Mid-Term Review of the GEF-UNEP project ID 5695 "Ecosystem-based Adaptation for Rural Resilience" Tanzania

Final report

4 February 2022

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Front cover: Fikirini Mkali (project sign in Mvomero district)
Annex XI: Fikirini Mkali (all pictures)

ACKNOWLEDGEMENTS

This Mid-Term Review was prepared for UNEP by Pierre Bégat as the Lead Consultant and Fikirini Mkali as the National Consultant.

The consultants would like to express their gratitude to the project team, especially James Nyarobi and Gaétan Quesne, as well as UNEP Task Managers Paz Lopez-Rey and Mara Baviera for facilitating the review.

Brief Biography of consultants

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List of acronyms and abbreviations

AKMS	Adaptation Knowledge Management System
ASDP	Agricultural Sector Development Programme
CCA	Climate Change Adaptation
CSA	Climate-Smart Agriculture
CTA	Chief Technical Advisor
CTCN	Climate Technology Centre and Network
DIT	Dar-es-Salaam Institute of Technology
DOE	Division of Environment
DRIP	Declaration on the Rights of Indigenous Peoples
DT	District Technician
D-Fund MIS	D-Fund Management Information System
EBARR	Ecosystem-based Adaptation for Rural Resilience
EE	Executing Entity
EO	Evaluation Office
ESERN	Environmental, Social and Economic Review Note
FAO	Food and Agriculture Organization
FVPO	First Vice President's Office
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEWE	Gender Equality and Women's Empowerment
GIS	Geographic Information System
GoT	Government of Tanzania
HRBA	Human Right-Based Approach
IA	Implementing Agency
IFAD	International Fund for Agricultural Development
IGA	Income-Generating Activity
IISD	International Institute for Sustainable Development
IR	Inception Report
KM	Knowledge Management
LDCF	Least-Developed Countries Fund
LoA	Letter of Agreement
LUMP	Land-Use Maps
MA	Ministry of Agriculture
MTR	Mid-Term Review
MWEDO	Masan Women Development Organization
NAPA	National Adaptation Program of Action
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
NIDC	National Internet Data Center
NLUPC	National Land-Use Planning Commission

PMU	Project Management Unit
PIMS	Programme Information and Management System
PLUM	Participatory Land-Use Management
PM	Project Manager
PO	President's Office
POW	Programme of Work
PPG	Project Preparation Grant
PPR	Project Progress Reports
PSC	Project Steering Committee
RALG	Regional Administration and Local Governments
RBF	Results-Based Framework
RBM	Results-Based Management
RUWASA	Rural Water Supply Agency
SMART	Specific, Measurable, Acceptable, Realistic, Time-bound
TM	Task Manager
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
VIA	Vulnerability and Impact Assessment
VICOBA	Village Community Bank
VLUP	Village Land-Use Plan
VPO	Vice President's Office
WHO	World Health Organization
WSDP	Water Sector Development Programme
ZAPA	Zanzibar Adaptation Plan of Action

Project Identification Table

UNEP PIMS ID:	N/A	GEF ID:	5695	
Executing agency	Vice President's Office, Division of Environment			
Sub-programme:	Climate Change	Expected Accomplishment(s):	(a) Countries increasingly advance their national adaptation plans which integrate ecosystem-based adaptation	
UNEP approval date:	6 May 2016	Programme of Work Output(s):	(ii) Increase in the number of countries that have technical capacity to integrate ecosystem-based management into national adaptation plans	
Expected start date:	December 2016	Actual start date:	25 August 2017	
Planned completion date:	December 2020	Revised completion date:	25 August 2022	
Planned project budget at approval:	USD 7,571,233	Actual total expenditures reported as of June 2021:	USD 2,216,354	
Planned GEF allocation:	USD 7,571,233	Secured Extra-Budgetary Financing:	N/A	
Planned Extra-Budgetary Financing:	N/A	Actual Extra-Budgetary Financing expenditures reported as of December 2020:	N/A	
First disbursement:	September 25, 2017	Date of financial closure:	31 December 2020 (initially planned)	
No. of revisions:	4	Date of last revision[1]:	April 2021	
No. of Steering Committee meetings:	5	Date of last/next Steering Committee meeting:	Last: 29 June 2021	Next: February 2022
Mid-term Review/ Evaluation *(planned date):*	Q1 2021	Mid-term Review/ Evaluation (actual date):	Q3 2021	
Coverage - Country:	Tanzania	Coverage - Region:	Africa	
Dates of previous project phases:	N/A	Status of future project phases:	N/A	

[1] *The latest revision dates from January 2021 but was officially approved in April 2021.*

Executive Summary

1. The present report constitutes the mid-term review of the project "Ecosystem-based Adaptation for Rural Resilience", known as "EBARR". Funded by the Least-Developed Country Fund of the Global Environment Facility, implemented by UNEP and executed by the Division of Environment of the Vice President's Office (VPO DoE) of Tanzania, the EBARR project has a budget of USD 7,571,233, started in August 2017 and is officially due to terminate in December 2022.

2. Despite two decades of sustained economic growth, Tanzania's economy remains dependent on the largely rainfed, climate-vulnerable agricultural sector, which accounts for slightly less than one-quarter of GDP and employs about 65% of the work force. The negative impacts of climate change and climate variability are evident in Tanzania, affecting the country's social, economic and physical environment. Observational evidence from local communities suggests changes in temperature and seasonal shifts in rainfall patterns. Intra-seasonal and inter-annual rainfall variability manifested through late rainfall onset and early rainfall cessation, increase in dry spells and shift in rainfall patterns are becoming more common in Tanzania.

3. The main threats posed to the target socio-economic and ecological environments include a higher frequency and intensity of climate-related disasters, biodiversity loss and unstainable agricultural practices, leading in turn to land degradation, reduced land productivity and fragilised rural livelihoods. Like many other developing countries (and former Least-Developed Countries), Tanzania is vulnerable to the impacts of climate change due to its low adaptive capacity and dependence on climate-sensitive sectors such as agriculture, energy, livestock, health, water, fisheries, forestry, wildlife and infrastructure.

4. In this context, the project's objective is to "increase resilience to climate change in rural communities of Tanzania by strengthening ecosystem resilience and diversifying livelihoods". It contributes to the overarching goal of "reducing the vulnerability of rural populations", and does so through three components: i) capacity to adapt to climate change through ecosystem-based adaptation approaches; ii) ecosystem-based adaptation for rural resilience; and iii) knowledge management on climate change adaptation and upscaling.

5. The project is implemented in five districts across the Mainland and Zanzibar Islands: i) Simanjiro district; ii) Mpwapwa district; iii) Mvomero district; iv) Kishapu district; and v) Kaskazini A (Zanzibar).

6. The mid-term review process started in April 2021; it involved a review of project documents and deliverables, remote interviews with key project informants and an in-country mission in all project districts. Following a standardised methodology developed by the Evaluation Office of UNEP, the overall assessment of the project is "moderately satisfactory". Key findings from the review are summarised below.

7. The main strength of the project is its undeniable strategic relevance, as changing climate conditions create economic, social, environmental and cultural risks for local communities in the target districts.

8. At mid-term, the main achievement of the project has been to set up the conditions for the implementation of on-the-ground activities (i.e. support to Income-Generating Activities, climate-

smart agriculture and ecosystem-based adaptation). This includes providing training to a range of stakeholders on EbA, both at national and district levels, as well as on some climate-resilient income-generating activities. Land-use plans that incorporate provisions for the implementation of EbA interventions have been collectively elaborated and validated in most target districts, and costed workplans for both EbA and IGA-related activities have been approved.

9. A number of on-the-ground activities have also been initiated, the most advanced one being the dissemination of improved cookstoves. In addition, nurseries have been established to raise seedlings, cattle dip tank and troughs are being constructed, as well as infrastructures to support income-generating activities (beehives, building to host manufacturing of leather products etc.).

10. Despite the results outlined above, the project has accumulated significant delays induced by a number of challenges.

11. At mid-term, the project disbursement rate is approx. 29.3%. Management issues, rather than technical difficulties, explain the significant delay in the delivery of project results. The start-up of the project was slow, with key inception tasks – signing a Memorandum of Understanding with the Ministry of Agriculture, recruiting core project contractors – taking longer than expected. The initial execution arrangements, i.e. relying on VPO DoE staff to take up project management roles on a part-time basis, seem to have hindered project progress at a critical phase for formalising partnerships, launching project activities and, generally, creating impetus. During at least the first two years, the support of the Chief Technical Advisor was essential to palliate the lack of dynamism in project management. Fortunately, the situation improved with the appointment of a new project manager fully dedicated to the project, appointment of a procurement officer and secondment of a Financial & Administrative Assistant from VPO; this is all the more necessary as, with on-the-ground activities rolling out in the second half of project implementation, the challenges of implementing a complex project in five distant districts will be even more prevalent than in the first half.

