arrangements, regulations, incorporation of project activities into community/household activities/planning, identifying follow-on champions, financial allocations) taken to ensure sustainability of project (AF/LDCF) activities or results?

Catalytic effect

9. Can you provide any examples of project (AF/LDCF) activities or outputs that were replicated in a different geographic area, or scaled-up in close proximity to project sites?
10. Were there any capacity building activities for the purposes of replication? Have project-trained individuals, institutions, or companies participated in the replication of activities?

Impact

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11. What major regulatory or policy changes can be reported as a result of project (AF/LDCF) outcomes?
12. Can you cite any examples of a reduction of vulnerability to climate change as a consequence of project (AF/LDCF) activities?
13. Can you describe any other co-benefits and/or other unplanned consequences (+ or -) from project (AF/LDCF) activities or outputs to date?

8.4.2. Local executing team (project staff at the Vice President's Office)

A. Project Formulation

1. In your opinion was the project (AF/LDCF) designed realistically? (E.g. with respect to timeframe, objectives, indicators, other design elements)
2. Are you aware of any gaps reported between expected and actual capacities (or cases of exceeding expectations) needed for project execution?
3. In your opinion, has the Steering Committee been responsive to the needs of the project? What would improve their respective contributions?

B. Assumptions and Risks

4. What do you think are the main risks to the success of the project? Have these risks been anticipated and managed appropriately?

C. Project Implementation

5. How would you describe your relationship with the implementing agency (UNEP)?
6. Do you think the implementing agency (UNEP) has been sufficiently involved in ensuring the project is implemented as planned? What is your opinion of its role and supervision (e.g. responsiveness, timeliness, quality of oversight, etc.)?
7. Do you know of any examples of lessons learned from other past or on-going projects in the region (or in a similar focal area) that have been incorporated into this project's design or management?
8. Do you think regular monitoring and reporting informs management decision-making? Can you give any examples of follow-up actions, and/or adaptive management taken in response to monitoring reports such as PPR for AF and PIRs for LDCF, for example?
9. *Work session with finance officer and project team:*
 - Fill in tables on budget execution per year and activity:
 - Where do we stand as regards initial plans?
 - Do you have any figures on co-financing? How are co-financed activities integrated into project strategy and implementation?
 - Is there evidence of resources leveraged since inception?
 - *Table of planned/ achieved budget and staff time devoted to the project*
 - *Table of planned/ achieved outputs*
10. How would you describe this project's (AF/LDCF) M&E system, and do you think it has been sufficient and appropriate to project needs? Do you think M&E has been used according to plans (timeline, budget)? If not, why?
11. How were monitoring and evaluation reports disseminated and discussed with stakeholders and project (AF/LDCF) staff? Were there any meetings, workshops or other mechanisms used to share M&E material?

12. What are the differences in the anticipated set of stakeholders identified at project (AF/LDCF) design, and those actually involved in project implementation? Do you think the project has reached a sufficient number of relevant stakeholders?
13. How has the project (AF/LDCF) engaged and/or learned from stakeholders (workshops, meetings, flyers etc.)? Can you think of examples of how public awareness (of climate change, of vulnerability, of resilience of rural communities, etc.) has been improved by the project (AF/LDCF)?
14. Did the project (AF/LDCF) undergo significant changes as a result of recommendations from workshops, the steering committee, or other review procedures (internal or external)? Why were these changes recommended? Have the expected project outcomes (or the likelihood of achieving them) been modified as a consequence of these changes?

D. Project Results

Country ownership

15. In your opinion, was the project concept in line with development priorities and plans of the country? Does it respond to actual needs of the various categories of stakeholders (1. Community groups 2. Local government 3. National government 4. Non-government groups 5. Other)?
16. Do you think all relevant stakeholders are actually involved in project implementation, including as part of the project steering committee? Are the expressed needs of communities sufficiently addressed by the project?
17. What body or persons are responsible for communication/coordination between the various project partners (among/between government entities/ministries, the project management team, etc.) and can this body/person prompt convening and/or decision-making? How are the proceedings of ST meetings communicated to a wider set of project stakeholders?
18. To your knowledge, has the government enacted any regulations, policies or other initiatives that support project activities or objectives? Could you please provide us with further details (name(s) of legislation, dates, purpose(s), etc.)?