12. The second main barrier to project progress has been the cumbersome compliance with financial procedures. This materialised at the national level with the introduction of the D-Fund Management Information System – a risk that was beyond project control and that disrupted the implementation of many donor-funded projects in Tanzania – which created a six-month delay, namely the time required to register the project within this new system. At the district level, a risk that had not been anticipated but should have been, was the intricacy of mainstreaming the project activities and associated budgets into district-level action plans and budgets. The importance and nature of district-level procedures had been overlooked in the project design phase, and resulted in additional delays.

13. Overall, the project will not be able to deliver on its expected outcomes in the planned implementation timeframe. A 18-month (at least), no-cost extension will need to be requested to carry out the remaining field activities for which the groundwork has been laid in the first years of the project.

14. At midterm, a number of lessons learned can be drawn from the experience of the EBARR project. Firstly, the project execution arrangements have not always been supportive of efficiency or effectiveness. These arrangements, similar to those of past UNEP projects in Tanzania, had

already been criticised in a terminal evaluation[2]. Despite this, these arrangements have been chosen again and the same drawbacks are observed. Entrusting internal DoE staff and District Technicians already in place is a good option to foster national ownership of the project and build capacity, but it appears that execution – especially at the beginning of the project – would have benefited from the recruitment of an ad-hoc team both at the central and district levels. Regardless of who eventually implements the project on the ground, increased involvement of district officers from the design stage would also facilitate project implementation.

15. Secondly, the role of districts in project execution should have been better considered and assessed. Indeed, although districts are the main authorities in charge of on-the-ground execution of project activities, the constraints associated with their implication have not been well taken into account, which has resulted in significant difficulties in the first half of project implementation. This includes realising that all project budget lines relevant to district-level activities need to be mainstreamed within district budgets, which caused important delays.

16. Thirdly, the design of ecosystem-based adaptation trainings could be more ambitious and span over a longer period of time to adapt to specific needs. A more complete design would include follow-up training by the trained trainers. This would allow to organise a feedback session from these trainers, and potentially provide advice on how to improve end-training based on this first experience. Arguably, this type of programme would span over several years and is more ambitious but would also provide a better chance of monitoring actual results in terms of EbA training all the way to final trainees.

17. Some actions need to be taken in the remaining of the project.

18. Firstly, as mentioned above, a request for a no-cost extension should be requested, that will allow to finalise the implementation of project activities. Should the no-cost extension be granted, this will incur additional project management costs corresponding to the salary of core project staff, monitoring and travel costs for one additional year. Options for cofinancing to cover the additional project management costs induced by the project extension should be envisaged and discussed between UNEP and VPO, so that the activity budget does not get affected.

19. Secondly, some actions can be taken to increase project visibility, including posting material on social media as well as on institutional websites. Likewise, the visibility of the upcoming Adaptation Knowledge Management System – currently being finalised – will be key for it to play its intended role as a one-stop resource center for all matters pertaining to climate change adaptation in Tanzania. The system should thus be promoted both among Tanzanian adaptation practitioners and through international platforms.

20. Thirdly among important recommendations, it will be necessary to follow-up on the enforcement of the land-use plans that were collectively elaborated and agreed upon in the first half of the project in each target district. This is a necessary condition for the sustainable and conflict-free implementation of most field activities, chief among which will be the ecosystem-based adaptation interventions.

[2] *Joint terminal evaluation (2019) for the UNEP-Adaptation Fund project "Implementation of Concrete Adaptation Measures to Reduce Vulnerability of Livelihoods and Economy on Coastal Communities of Tanzania" & UNEP-GEF project "Developing Core Capacity to Address Adaptation to Climate Change in Productive Coastal Zones of Tanzania". Accessible here.*

1 Project overview

1.1 Institutional context within UNEP

21. The project "Ecosystem-based Adaptation for Rural Resilience" (EBARR) started in August 2017 and is planned for completion in August 2022. UNEP, the Implementing Agency (IA), has appointed a Task Manager from UNEP's Climate Change Adaptation Unit to oversee project implementation and provide technical assistance.

1.2 Implementation structure

22. The project is executed by the Vice President's Office (VPO), who coordinates the project on behalf of the Government of Tanzania (GoT). The VPO provides administrative housing for the Project Management Unit (PMU) and works closely with other responsible executing partners, including the Ministry of Agriculture (MA), National Land Use Planning Commission (NLUPC) and districts for the successful implementation of activities. Memoranda of Understanding (MoU) and letters of agreements between the Ministries and districts were established to specify activities and responsibilities of parties.

23. A Project Steering Committee has been established with the following membership:

- VPO;
- Ministry of Agriculture;
- Ministry of Livestock;
- Ministry of Water;
- Ministry of Natural Resources and Tourism;
- President's Office – Regional Administration and Local Governments (PO-RALG)
- Office of the first Vice President of Zanzibar;
- Ministry of Lands, Water, Energy and Environment (Zanzibar);
- A representative of NGO/civil society; and
- UNEP.

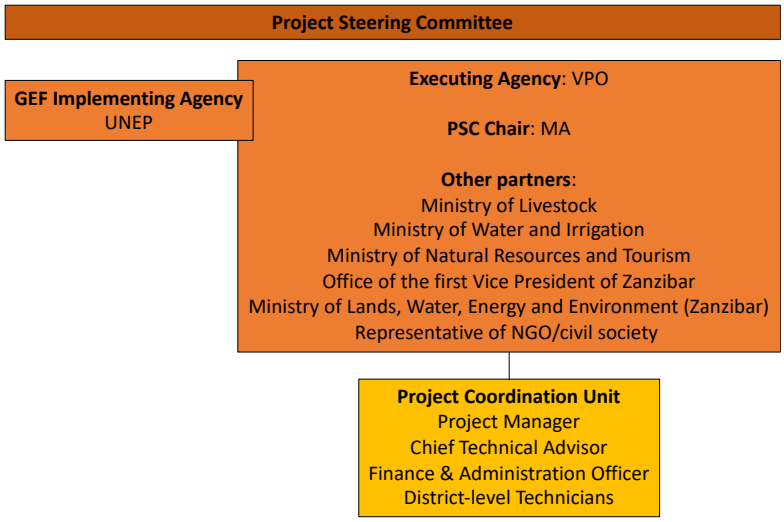
24. In addition, a Project Technical Committee has been established, which meets prior to PSC sessions to coordinate on technical matters.

25. The PMU is composed of a Project Manager (PM), a Chief Technical Advisor, a Finance & Administration Officer and district-level technicians.

26. According to the PSC minutes made available to the reviewers (August 2018, February 2019 and February 2020), institutions actually represented at PSC meetings included: VPO, MA, Office of the first Vice President of Zanzibar, UNEP, President's Office - Regional Administration and Local Government, Ministry of Finance and Planning, Ministry of Water and Ministry of Livestock.

27. **Error! Reference source not found.** below illustrates the project management structure as described in the Terms of Reference (ToRs; Annex II) for the present review.

Figure 1. Project management structure (source: MTR ToRs).



1.3 Problem the project seeks to address

28. Following two decades of sustained growth, Tanzania reached an important milestone in July 2020, when it formally graduated from low-income country to lower-middle-income country status[3]. Tanzania's achievement reflects sustained macroeconomic stability that has supported growth, in addition to the country's rich natural endowments and strategic geographic position. Despite these positive trends, Tanzania's economy remains dependent on the largely rainfed, climate-vulnerable agricultural sector, which accounts for slightly less than one-quarter of GDP and employs about 65% of the work force.

29. The negative impacts of climate change and climate variability are evident in Tanzania, affecting the country's social, economic and physical environment. Observational evidence from local communities suggests changes in temperature and seasonal shifts in rainfall patterns. Intra-seasonal and inter-annual rainfall variability manifested through late rainfall onset and early rainfall cessation, increase in dry spells and shift in rainfall patterns are becoming more common in Tanzania. Like many other developing countries (and former Least-Developed Countries), Tanzania is vulnerable to the impacts of climate change due to its low adaptive capacity and dependence on climate-sensitive sectors such as agriculture, energy, livestock, health, water, fisheries, forestry, wildlife and infrastructure.

30. The main threats posed to the target socio-economic and ecological environments include a higher frequency and intensity of climate-related disasters, biodiversity loss and unstainable agricultural practices, leading in turn to land degradation, reduced land productivity and fragilised rural livelihoods.

31. The key barriers to the improved resilience of local communities through EbA are:

- incomplete technical & institutional capacity;

[3] *Source: World Bank, 2021*

- low investment in ecosystem services; and
- incomplete knowledge management systems for adaptation.

32. In this context, the project's objective is to "increase resilience to climate change in rural communities of Tanzania by strengthening ecosystem resilience and diversifying livelihoods". It contributes to the overarching goal of "reducing the vulnerability of rural populations".

33. The project addresses the above-mentioned challenges through three components:

- Component 1: Capacity to adapt to climate change through EbA approaches;
- Component 2: EbA for rural resilience; and
- Component 3: Knowledge management on climate change adaptation and upscaling.

34. The project is implemented in five districts across the Mainland and Zanzibar Islands, which were identified according to a set of socio-economic, ecological and feasibility criteria[4]. The target areas are:

- Simanjiro district (Manyara region, Mainland);
- Mpwapwa district (Dodoma region, Mainland);
- Mvomero district (Morogoro region, Mainland);
- Kishapu district (Shinyanga region, Mainland); and
- Kaskazini-A district , Kaskazini-Unguja (Zanzibar).

1.4 Project parameters for the review

35. The EBARR project is funded by the Least Developed Countries Fund (LDCF) of the Global Environment Facility (GEF). The GEF allocation for this project is USD 7,571,233 in grant. Co-financing from the Government of Tanzania was planned to amount to USD 20,750,000. The project, initially planned to start in December 2016, was actually launched in August 2017. The present Mid-Term Review (MTR) thus covers the project implementation period from August 2017 to June 2021. Its geographic reach encompasses all five target districts (four in mainland Tanzania and one in Zanzibar Islands).

1.5 Project results-based framework

36. The project's Results-Based Framework (RBF) that will be used for this MTR is presented in Table 1 below. It was analysed in the Inception Report for the review. Indicators and targets italicised are suggested to replace original ones.

[4] *Detailed in Appendix 8 of the prodoc.*

Table 1. Planned project outputs and expected outcomes with associated indicators and targets[5].

Project objective, outcomes & outputs	Indicators	Baseline levels	Mid-term targets	End-of-project targets
Objective: Increasing resilience to climate change in rural communities of Tanzania by strengthening ecosystem resilience and diversifying livelihoods				
Outcome 1: Improved stakeholders' capacity to adapt to climate change through EbA approaches and to undertake resilience-building responses	Number of Adaptation knowledge management system (AKMS) users who report strengthened capacity to plan for adaptation	0	30% of AKMS users are reporting strengthened capacity to plan for adaptation by mid-term[6]	90% of AKMS users are reporting strengthened capacity to plan for adaptation by end of project
Output 1.1: A GIS-based adaptation knowledge management system (AKMS) that supports planning	Existence of a fully operational GIS-based AKMS	No GIS- based AKMS	Structure and organization of the AKMS are in place by mid-term	The AKMS is fully operational and daily used by the majority of the multi-stakeholder partners by end of project (i.e. the system will count number of users visiting per day)
Output 1.2: Training and guidance on EbA	Number of people trained on	Existing Village Community Bank (VICOBA) Trainer of Trainers (ToT) developed by Masan Women	At least 50 people *at national and sub-national level* among	At least 100 people trained on AKMS and EbA practices at national *and sub-national*

[5] *Italicised indicators and targets are suggested amendments (see explanations below the table).*

[6] *As per 2020 PIR: "Target number of users of AKMS to be defined, but initially at least 4 district staff (Director, Deputy, Environment Officer, Agriculture Officer, others such as land use plan committee members) and 2 ward staff in the 5 districts, at least 10 staff from VPO and at least 10 staff from the MoA (50 people). AKMS users will be tracked in the project, including district and municipality staff in other regions. Priority for training will be given for other district staff in the project target districts, and participants of the GIS training (COSMO and DIVA) in the recently concluded coastal adaptation projects."*

practices provided to local communities and a cadre of knowledgeable resource persons on ecosystem-based adaptation at national and sub-national levels	EbA at national and sub- national levels	Development Organization (MWEDO) in Simanjiro district	which half are women, by mid-project	level, among which half are women, by end of project
Outcome 2: Increased resilience in project sites through demonstration of EbA practices and improved livelihoods	Vulnerability Index as measured by Vulnerability and Impacts Assessments (VIAs) Proposed revised indicator *Number of people (disaggregated by gender) showing uptake of climate-resilient activities as a result of project interventions.*	No gender and district disaggregated vulnerability and impacts assessments (Gender disaggregated Vulnerability Index) *N/A*	N/A	A 45% reduction in vulnerability of beneficiaries in project sites, among which 40% are female-headed households and other vulnerable groups, by end of project Proposed revised target: *At least 29,631 people (50% women) show uptake of climate-resilient activities as a result of project interventions.*

<table>
<tr>
<td>Output 2.1: Local authorities, committees and user groups trained on adapting communities to climate change using EbA.</td>
<td>Number of people trained in EbA to adapt to climate change</td>
<td>Some people in the study districts have knowledge on EbA practices. They only require training to improve their capacity.</td>
<td>At least 30 people per district trained on EbA among which half are women, by mid-project</td>
<td>At least 60 people per district trained on EbA among which half are from female headed households, by end of project</td>
</tr>
<tr>
<td>Output 2.2: Locally- specific climate change vulnerability, risks and adaptation options are identified by local stakeholders.</td>
<td>Number of Vulnerability and Impacts Assessments (VIAs) conducted</td>
<td>No VIA study</td>
<td>1 VIA conducted per district, that identifies adaptation options</td>
<td>N/A</td>
</tr>
<tr>
<td>Output 2.3: Ecosystem services are rehabilitated through the implementation of EbA practices (i.e. natural regeneration, reforestation, pasture seeding and sustainable management)</td>
<td>Number of hectares of forest and rangeland rehabilitated (through natural regeneration, reforestation and pasture seeding) and under sustainable and climate resilient management</td>
<td>Established land cover maps per district (see the attached Annex I: baseline survey report)
<table>
<tr><th>Land cover types</th><th>Mvomero (Year 2016) ha</th><th>Mpwapwa (Year 2016) ha</th><th>Simanjiro (Year 2016) ha</th><th>Kishapu (Year 2016) ha</th><th>Kaskazini A (Year 2016) ha</th></tr>
<tr><td>Forest</td><td>37065.00</td><td>16704.00</td><td>2712.00</td><td>314.00</td><td>244.00</td></tr>
<tr><td>Woodland</td><td>82475.00</td><td>138223.00</td><td>496212.00</td><td>189.00</td><td>6328.00</td></tr>
<tr><td>Bushland</td><td>84240.00</td><td>95060.00</td><td>455366.00</td><td>122.00</td><td>5835.00</td></tr>
<tr><td>Grassland</td><td>166560.00</td><td>141141.00</td><td>283223.00</td><td>-</td><td>244.00</td></tr>
</table>
</td>
<td>Up to 550 ha of forest (125 ha per district in the mainland and 50 in Zanzibar),
1,050 ha of rangeland (250 ha per district in the mainland and 50 for Zanzibar) rehabilitated and under sustainable and climate resilient management, by mid-project (as specified in the land-use maps - LUMP)</td>
<td>Up to 1100 ha of forest (up to 250 ha per district Mvomero, Mpwapwa, Simanjiro and Kishapu and 100 for Kaskazini A),
Up to 2100 ha of rangeland (up to 500 ha per district 500 ha for Mvomero, Mpwapwa, Simanjiro and Kishapu and 100 for Kaskazini A district) rehabilitated (through natural regeneration, reforestation and pasture seeding) and under sustainable and climate resilient management, by end of</td>
</tr>
</table>

				project, as specified in the LUMPs
Output 2.4: Income from primary sources and Income-Generating Activities (IGA) is increased from Year 2 and maintained across seasons, through sustainable and resilient livelihoods	Number of people reporting a sustained increased income from alternative IGAs introduced by the project, among which a percentage are female-headed households	An average of TZS 500,000/= household income per year. Also a number of primary and secondary sources of income, including IGAs	Targeted households are reporting a 5% increase in all season income, among which 40% are female-headed households, by mid-project.	Targeted communities are reporting a 15% increase in all season income, starting from Year 2 of the project and maintained on the 4th following years, for smallholder farmers/households, among which 40% are female headed
Outcome 3: Strengthened information base on EbA supports an up-scaling strategy	Availability of an exit and up-scaling plan at the end of the project	Few relevant stakeholders in project districts have relevant knowledge on exit strategy	N/A	One documented and agreed exit/up-scaling strategy is approved at the end of the project
Output 3.1: Project lessons, knowledge on climate change adaptation and resilient livelihoods using ecosystems captured, stored	Number of information products distributed by the end of the project	No information products	At least 10 information products developed	At least 15 information products disseminated

and widely disseminated				

1.6 Targeted groups/stakeholders and their role in the project

37. Numerous organisations were either involved or affected by the project. The ones that are more closely involved in implementing the project or its components are identified as "Main partners" in Table 2, and typically have both high power and high interest in the project. The organisations identified below simply as "partners" are organisations that may not be directly managing the project (low power) but whose collaboration was required for specific activities and for whom the project presents a strategic interest. Other organisations were affected by or participated in the project but do not have important stakes with it.

Table 2. Project stakeholders

Organisation	Type	Role in the project	Level of power	Level of interest
UNEP	International organisation	IA	High	High
VPO	Government	Executing Agency	High	High
MA	Government	Execution partner	High	High
Ministry of Water	Government	Main partner, PSC member	High	High
Ministry of Natural Resources and Tourism	Government	Main partner, PSC member	High	High
President's Office-Regional Administration and Local Governments (PO-RALG)	Government	Main partner, PSC member	High	High
Office of the first Vice President of Zanzibar	Government	Main partner, PSC member	High	High
Ministry of Lands, Water, Energy and Environment (Zanzibar)	Government	Main partner, PSC member	High	High
Local government authorities (districts)	Government	Main partner	High	High
Mayors of target communes	Local government	Local partner	High	High
Development/extension agents in each district	Community	Beneficiary / local facilitators	Low	High
Traditional authorities of target communities	Community	Local partner	High	High
Farmers	Community	Beneficiaries	Low	High
Local civil society partners[7]	Local organisation	Service providers	Low	Low

[7] *E.g. Mkokotoni Environmental Conservation Association (provided training on energy-efficient cookstoves in Zanzibar)*

1.7 Major and agreed changes to the project

38. To date, no major change has been agreed to the project. There have been four budget revisions since the inception of the project.