Mainstreaming

19. In your opinion, what are the effects (+ or -) of the project on local populations in terms of income generation, jobs, management of natural resources, and ability to deal with natural disasters?
20. How are women and/or girls integrated into project implementation?
 - number of women in project team/workshops/trainings
 - examples of activities where gender issues are specifically considered.

Sustainability

21. What do you think are the main risks and barriers to sustainability of project results? Has the project sufficiently planned for and/or managed these variables/conditions? How/in what ways? (link with indicator: Evidence and extent of barriers *or* enabling conditions toward achievement of each key outcome)
22. Can you cite any examples of specific actions (institutional arrangements, regulations, incorporation of project activities into community/household activities/planning, identifying follow-on champions, financial allocations) taken to ensure sustainability of project activities or results?

Catalytic effect

23. Can you provide any examples of projects activities or outputs that were replicated in a different geographic area, or scaled-up in close proximity to project sites?
24. Were there any capacity building activities for the purposes of replication? Have project-trained individuals, institutions, or companies participated in the replication of activities?

Impact

25. What major regulatory or policy changes can be reported as a result of project (AF/LDCF) outcomes?
26. Can you cite any examples of a reduction of vulnerability to climate change as a consequence of project (AF/LDCF) activities?
27. Can you describe any other co-benefits and/or other unplanned consequences (+ or -) from project (AF/LDCF) activities or outputs to date?

8.4.3. Project executing partners (UNOPS, other national institutions, provincial and council governments, local NGOs, cooperation partners)

A. Project Formulation

1. In your opinion was the project designed realistically? (E.g. with respect to timeframe, objectives, indicators, other design elements)
2. How do you understand your role in this project? Are you aware of any gaps reported between expected and actual capacities (or cases of exceeding expectations) needed to fulfill your role?
3. In your opinion, has the Steering Committee been responsive to the needs of the project? What would improve their respective contributions?

B. Assumptions and Risks

4. What do you think are the main risks to the success of the project? Have these risks been anticipated and managed appropriately?

C. Project Implementation

5. How would you describe your relationship with the implementing agency (UNEP)? With the executing agency (Vice President's Office, project team)? How would you describe their respective interactions with stakeholders?
6. Do you know of any examples of lessons learned from other past or on-going projects in the region (or in a similar focal area) that have been incorporated into this project's design or management?
7. How well is the project (AF/LDCF) managed by the team in place? Does it react appropriately to inquiries, difficulties, identified risks, and is it in a timely manner?
8. Do you think regular monitoring and reporting informs management decision-making? Can you give any examples of follow-up actions, and/or adaptive management taken in response to monitoring reports such as PPR for AF and PIRs for LDCF, for example?
9. How were monitoring and evaluation reports disseminated and discussed with stakeholders? Were there any meetings, workshops or other mechanisms used to share M&E material?
10. Have you participated to any stakeholder engagement activities conducted? How many? Can you think of examples of how public awareness (of climate change, of vulnerability, of resilience of rural communities, etc.) has been improved by the project?
11. Were consultations and meetings organized in order to learn the opinions of 1. Community groups 2. Local government 3. National government 4. Non-government groups 5. Other? How many consultations/meetings? In what locations? Who was present/represented?
12. Did the project (AF/LDCF) undergo significant changes as a result of recommendations from workshops, the steering committee, or other review procedures (internal or external)? Why were these changes

recommended? Have the expected project outcomes (or the likelihood of achieving them) been modified as a consequence of these changes?