1.8 External challenges faced by the project

39. Most activities of the EBARR project involving meetings, consultations and trainings have been affected by the Covid-19 pandemic because of travel restrictions issued by the Government of Tanzania. No international mission were possible from March 2020 to November 2021. Adaptative measures to the health situation are further analysed in Section 3.5.

40. The introduction of the D-Fund Management Information System (D-Fund MIS) by the Tanzanian Government in 2020 created a delay estimated at almost a year, which corresponds to the time it took to register the project within the new system and resume financial procedures. This change affected all externally-funded projects, including EBARR, and hampered the disbursement rate.

41. In Zanzibar, changes in governmental institutions have affected project implementation. While the project was originally planned to be under the Ministry of Land, Energy, Water and Environment during the PPG phase, it was then moved under the supervision of the Second Vice President's Office before shifting to the First Vice President's Office (current situation). For each of these institutional changes, the project team was required to re-introduce the project to management and rediscuss approval processes. In addition, after the project shifted to the First Vice President's Office, execution was paused for four months as the procurement board was established.

1.9 Financial tables

42. Project financing is described in the table below.

Table 3. Project budget (at design and latest revision) and actual expenditures[8].

	Planned budget (prodoc)	Revised budget (as per April 2021 revision)	Expenditures (as of June 2021)[9]	Expenditures (% of revised budget)
Component 1	305,000	279,787	146,126	52.2
Component 2	6,475,233	6,470,054	1,705,305	26.4
Component 3	326,000	310,607	87,935	28.3
M&E	110,000	155,786	88,076	56.5

[8] Most budget lines could be directly assigned to one budget component based on the planned budget, except for three lines (namely 1101, 1204 and 2201), which are split between several components in the budget revision. Since expenditures are not explicitly traced to one component, the expenditure breakdown was computed using the share of planned budget for each component in the total planned budget for a given budget line.

[9] Exact figures were rounded to the nearest unit, hence the gap with total expenses.

PMC	355,000	355,000	188,914	53.2
Total	**7,571,233**	**7,571,233**	**2,216,354**	**29.3**

43. Planned co-financing described in the project document (prodoc) amounts to USD 20,750,000, as described in Table 4 below. Realised co-financing is presented in Annex IV.

Table 4. Project co-financing at design.

Co-financier	Type	Co-financing project/initiative	Amount (USD)
Ministry of Agriculture, Livestock and Fisheries	Grant	Second Agricultural Sector Development Programme[10] (ASDP-2)	10,075,000
Ministry of Water and Irrigation	Grant	Water Sector Development Programme[11] (WSDP)	10,075,000
VPO	In-kind	N/A	600,000
Total			**20,750,000**

44. This MTR, which conforms with the Terms of Reference (ToRs) presented in Annex II, was conducted in line with UNEP's Evaluation Policy (2016) and as such has both an accountability and a formative purpose. In terms of accountability, the MTR analyses project performance in terms of delivery of outputs and outcomes for long-term impacts, and the use of resources to this end. The formative purpose of the MTR involves understanding what has happened during implementation that affects results to encourage reflection and learning by UNEP staff and key project stakeholders and make recommendations for future relevant initiatives. A strong focus was placed on understanding the links between activities, outputs, outcomes and likely impacts, as well as execution.

45. The primary audience for this review will be UNEP, the GEF, the Project Steering Committee (PSC), and the Project Management Unit (PMU). The secondary audience would include other project partners and stakeholders. The report will also serve to inform a wider community of stakeholders by communicating the project's accomplishments and challenges.

[10] *USD 35 million; World Bank: 2016-2021*

[11] *2006-2025, funded by development partners and the Government of Tanzania, for a total of USD 3,366.38 million over 2006-2025; 889,720,000 $US for the 2016-2020 period.*

2 Review methods

2.1 Inception Report

46. An Inception Report was produced, based on a preliminary documentation review, and interviews with the UNEP Task Manager (TM), Chief Technical Advisor and Project Coordinator (PC). This IR contains a reconstructed Theory of Change, which was informed by interviews. A diagram form of this reconstructed ToC is reproduced in Annex XI for reference.

47. Annex X presents the review matrix produced for the IR, which is built around the nine review criteria to be covered by the review, namely: i) strategic relevance; ii) effectiveness, comprising assessment of the achievement of outputs, outcomes and likelihood of impact; iii) financial management; iv) efficiency; v) monitoring and reporting; and vi) sustainability; and vii) factors affecting project performance (which have been mainstreamed into the other criteria in Section 3 of the report, as recommended by the ToRs). For each criterion, the matrix identifies review questions and sub-questions, indicators, means of verification and sources of information. This matrix is the backbone of the MTR, from the documentation review, to the analysis and report writing.

2.2 Document review

48. The reviewers systematically reviewed all project-related documentation. Reviewed documents include relevant background documentation, project design documents, baseline analysis, annual work plans and budgets or equivalent, revisions to the project, project budget, project reports (including audits), steering committee meeting minutes, as well as relevant studies produced by the project. A list of documentation reviewed during the review is presented in Annex VII.

2.3 Interviews and field mission

49. Because of travel restrictions induced by the Covid-19 pandemic, the international reviewer could not conduct a field mission. Instead, an independent national consultant visited the project sites and held interviews. The field visits and interviews were prepared with the international reviewers, and specific visit and interview guides were drafted and discussed among the review team beforehand to steer the national consultant's work. Overall, approximately 200 stakeholders were interviewed (including through group discussions – e.g. beekeeping groups, energy cookstoves technicians, women groups for modern chicken farm, leather industry products groups, nursery keeper, irrigation scheme committee, cattle dip tank users, charco dams beneficiaries, soap making group, tailoring mart women groups; cf. Annex III). The mission was organised between 29 August and 25 September 2021. The mission objectives were to: i) meet and interview key project stakeholders; ii) meet with communities; and iii) conduct field visits across the five target districts.

50. The mission agenda was discussed with the PMU and UNEP TM based on an initial list of stakeholders to be met as well as logistical constraints.

51. The meetings and interviews with stakeholders were conducted in a semi-structured manner based on the interview protocols provided in Annex II of the IR (not reproduced here). These interviews provided information on stakeholders' perception of the project intervention.

52. In the visited sites, the reviewer carried out, as relevant:

- a focus group with the representative of the communities, including a range of persons (direct and indirect beneficiaries); and
- field visits to assess project achievements through direct observation.

53. During these field visits, the reviewer adopted a gender-sensitive approach, making sure that the situation and point of view of women was duly heard and taken into consideration. Additional exchanges were held with the UNEP TM, the PMU as well as the CTA via Skype and emails. Data collection allowed an in-depth analysis of the context around the EBARR project, its relevance, effectiveness and efficiency, results and sustainability, as well as the level of involvement of the different stakeholders and concerned communities.

2.4 Analysis and reporting

54. The MTR used a mix of quantitative and qualitative methods and both secondary and primary data to come up with evidence-based assessments. The analysis not only used information on the implementation of each of the project outputs, but also on the context, on the role of the implementation partners.

55. The reviewers ensured validation and triangulation of data and findings to build robust, credible and useful conclusions and recommendations. In addition, this review presents pragmatic and feasible recommendations. The report template provided in the ToRs was followed thoroughly.

2.5 Limitations to the review

56. The review was generally conducted in satisfying conditions, despite the impossibility for the international reviewer to travel to Tanzania. The main limitation to the review was the need for the review team to rely solely on the national consultant to be the team's eyes in the field; in addition, as the mission agenda had to be adapted "on the fly" depending on local constraints and given the often poor internet connection, the international reviewer was not able to conduct interviews from remote. However, the good communication between the national consultant and the international reviewer mitigated the consequences of these constraints.

2.6 Ethics and human rights

57. As indicated above, discussions with women-only groups were conducted to allow women to express their perspective on various aspects of the project.

58. Anonymity and confidentiality of the material collected during interviews was preserved so that interviewees felt encouraged to express themselves freely.

3 Review findings

3.1 Strategic relevance

59. The project is fully aligned with UNEP's Medium-Term Strategy (MTS) and Programme of Work (PoW) – even though this alignment is not explicitly formulated in the prodoc. One of the objectives set forth in UNEP's MTS 2018-2021 is that by 2030, countries should be more resilient to the adverse impacts of climate change. In addition, the MTS calls for the adoption of integrated, ecosystem-based approaches to adaptation issues. The project also contributes to several objectives of the climate change sub-programme in UNEP's 2020-2021 PoW, namely:

- "Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries";
- "By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements"; and
- "By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally."

60. Compatibility between the project's objectives and the LDCF's strategic objectives is described in the prodoc. EBARR is aligned with the following LDCF focal areas:

- CCA -1: Reduce the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of climate change. The project contributes to both Outcome 1.1 on reduced vulnerability of physical assets and natural systems, as well as Outcome 1.2 on diversification of livelihoods and sources of income; and
- CCA-2: Increased awareness of climate change impacts, vulnerability and adaptation. EBARR contributes to Outcome 2.3 on the strengthening of institutional and technical capacities and human skills to identify, prioritise, implement, monitor and evaluation adaptation strategies.

61. The project is extremely relevant to the national context of Tanzania and local contexts of the five target areas.

62. As described in the prodoc, Tanzania is vulnerable to the adverse impacts of climate change, including the increased frequency of extreme weather events such as droughts and floods. Over the past decades, prolonged droughts in particular have caused crop failures in a country where agriculture – which contributes nearly one-third of the country's Gross Domestic Product and employs 75% of the population[12] – is mostly rain-fed[13]. Other climate-induced impacts include increased occurrence of crop and livestock pests and diseases[14]. While the prodoc, completed over five years ago, described the project alignment with Tanzania's national

[12] *USAID, 2021.*

[13] *According to the World Bank, 97% of arable land under cultivation was rain-fed as of 2002. Cited in Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN). 2016. Perspectives on Climate-Smart Agriculture from Across the Globe. Tanzania Country Case Study Report.*

[14] *Rwehumbiza F.B.R. 2014. A Comprehensive Scoping and Assessment Study of Climate Smart Agriculture Policies in Tanzania.*

objectives with respect to climate adaptation at the time, this alignment remains relevant in light of Tanzania's First Nationally Determined Contribution (NDC) submitted to the United Nations Framework Convention on Climate Change (UNFCCC) in 2018. Some of Tanzania's adaptation intended actions described in the NDC towards which EBARR contributes include:

- agriculture:
  - up-scaling the level of improvement of agricultural land and water management;
  - increasing yields through *inter alia* climate smart agriculture;
  - protecting smallholder farmers against climate related shocks, including through crop insurance;
  - strengthening knowledge, extension services and agricultural infrastructures to target climate actions;
- forestry: enhancing efficiency in wood fuel utilisation;
- energy: promoting use of energy efficient technologies and behaviour; and
- water resources: investment in protection and conservation of water catchments including flood control and rainwater harvesting structure.

63. With regards to the strategic relevance on water-related aspects, it should be mentioned that the project is now (i.e. after the inclusion of additional water-related activities) more relevant than it was as originally described in the project document. Indeed, although the summary of community consultations included in the project document explicitly mentions the need to address water issues as a priority to build the resilience of local populations, the original activity plan only tackled this priority through an EbA angle. Later on, budget provisions were made to invest in irrigation systems (e.g. Lukenge scheme in Simanjiro) as well charco dams. During the MTR mission, several community members confirmed that water availability is a key issue, and one that should have been addressed before other activities that depend on water availability (e.g. raising seedlings) are implemented. This issue is further analysed in Section 3.4.

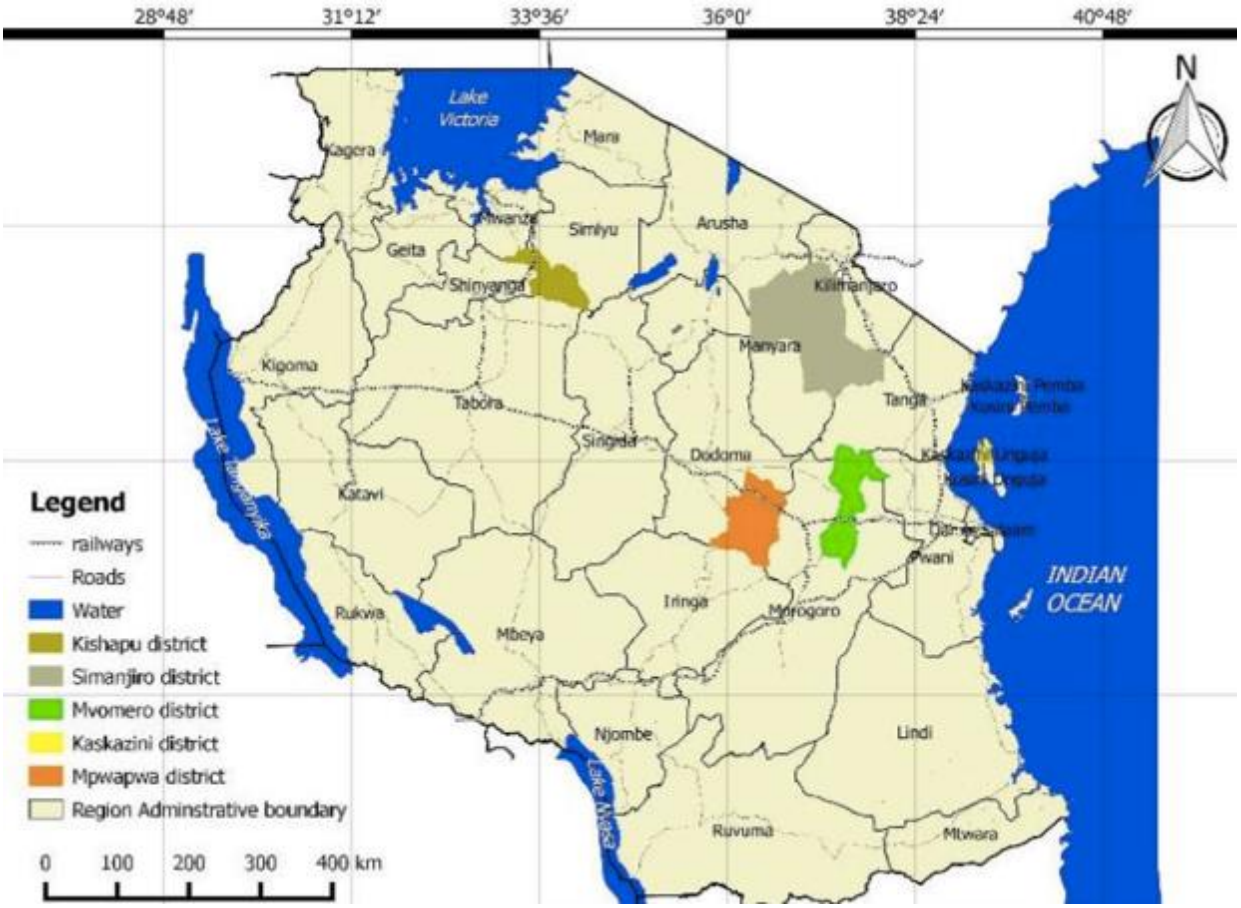
64. The project is fully aligned with Tanzania's relevant strategic policies, including: i) the National Adaptation Programme of Action (NAPA) and Zanzibar Adaptation Plan of Action (ZAPA); ii) the National Development Vision 2025 (Zanzibar Development Vision 2020); iii) the Agricultural Sector Development Strategy II (2015/2016–2024/2025); and iv) the Second Five-Year Development Plan (2016/17 – 2020/21).

65. In terms of site selection, despite the prodoc mentioning that the target districts were selected based on questionnaires sent out to the Government of Tanzania (GoT) aiming to assess the vulnerability and exposure of local communities, there is no explicit description of these crucial dimensions at the district level. The set of criteria presented in Appendix 8 of the prodoc (socio-economic, ecological and feasibility) could certainly inform a climate vulnerability & exposure analysis, but this is not done explicitly in the prodoc. However, the Vulnerability and Impact Assessment study released two and half years into the project implementation phase (April 2020) provided supporting elements confirming the choice of sites and design of EbA interventions.

66. Overall, the main criticism that can be levelled at the choice of sites is mostly due to logistical constraints: the sites are numerous and distant from each other, which makes the

coordination of an already-complex project even more challenging[15]. While the reviewers are aware that the Tanzanian context imposes that a portion of total investment be directed towards Zanzibar islands when designing an internationally-funded development project, the number of mainland sites could have been reduced to ease execution (e.g. by not retaining the distant Kishapu district among the target sites).

Figure 2. Location of the project's target areas. Source: Vulnerability Impact Assessment.



67. Finally, the project complements other relevant GEF and non-GEF initiatives, including some implemented by UNEP (e.g. Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation) that also focus on climate adaptation and rural development as described in Section 2.7 of the prodoc.

Alignment to MTS, POW and GEF strategic priorities: Highly satisfactory

Relevance to regional, sub-regional and national environmental priorities: Highly satisfactory

[15] *Remoteness can also be an issue within districts. For example, Laangai village (Simanjiro district) was reportedly too remote and difficult to access to guarantee an adequate implementation of project activities (source: First M&E report March 2020-April 2021).*

Overall rating[16] for strategic relevance: Highly satisfactory

3.2 Effectiveness

3.2.1 Delivery of outputs

68. Table 5 to 7 overleaf summarise project results towards each output.

Table 5. Output results achieved under Component 1.