D. Project Results

Country ownership

13. In your opinion, was the project concept in line with development priorities and plans of the country? Does it respond to actual needs of the various categories of stakeholders (1. Community groups 2. Local government 3. National government 4. Non-government groups 5. Other)?
14. Do you think all relevant stakeholders are actually involved in project implementation, including as part of the project steering committee? Are the expressed needs of communities sufficiently addressed by the project?
15. What body or persons are responsible for communication/coordination between the various project partners (among/between government entities/ministries, the project management team, etc.) and can this body/person prompt convening and/or decision-making? How are the proceedings of ST meetings communicated to a wider set of project stakeholders?
16. To your knowledge, has the government enacted any regulations, policies or other initiatives that support project activities or objectives? Could you please provide us with further details (name(s) of legislation, dates, purpose(s), etc.)?

Mainstreaming

17. In your opinion, what are the effects (+ or -) of the project (AF/LDCF) on local populations in terms of income generation, jobs, management of natural resources and ability to deal with natural disasters? What is the evidence of these effects?
18. How are women and/or girls integrated into the project implementation?
 - number of women in project team/workshops/trainings
 - examples of activities where gender issues are specifically considered.

Sustainability

19. What do you think are the main risks and barriers to sustainability of project (AF/LDCF) results? Has the project (AF/LDCF) sufficiently planned for and/or managed these variables/conditions? How/in what ways? (link with indicator: Evidence and extent of barriers *or* enabling conditions toward achievement of each key outcome)
20. Can you cite any examples of specific actions (institutional arrangements, regulations, incorporation of project activities into community/household activities/planning, identifying follow-on champions, financial allocations) taken to ensure sustainability of project (AF/LDCF) activities or results?

Catalytic effect

1. Can you provide any examples of projects activities or outputs that were replicated in a different geographic area, or scaled-up in close proximity to project sites?
2. Were there any capacity building activities for the purposes of replication? Have project-trained individuals, institutions, or companies participated in the replication of activities?

Impact

21. What major regulatory or policy changes can be reported as a result of project (AF/LDCF) outcomes?
22. Can you cite any examples of a reduction of vulnerability to floods and drought as a consequence of project (AF/LDCF) activities?
23. Can you describe any other co-benefits and/or other unplanned consequences (+ or -) from project (AF/LDCF) activities or outputs to date?

8.4.4. Field visits – Beneficiaries / local institutions / local NGOs

A. Project Formulation

1. In your opinion was the project (AF/LDCF) designed realistically? (E.g. with respect to timeframe, objectives, indicators, other design elements)
2. Have you observed any incidences or do you know of any reports of gaps between planned and actually available capacities of local implementing partners to fulfill project (AF/LDCF) objectives?

B. Assumptions and Risks

3. What do you think are the major risks to the success of the project? Do you think the project (AF/LDCF) design and actual management/execution have accounted for these risks?

C. Project Implementation

4. How would you describe the relationship between your organizations and the project? (e.g. Is it formal/informal? How often do you meet with project partners? What is your level of responsibility and your role in the project?
5. What kind and how many project (AF/LDCF) activities are conducted in this location? What results have been achieved so far, if any?
6. Do you know of any examples of lessons learned from other past or on-going projects in the region (or in a similar focal area) that have been incorporated into this project's design or management?
7. How well is the project managed by the team in place? Do you think the management reacts appropriately to inquiries, difficulties, identified risks, and is it in a timely manner?
8. Have you participated to any stakeholder engagement activities conducted? Please describe the nature of your participation. Do you think public awareness of climate change, vulnerability, resilience or other project-relevant topics has been improved by the project?
9. Do you think sufficient time and resources have been used to engage your community/ organization in the project? Do you believe your community's/ organizations opinions and experience has been integrated into project design and execution?
10. As far as you know, were consultations and meetings organized in order to learn the opinions of 1. Community groups 2. Local government 3. Non-government groups 4. Other? Where were they held and how many people attended?

D. Project Results

Country ownership

11. In your opinion, was the project concept in line with development priorities and plans of the country? Does it respond to actual needs of the various categories of stakeholders (1. Community groups 2. Local government 3. National government 4. Non-government groups 5. Other)?
12. Do you think all relevant stakeholders are actually involved in project implementation, including as part of the project steering committee? Are the expressed needs of communities sufficiently addressed by the project?
13. To your knowledge, has the government enacted any regulations, policies or other initiatives that support project activities or objectives? Could you please provide us with further details (name(s) of legislation, dates, purpose(s), etc.)?