Component 1 Outputs	Indicator	Mid-term target	Results achieved[17]
Output 1.1: A GIS-based adaptation knowledge management system (AKMS) that supports planning	Existence of a fully operational GIS-based AKMS	Structure and organization of the AKMS are in place by mid-term	**Target achieved** The AKMS system was designed, developed and made available online. Two participatory, multi-stakeholder workshops were organised in August 2019 and December 2020 to discuss and validate design options. Content: so far, the AKMS mostly constitutes a repository for EBARR-related documentation. For the system to meet its objective – namely constituting the national reference platform for matters pertaining to adaptation –, there is a need to upload relevant information from other projects and initiatives. Ideally, this should be done at least partly before the AKMS goes online to entice users to upload information and documentation. Functions: from the description of the AKMS on the menu panel itself, the system intends to be a "reports generation tool using both user, system and GIS data for analytical work" as well as a "GIS interface for managing the GIS data which allows user to upload the existing files in the given format and provides the capability to view and export the given file". In its current, prototype design, the AKMS does not offer either of these functions. Although the platform may be upgraded

[16] *Note that all compound ratings are consolidated based on weightings provided by UNEP, and reflected in the Conclusion.*

[17] *Green: target met; yellow: significant progress towards the target; red: significant shortcomings.*

			through future initiatives, the description should be adapted.
Output 1.2: Training and guidance on EbA practices provided to local communities and a cadre of knowledgeable resource persons on ecosystem-based adaptation at national and sub-national levels	Number of people trained on EbA at national and sub- national levels	At least 50 people *at national and sub-national level* among which half are women, by mid-project	**Target partially achieved** Two sessions of EbA training-of-trainers have been conducted at the central level (18-20 December 2019). Trainees included 22 decision makers[18] (eight women) and 52 technical officers (ten women). Among trainees, only four were explicitly affiliated with district-level organisations[19], the rest of participants being members of central government and Zanzibar institutions. Satisfaction surveys were completed at the end of each session. The feedback was overwhelmingly positive among decision makers, and generally positive among technical officers with only two to three attendants responding less favourably than "Agree" to the various satisfaction questions. However, the survey results might not be completely representative as only 59% and 65% of decision makers and technical officers responded, respectively. While the overall target in terms of number of participants for this output is met, the number of women among technical officers who attended the training is significantly lower than the objective – especially when one considers the proportion of women among total actual participants (24%) rather than the original target (25 women) – see Section 3.7.4 for further analysis of gender aspects across the project. A comprehensive Trainers' Manual was developed by a team of international (E.Co) and national (from the Institute of Resource Assessment) consultants, complete with five modules, a Participant's Handbook and five decks of PowerPoint slides to be used during training sessions. The Manual

[18] *The PIR mentioned 24 participants, but this included two trainers.*
[19] *From Mpwapwa, Kishapu, Mvomero and Simanjiro.*

			emphasises on the need to tailor training sessions to specific audience (e.g. policy makers vs. practitioners) and provides some avenues – although not very detailed – on how to do so. The training sessions conducted by international consultant included the use of a tool developed by IISD under another GEF-UNEP project (EbA South). The ALivE – Adaptation, Livelihoods and Ecosystems – tool allows to simulate the decision path leading from the identification of an adaptation issue to the choice and characterisation of an EbA solution. The inclusion of the ALivE tool in the EbA training curriculum can be commended, as this is a positive way of building upon past GEF-UNEP investment.

Table 6. Output results achieved under Component 2.

Component 2	Indicator	Mid-term target	Results achieved
Output 2.1: Local authorities, committees and user groups trained on adapting communities to climate change using EbA.	Number of people trained in EbA to adapt to climate change	At least 30 people per district trained on EbA among which half are women, by mid-project	**Target partially achieved** At mid-term, training material was still being finalised (based on the five modules developed under Output 1.2), and the training sessions are scheduled in January 2022. The training methodology laid out in the Inception Report is convincing, with a planned effort to adapt training material to the context of each district, tailor training sessions to the assessed needs of each audience and conduct final evaluations of acquired knowledge. To secure the gender balance in training participation, the reviewers advise to identify and reach out to potential women trainees well in advance and organise the sessions to work around the specific constraints that women may face to attend them (e.g. arranging for collective childminding). Else, it is possible that the gender balance target may not be met, like for the ToT sessions.

Output 2.2: Locally- specific climate change vulnerability, risks and adaptation options are identified by local stakeholders.	Number of Vulnerability and Impacts Assessments (VIAs) conducted	1 VIA conducted per district, that identifies adaptation options	**Target achieved** The ToRs for the VIA were validated in the second semester of 2018; the preparation of the VIA started in early 2019 and the final report was submitted in April 2020. This was a sizable assignment, with an overall cost[20] of approx. USD 226k, and a team of international and national consultants. The process for the preparation of the VIA as well as the final deliverable are satisfying; the end result is a comprehensive, participatory and action-oriented study that forms a good basis for the implementation of EbA interventions in the target sites. The 13-step methodology for the VIA is convincingly laid out, and was approved in the inception report. For all five target sites, the VIA features: i) a description of the site; ii) climate projections[21]; iii) risk maps and analyses; iv) climate change impacts on key sectors; v) a baseline description of adaptation efforts; and vi) proposed EbA interventions. In addition, useful implementation guidelines for each type of EbA intervention (riverbank restoration, watershed rehabilitation, charco dam construction/upgrade, rangeland rehabilitation) are presented. The VIA adequately takes specific land tenure conditions into consideration when identifying EbA measures; it rightfully recommends working with traditional village authorities and setting up adequate land-use plans before embarking on actual EbA investment. EbA interventions were suggested with a focus on provisioning and regulating ecosystem services, on the basis that these are more easily measurable and

[20] Budget lines 1202, 1205, 1206 and 2202 – based on HYPR for S2 2020 and expenditure report for Q4 2020.
[21] Climate projections developed for four Representative Carbon Pathways, focus on temperature, precipitation and evapotranspiration, as well as sea level rise, drought and groundwater, when relevant.

			more relevant to resilience building – see below. Under this output, land-use plans and maps were also developed (see below).
Output 2.3: Ecosystem services are rehabilitated through the implementation of EbA practices (i.e. natural regeneration, reforestation, pasture seeding and sustainable management)	Number of hectares of forest and rangeland rehabilitated (through natural regeneration, reforestation and pasture seeding) and under sustainable and climate resilient management	Up to 550 ha of forest (125 ha per district in the mainland and 50 in Zanzibar), 1,050 ha of rangeland (250 ha per district in the mainland and 50 for Zanzibar) rehabilitated and under sustainable and climate resilient management, by mid-project (as specified in the land-use maps - LUMP)	**Target partially achieved** At mid-term, and even though the physical EbA activities have been begun (plantation, restoration etc.), most necessary preliminary steps have been taken, including: • designing the interventions based on a comprehensive VIA (see Output 2.2); • developing and endorsing land-use plans and maps; • costing the interventions; • establishing nurseries; and • procurement. The National Land-Use Planning Commission (NLUPC) was commissioned to facilitate the development of participatory Village Land-Use Plans (VLUP) encompassing planned EbA interventions in the four mainland target districts. Out of 14 target villages in mainland Tanzania, complete VLUPs were developed and approved for 13 villages. For the remaining one (Laangai village in Simanjiro district), unresolved boundary conflicts prevented to complete the assignment[22]. Once the conflict is resolved, the VLUP will need to be completed in this village, under the leadership of the trained Simanjiro Participatory Land-Use Management (PLUM) team. The land-use planning process was genuinely participatory, as per standard procedures followed by the NLUPC. The NLUPC facilitated the whole process, which was steered at the local level by District Councils. The land-use planning process involved awareness raising, training of district-level PLUM teams,

[22] At the beginning of the assignment, other boundary conflicts were reported in the Simanjiro and Mpwapwa districts. The NLUPC and District-level teams can be commended for having facilitated the resolution of these conflicts – except in Laangai village –, which was a prerequisite for successful VLUP processes. During the MTR field mission, it was stressed that the Laangai village could not benefit from other project activities until the land conflict was settled.

			participatory rural appraisal, establishment of Village Land Management Committees, preparation of resource maps and mapping existing and proposed land uses, approval of the VLUPs and by- laws by village assemblies and demarcation of planned land (sign boards). The land-use planning process did explicitly take climate impacts and climate adaptation strategies into account[23]. However, no reference was made to the Vulnerability & Impact Assessment. This is probably a missed opportunity to substantiate the VLUPs on solid climate impact projections. Finally, the land-use plans for Kaskazini A (Zanzibar) are under development, the delay being due to late agreement with contractor. Existing VLUPs specify potential areas for each type of EbA intervention. The areas earmarked for EbA interventions in the VLUPs are sufficient to meet the end-of-project target, by a large margin: ○ 5,872 ha of forested areas rehabilitated and/or under sustainable management (end-of-project target: 1,100 ha); and ○ 36,753 ha of rangeland rehabilitated and/or under sustainable management (end-of-project target: 2,100 ha). Costed workplans for EbA interventions have been established for all five target sites. The construction of charco dams has not begun.
Output 2.4: Income from primary sources and Income-Generating Activities (IGA) is increased from Year 2 and	Number of people reporting a sustained increased income from alternative IGAs introduced by the project, among	Targeted households are reporting a 5% increase in all season income, among which 40% are female-headed	**Target not achieved** At mid-term, the IGAs that have begun are cookstove production, seedling production and beekeeping. Most necessary preliminary steps have been

[23] *Cf. Table 3 of report "Village Land Use Planning in 14 Villages in Kishapu, Mpwapwa, Mvomero and Simanjiro Districts" (March 2021)*

maintained across seasons, through sustainable and resilient livelihoods	which a percentage are female- headed households	households, by mid-project.	taken to launch the other planned IGAs, including: • signing an MoU with the Ministry of Agriculture, who will implement most IGAs – however, this took about 18 months after project inception; • developing an action plan for the implementation of IGAs; and • disbursing funds to all project districts. As per the approved action plan, IGAs will include beekeeping[24], vegetable gardening, livestock keeping and production of dairy, poultry[25] and fish farming, leather products[26]. In addition, climate-smart agricultural (CSA) practices will be disseminated through training of trainers and training of farmers at the district level. Water management techniques will also be disseminated (e.g. rainwater harvesting, drip irrigation) and irrigation systems will be implemented. For example, the Lukenge irrigation scheme (Mvomero district) is expected to benefit 2,183 people within the village and 1,200 people engaged in agricultural activities outside the village. Under this output, improved cookstoves (approx. 1,000) and charcoal production techniques have been disseminated, with a view to reduce pressure on forest resources[27]. About 1,900 people have been trained on improved production techniques as well as tree planting. About 150,000 seedlings have been produced in nurseries established across the target districts. These nurseries – operated by youths trained under the project – are usually well-maintained and do not report significant issues (although

[24] According to early enrolment data where beekeeping has started to be implemented (Simanjiro, Kishapu), women are particularly interested and make up more than half of beekeepers. The production of leather items (19 women vs. 11 men in Simanjiro) and goat farming (11 women registered vs. 4 men in Simanjiro) are also successful with women.

[25] The chicken species that will be disseminated are hybrids between indigenous and local species, with good productivity and strong resilience to climate stress, esp. droughts.

[26] This is in alignment with the Livestock Master Plan of 2017/2018 – 2021/2022.

[27] See Sections 3.4 and 3.7 for additional remarks on improved cookstoves.

			water availability could become an issue in the dry season). Note on target verification for the terminal evaluation: because of the complexity of confirming the baseline income mentioned in the baseline study (an average of TZS 500,000 per household per year), and since this baseline income could vary significantly across target districts, income change will need to be self-reported by beneficiaries for the terminal assessment of this indicator.

69. Note on the species raised in nurseries for EbA activities and IGAs: the species selected are generally multi-purpose species, both indigenous and exotic. Species include *Tectona grandis* (teak) used as timber and crafts wood, *Afzelia quanzensis* (mkongo) used as timber, *Persea americana* (avocado tree), *Moringa oloifera* (drumstick tree) used in traditional herbal medicine, *Delonix regia* (flame tree) used as an ornamental tree, *Tamarindus indica* (tamarind) appreciated for its fruit, *Agave sisalana* (sisal) used for making ropes, carpets, bags and fire-resistant fabric[28] mangoes trees, orange trees, lemon trees, cashew nut trees etc. Multi-purpose tree species show strategic benefits in terms of resilience building; in addition, their popularity among local communities is an asset to facilitate their dissemination. For example, in Kishapu, local communities are expressing strong demand to receive sisal plants once the seedlings are ready, as sisal production has a strong history in Tanzania in general[29] and in this area in particular.

Table 7. Output results achieved under Component 3.

Component 3	Indicator	Mid-term target	Results achieved
Output 3.1: Project lessons, knowledge on climate change adaptation and resilient livelihoods using ecosystems captured, stored and widely disseminated	Number of information products distributed by the end of the project	At least 10 information products developed	**Target achieved** A communication firm was recruited in Q3 2020. A communication strategy (second draft) was shared in July 2021 (i.e. quite late into project implementation). Interestingly, this strategy was informed by interviews of project beneficiaries in each project district conducted by the communication consultancy , which helped tailor the communication plan

[28] Sisal has been identified as national strategic cash crop and a specific strategy for its development was produced (Tanzania Sisal Development Plan 2012-22).

[29] The sisal sub-sector is the oldest commercially-organised agricultural undertaking and one of the longest surviving agricultural industries in the country. As of 2018, Tanzania was the second largest sisal producer behind Brazil. Source: TanzaniaInvest. 2018. Tanzania Sisal Production World Ranking 2018.

			to the beneficiaries' specific needs[30]. Even before the communication strategy was produced, the contractor delivered communication material in the form of 250 posters suitable for distribution to the five project sites, seven radio programmes, five television programmes and 10 clips for social media dissemination. This material is focused on efficient cookstoves and benefits of planting trees.

70. Out of seven outputs, three are totally achieved, three are partially achieved and one is not achieved. This low achievement rate is largely due to delays in procurement and financial procedures (see below), which have caused the project to run well behind schedule, and will make a request for a no-cost extension unavoidable so that the project can eventually deliver on its results. To prevent a no-cost extension from having detrimental consequences on the ratio of management costs over technical component costs (as the core management staff will need to be paid during this extension), co-financing (e.g. from VPO) would need to be secured to cover at least some of the additional management costs incurred by the extension. This perspective is further analysed below.

Rating: Moderately unsatisfactory

3.2.2 Achievement of direct outcomes

71. Expected Outcome 1: Improved stakeholders' capacity to adapt to climate change through EbA approaches and to undertake resilience-building responses

Indicator: Number of knowledge management system (AKMS) users who report strengthened capacity to plan for adaptation

Mid-term target: 30% of AKMS users are reporting strengthened capacity to plan for adaptation by mid-term[31]

72. At the time of the MTR, the AKMS is still under development and not yet operational. Two participatory workshops were organised in August 2019 and December 2020 to discuss and validate the structure of the system, but these sessions were not intended to achieve progress

[30] *The interviews included focus group discussions, in which community members were asked to rank communication and information sources / media according to trust and preference. The results (1st: radio; 2nd: television; 3rd: extension officers) helped shape the communication tools used for the project.*

[31] *As per 2020 PIR: "Target number of users of AKMS to be defined, but initially at least 4 district staff (Director, Deputy, Environment Officer, Agriculture Officer, others such as land use plan committee members) and 2 ward staff in the 5 districts, at least 10 staff from VPO and at least 10 staff from the MoA (50 people). AKMS users will be tracked in the project, including district and municipality staff in other regions. Priority for training will be given for other district staff in the project target districts, and participants of the GIS training (COSMO and DIVA) in the recently concluded coastal adaptation projects."*

towards the outcome target *per se*. Additional user tests are scheduled in 2021; when the AKMS is operational, training sessions will be organised.

73. At mid-term, the target is thus not achieved, but this should not compromise the ability to reach the end-of-project target.

Expected Outcome 2: Increased resilience in project sites through demonstration of EbA practices and improved livelihoods

Indicator: *Number of people (disaggregated by gender) showing uptake of climate-resilient activities as a result of project interventions.*

Mid-term target: N/A.

Proposed end-of-project target: *29,631 people (50% women).*

74. As suggested in the MTR Inception Report, this proposed revised indicator is intended to measure progress towards delivery of this outcome in a tractable manner, as the original indicator will not be usable since no Vulnerability Index was computed in the Vulnerability Impact Assessment. The proposed target corresponds to the target for Indicator 3 of the Climate Change Adaptation Tracking Tool validated in the CEO Endorsement. While a target could be "At least 29,361 people show uptake of climate-resilient activities as a result of project interventions*",* it would be preferable for the project team to assess jointly with District Technicians whether this target can be confirmed or what a more realisitic target should be. At this stage, there is no reason to doubt that this target remains achievable towards the end of the project, pending the request and approval of a no-cost extension (cf. Conclusion section).

Expected Outcome 3: Strengthened information base on EbA supports an up-scaling strategy

Indicator: Availability of an exit and up-scaling plan at the end of the project

Mid-term target: N/A

End-of-project target: One documented and agreed costed exit/up-scaling strategy is approved at the end of the project

75. It is recommended that the exit/up-scaling strategy be featured with specified roles, timelines and financing options, elaborated through a participatory approach and validated by key stakeholders. This reflects the need to adopt a participatory elaboration and validation of the strategy.

76. No mid-term target is specified for this outcome. At this stage, there is no reason to doubt that the end-of-project target will be reached.

Rating: Moderately satisfactory

3.2.3 Likelihood of impact

77. As discussed in the Theory of Change (reconstructed in the Inception Report and reproduced in Annex XI), **Impact 1** will be the **increased resilience of target rural communities**,

provided that national ownership of the project is sufficient to foster the sustainability of its results. **Impact 2** will be the initiated **upscaling of EbA approaches in Tanzania**, based on the effectiveness of participatory approaches to land-use planning, capacity-building on EbA and establishment of knowledge-sharing tools.

78. The project does not feature objective- or impact-level indicators. The likelihood of impact should thus be assessed depending on whether significant progress has been achieved towards the most important direct outcomes leading to the materialisation of intermediate states materialised, assumptions on the causal links between direct outcomes, intermediate states and impacts hold, and drivers are in place.