Mainstreaming

14. In your opinion, what are the effects (+ or -) of the project (AF/LDCF) on local populations in terms of income generation, jobs, management of natural resources and ability to deal with natural disasters?
15. How are women and/or girls integrated into the project implementation?
 - number of women in project team/workshops/trainings
 - examples of activities where gender issues are specifically considered.

Sustainability

16. What do you think are the main risks and barriers to sustainability of project (AF/LDCF) results? Has the project (AF/LDCF) sufficiently planned for and/or managed these variables/conditions? How/in what ways? (link with indicator: Evidence and extent of barriers *or* enabling conditions toward achievement of each key outcome)
17. Can you cite any examples of specific actions (institutional arrangements, regulations, incorporation of project activities into community/household activities/planning, identifying follow-on champions, financial allocations) taken to ensure sustainability of project (AF/LDCF) activities or results?

Catalytic effect

18. Can you provide any examples of projects activities or outputs that were replicated in a different geographic area, or scaled-up in close proximity to project sites?
19. Were there any capacity building activities for the purposes of replication? Have project-trained individuals, institutions, or companies participated in the replication of activities?

Impact

20. What major regulatory or policy changes can be reported as a result of project (AF/LDCF) outcomes?
21. Can you cite any examples of a reduction of vulnerability to floods and drought as a consequence of project (AF/LDCF) activities?
22. Can you describe any other co-benefits and/or other unplanned consequences (+ or -) from project (AF/LDCF) activities or outputs to date?

8.5. Code of conduct agreement form

Evaluators:

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

Evaluation Consultant Agreement Form⁷¹

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

Name of Consultant: Jon Garcia Bañales

Name of Consultancy Organization (where relevant): Baastel

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

Signed at London)on 30/12/2015



Signature:

⁷¹ www.unevaluation.org/unegcodeofconduct

8.6. Risk factor table

INTERNAL RISK Project management										
Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantial	High	Not Applicable	To be determined	NOTES
Management structure	Stable with roles and responsibilities clearly defined and understood	Individuals understand their own role but are unsure of responsibilities of others	Unclear responsibilities or overlapping functions which lead to management problems	x						The management team is stable, has a clear structure and counts with significant technical capacity.
Governance structure	Steering Committee and/or other project bodies meet periodically and provide effective direction/inputs	Body(ies) meets periodically but guidance/input provided to project is inadequate	Members lack commitment (seldom meet) and therefore the Committee/body does not fulfill its function		x					Project bodies meet regularly and show adaptative capacity, but some structural problems have not been addressed
Internal communications	Fluid and cordial	Communication process deficient although relationships between team members are good	Lack of adequate communication between team members leading to deterioration of relationships and resentment / factions	x						Internal communication is regular and efficient
Work flow	Project progressing according to work plan	Some changes in project work plan but without major effect on overall implementation	Major delays or changes in work plan or method of implementation			x				Due to severe procurement delays, projects are far behind schedule. Many things have been launched recently.

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										Next 6-12 months will be key.
Co-financing	Co-financing is secured and payments are received on time	Is secured but payments are slow and bureaucratic	A substantial part of pledged co-financing may not materialize	x						Co-financing is secured.
Budget	Activities are progressing within planned budget	Minor budget reallocation needed	Reallocation between budget lines exceeding 30% of original budget			x				There has been some reallocation of resources given that the cost of activities was not properly estimated during formulation of the two projects. Further reallocation may be needed.
Financial management	Funds are correctly managed and transparently accounted for	Financial reporting slow or deficient	Serious financial reporting problems or indication of mismanagement of funds		x					Overall, financial management is good, but some few inaccuracies have to be corrected.
Reporting	Substantive reports are presented in a timely manner and are complete and accurate with a good analysis of project progress and implementation issues	Reports are complete and accurate but often delayed or lack critical analysis of progress and implementation issues	Serious concerns about quality and timeliness of project reporting	x						High-quality monitoring reports are presented timely.
Stakeholder involvement	Stakeholder analysis done and positive feedback from critical stakeholders and partners	Consultation and participation process seems strong but misses some groups or relevant partners	Symptoms of conflict with critical stakeholders or evidence of apathy and lack of interest from partners or other stakeholders			x				Most of the stakeholders identified in project documents have been involved, and some others

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										have also been engaged. However, it is crucial to involve some other players at the national and local level.
External communications	Evidence that stakeholders, practitioners and/or the general public understand project and are regularly updated on progress	Communications efforts are taking place but not yet evidence that message is successfully transmitted	Project existence is not known beyond implementation partners or misunderstandings concerning objectives and activities evident		x					Communication to the most directly affected stakeholders is rather good, but public awareness efforts should be strengthened.
Short term/long term balance	Project is meeting short term needs and results within a long term perspective, particularly sustainability and replicability	Project is interested in the short term with little understanding of or interest in the long term	Longer term issues are deliberately ignored or neglected		x					Although investments will deliver long-term benefits, demographic, social and economic trends were overlooked in some cases relatively compromising the strategic condition of measures. Co-benefits and collateral damages were also generally overlooked. It is important that priorities are reviewed taking these issues into account.

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<p>Science and technological issues</p>	<p>Project based on sound science and well established technologies</p>	<p>Project testing approaches, methods or technologies but based on sound analysis of options and risks</p>	<p>Many scientific and /or technological uncertainties</p>		<p align="center">x</p>					<p>Project interventions, particularly investments in infrastructure , are based on technical studies. However, economic and social co-benefits seem to be sometimes overlooked.</p>
<p>Political influences</p>	<p>Project decisions and choices are not particularly politically driven</p>	<p>Signs that some project decisions are politically motivated</p>	<p>Project is subject to a variety of political influences that may jeopardize project objectives</p>		<p align="center">x</p>					<p>It is hard to determine whether project choices are politically driven when participatory process take place, but in some sites (residential buildings in Julius Nyerere Memorial Academy in the AF project, the specific location of some water well in the LDCF project) decisions seem to favour some specific influential groups more than the general public.</p>
<p>Other, please specify. Add rows as</p>										

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necessary										
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8.7. Summary of co-finance information⁷²

Co-financing (Type/Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0	0	4,699,750.75	4,099,560.600	3,744,000	1,500,000	11,800,051	4,102,040,992	11,800,051	4,102,040,992
Loans/Concessional (compared to market rate)	0	0	-	-	0	0	-	-	-	-
Credits	0	0	-	-	0	0	-	-	-	-
Equity investments	0	0	-	-	0	0	-	-	-	-
In-kind support	0	0	500,000.00	100,000.00	33,853	59,873	533,853	159,873	533,853	159,873
Other (*) Staff salary	0	0	19,214.48	8,006.04	0.00	0.00	19,214	8,006	19,214	8,006
Office running	0	0	5,544.00	2,309.66	0	0	5,544	2,310	5,544	2,310
Transport/Ferry services	0	0	1,000.00	250.00	0	0	1,000	250	1,000	250
Office accommodation	0	0	3,000.00	1,250.00	-	0	3,000	1,250	3,000	1,250
Community contributions	0	0	-	-	1,000	300	1,000	300	1,000	300

⁷² As provided by the LDCF project team.



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Totals	3,356,300	980,392	5,228,509.23	4,099,672.415	3,778,853	1,560,173	12,363,662	6,640,237	12,363,662	4,102,212.981
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8.8. Financial data

Table 15. AF and LDCF budget per year

	2012						2013						
	Planned Prodoc		Actual		Difference		Planned Prodoc		Actual		Difference		
	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	
AF*	-		8,324.64	0.2%	-	8,324.64	-0.2%	212,160.00	4.6%	69,628.29	1.5%	142,531.71	3.1%
LDCF**	-		12,991.0	0.4%	-	12,991.0	-0.4%	510,000.0	15.2%	41,023.5	1.2%	468,976.5	14.0%

2014						2015						
Planned Prodoc		Actual		Difference		Planned Prodoc		Actual		Difference		
Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	
1,840,910.00	39.9%	201,281.51	4.4%	1,639,628.49	35.5%	2,062,100.00	44.7%	3,771,762.74	81.7%	-	1,709,662.74	-37.0%
998,475.0	29.7%	166,904.2	5.0%	831,570.8	24.8%	918,475.0	27.4%	1,771,614.7	52.8%	-	853,139.7	-25.4%

2016						2017						Total			
Planned prodoc		Planned last revision		Difference		Planned prodoc		Planned last revision		Difference		Planned prodoc	Planned last	Difference	
Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage	Total	Percentage				
325,410.00	7.0%	390,218.41	8.5%	-	64,808.41	-1.4%	175,548.00	3.8%	174,972.41	3.8%	575.59	0.0%	4,616,188.00	4,616,188.00	-
473,875.0	14.1%	991,171.0	29.5%	-	517,296.0	-15.4%	455,475.0	13.6%	346,431.1	10.3%	109,043.9	3.2%	3,356,300.0	3,356,336.5	-

* Note that for 2015 "actual" amounts refer in this table to the amounts indicated for that year in the 'latest approved budget plan', that is, the one signed in July 2015 for AF and the one signed in August 2015 for LDCF. In this sense, the numbers for 2015 include what was spent until March for AF and June for LDCF *and* what was expected to be spent until the end of that year at that time. The information is presented in this way to compare latest actual and projected budgets with the budgets planned in the project documents, which provide information by full years. The precise actual disbursements by March and July 2015, for AF and LDCF projects, respectively, are presented in table 16.



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Table 16. AF and LDCF budget per type of expenditure

Project	Type of expenditure	Planned Prodoc *	Actual disbursement and revised plans **					
			Total	Difference	Spent		Unspent	
					Total	%	Total	%
AF	Project staff	125,000.0	129,695.0	104%	65,945.0	51%	63,750.0	49%
	Consultants	409,000.0	354,840.5	87%	124,057.4	35%	230,783.1	65%
	Administrative Support	75,000.0	96,680.0	129%	45,680.0	47%	50,400.0	53%
	Travel	-	12,659.7		5,072.0	40%	7,587.7	60%
	Sub-contracts/MoU	3,637,500.0	3,574,589.6	98%	677,103.7	19%	2,897,485.9	81%
	Training/Meetings/Conferences	120,000.0	148,421.6	124%	99,520.0	67%	49,009.6	33%
	Equipment	145,000.0	169,179.9	117%	63,483.3	38%	105,741.6	62%
	Reporting/Miscellaneous	-	29,928.1		19,013.0	64%	25,299.1	36%
	Evaluation and Audits	104,688.0	100,693.6	96%	4,500.6	4%	96,192.9	96%
	Total	4,616,188.0	4,616,188.0		1,104,330.0	24%	3,526,241.9	
LDCF	Project staff	100,000.0	202,860.0	203%	89,165.0	44%	113,695.0	56%
	Consultants	430,000.0	361,637.3	84%	46,046.3	13%	315,591.0	87%
	Administrative Support	-	-		-		-	
	Travel	35,000.0	83,084.6	237%	13,328.8	16%	14,755.8	84%
	Sub-contracts/MoU	2,486,300.0	2,316,094.5	93%	317,990.9	14%	1,998,914.0	86%
	Training/Meetings/Conferences	95,000.0	156,613.3	165%	53,535.3	34%	103,078.0	66%
	Equipment	145,000.0	113,249.4	78%	50,320.0	44%	62,929.4	56%
	Reporting/Miscellaneous	50,000.0	67,972.9	136%	14,607.0	21%	53,365.9	79%
	Evaluation and Audits	15,000.0	10,629.0	71%	4,629.1	44%	6,000.0	56%
	Total	3,356,300.0	3,356,300.1		606,984.4	18%	2,694,315.8	

* See Annex 1 (pages 69-73) of the AF project document and Appendix 1 (pages 64-66) of the LDCF project document.

** See the AF revision of the detailed budget covering until March 2015 (signed July 2015) and the LDCF detailed budget covering until June 2015 (signed August 2015)