79. At mid-term, and particularly given the significant delays in the project execution, it is not relevant to assess the overall likelihood of impacts. Indeed, although the MTR happens at the theoretical half-point of project execution, the execution rate can realistically be estimated at below 30%, which provides limited material to assess the likelihood of impacts. The only outcome towards which actual progress has been made is Outcome 1, as almost all outputs under Outcomes 2 and 3 are finishing their planning/preparatory phase. It is thus too early to assess the validity of the overall causal chain between outputs, outcomes, intermediate states and impacts.

80. However, a number of observations can be made on some of the drivers and assumptions that underpin the causal chain.

Table 8. Remarks on selected assumptions and drivers underpinning the causal chain towards project impacts.

Selected assumptions	Comment
Interest in improving adaptation planning through AKMS	Experience with similar tools in other countries has shown that it is not sufficient to set up a platform for it to be owned by national stakeholders. There needs to be a strong will from leading institutions (e.g. VPO, Ministry of Agriculture etc.) to incentivise people to use the platform. This can take several forms, including making it a standard practice within these institutions to upload relevant documents and information by practitioners, as opposed to resorting to communication officers. The AKMS will only be able to play its full role if practitioners know that they will find up-to-date information and documentation when logging in the platform, as opposed to the platform only being a repository for EBARR-related documents.
The degradation of ecosystems has not reached a no-return point.	The international and national experts in charge of the design of the EbA interventions did not describe any of the degradation processes in the target districts as having reached a point of no-return, even though some of the target areas are

	severely degraded (deforestation, erosion and gully formation etc.).
The effectiveness of unsustainable practices (e.g. charcoal production) can be increased to limit their impact	The strong demand for improved cookstoves as well as keen attendance to training sessions on improved charcoal production, biodigesters and seedling production show that there is some appetite within communities for sustainable practices. At this stage, the question remains whether the scale of these interventions will be sufficient to halt and reverse degradation processes in the target sites.
Selected drivers	Comment
Project partners have sufficient capacity to facilitate implementation	The main observation in terms of execution capacity is at the district level. Two issues can be identified. Firstly, District Technicians are not committed full-time to the project, as they are regular public officers under the authority of the President's Office – Regional Administration and Local Governments (PO-RALG), and not personnel hired specifically for the project. Not only can this create conflicting uses of the DTs' time, but it also raises questions on the DTs' motivation to be fully involved with the project. Secondly, the DTs have limited technical capacity, which was supposed to be mitigated by trainings provided by the project. However, attendance to training sessions should have been broadened to target not only selected DTs, but all district-level technicians whose area of expertise are relevant to the cross-cutting nature of the project. These include beekeeping officers, community development officers, agriculture officers, livestock officers and environmental officers. The fact that only selected DTs have been attending project trainings so far did not help improve the overall capacity basis at the district level which would be necessary to facilitate project execution. However, training sessions planned in January 2022 under Output 2.1 will specifically target DTs and community committees, which is much welcome.
Participatory elaboration of and training on the AKMS system lead to ownership of the system	So far, the development of the AKMS has been participatory. See above for additional remarks on how to foster ownership of the platform when it goes live.

National ownership of the project fosters the sustainability of its results	National ownership of the project appears to be strong, which is likely helped by the fact that VPO hosts the PMU.
Community buy-in is secured through participatory approach implemented by local authorities	So far, a participatory approach has been taken in the implementation of local activities. This is particularly the case of the development of VLUPs, a process which has been steered by the NLUPC through local district-level PLUMs, with the active participation of local communities (mapping, planning etc.). Some limits to awareness about project activities: Zanzibar

81. At this stage, the only negative unintended impact that the project may have in the near future relates to the cattle dip tanks, which need to be equipped with treatment ponds for wastewater to ward off pollution risks – as confirmed by the Environmental and Social Safeguard report completed in August 2021. Plans to create such treatment ponds should be developed and implemented accordingly.

Rating: N/A

Overall effectiveness rating: Moderately satisfactory

3.3 Financial management

3.3.1 Project rate of spending and co-financing expenditure

82. Actual expenditures are compared with the planned budget in Table 9 below. Table 10 presents detailed information for selected investments.

Table 9. Project budget (latest revision) and actual expenditures.

Output	Revised budget (as per April 2021 revision)	Expenditures (as of June 2021)[32]	Expenditures (% of revised budget)
1.1	180,000	71,238	39.6
1.2	117,393	81,965	69.8
2.1	74,855	12,857	17.2
2.2	480,234	384,092	80.0

[32] *Exact figures were rounded to the nearest unit, hence the gap with total expenses.*

2.3	1,860,000	1,192	0.1
2.4	3,341,707	994,200	29.8
Cross-cutting under Component 2	777,437	382,139	49.2
3.1	293,000	80,857	27.6
PMC	290,820	119,738	41.2
M&E	155,786	88,076	56.5
Total	**7,571,234**	**2,216,354**	**29.3**

Table 10. Financial information for selected investments.

Investment	Planned budget (USD, prodoc)	Revised budget (as per April 2021 revision)	Expenditures (USD, as of March 2020)	Budget lines[33]
AKMS	406,000	214,972	90,782	2201, 3301, 3302
Land-use plans	161,000	175,000	119,858	2307, 3306
EbA training	141,000	74,776	47,421	1204, 3201, 3303

83. As of June 2021 (i.e. four years into project implementation for a project that was initially planned to last five years), the expenditure rate is approx. 29.3%. This suggests that, although the MTR occurs way past the theoretical mid-term point of project implementation, it actually corresponds roughly to the mid-term point in terms of budget spending. Several reasons account for the low disbursement rate of the project, most of which are described in the other sections.

84. In addition to the non-financial reasons for project delays, some delay factors are directly linked to financial management. As described in project PPRs, the introduction of the external funded project management information system within the Ministry of Finance and Planning, called D-Fund MIS affected the project implementation plan. This required all projects to be registered with the system and restricted access to project funds until the process was complete. This affected the rate of fund absorption and delayed implementation of the planned project activities for over six months. This issue was beyond the project's control however, and this affected most donor-funded projects in Tanzania. However, one aspect that should have been better taken into account by the project is the process to include project activities into district annual planning, a prerequisite for these activities to be assigned district-level budget codes, which proved to be an unexpected and intricate process.

85. Additional delays have been due to the lengthy procedures required to carry out procurement processes. For example, procurement processes for contractors at the district level may take three to six months from application to contract signing and actual commencement of the assignment. Lengthy procurement processes were also experienced at the national (VPO-DOE) level, especially at the beginning of the project (e.g. for the recruitment of the CTA). A procurement officer was later on attached to the project team by VPO, which somehow

[33] *Budget coding was different in the prodoc budget; references used here correspond to the current coding system.*

improved procurement processes. Overall, the capacity of VPO-DOE to undertake efficient procurement processes is relatively low. This issue cannot be addressed through internal project measures, as it is largely due to the national regulation[34].

86. One risk factor in terms of project disbursement that has not materialised yet but could in the future is the lack of project coordination with PO-RALG, the institution responsible for overseeing local government at region, district and community levels. Though PO-RALG is part of the PSC, its role in project coordination has not been duly accounted for. Although the District Technicians (DT) in charge of the implementation of project activities on the ground are under PO-RALG's authority, limited technical coordination is sought with PO-RALG at the project level. VPO-DOE and the Ministry of Agriculture provide funds for project activities to the target districts and communities but, should DTs fail to meet set quality standards, VPO-DOE and MoA would have no mandate to take corrective measures at the district level; rather, it is PO-RALG who is responsible for the financial management, procurement assessments and compliance to quality standards. To mitigate this risk, technical coordination should be sought with PO-RALG in the remaining of the project, especially as field activities roll out.

87. Co-financing: in the 2020 PIR, the risk of poor co-financing mobilisation and tracking was identified as substantial. The proposed mitigation measure was to "develop a co-financing plan by setting up meetings with projects and institutions that have sent co-financing commitment letters at the project preparation phase and discuss with MoA, NLUPC, and Districts what activities can be linked to the project to further expand adaptation outcomes in Q3 2020." The reviewers were not able to consult this plan. A co-financing report was shared with the reviewers but, as this report had not been validated by UNEP at the time of review, it was decided not to feature it in the MTR.

Rating: Unsatisfactory

3.3.2 Quality and consistency of financial reporting

88. The following elements were made available for the review:

- original budget and budget revisions;
- district budgets;
- project expenditure sheet (as of June 2021);
- partner legal agreements and documentation;
- cash advance requests;
- audit reports; and
- management response to audit reports.

89. At the time of the MTR, available audits reports were:

- September 2017 to December 2018 (dated September 2019);

[34] Payment of project contractors seems to have occasionally been problematic as well. For example, it reportedly took four months after the termination of the assignment to pay the invoice of the international contractor in charge of EbA training, making this contractor hesitant to work with VPO-DOE again in the future.

- 1 January to 31 December 2019 (dated March 2021); and
- 1 January to 31 December 2020 (dated August 2021).

90. Audit reports do not contain specific recommendations to be implemented by the project management; rather, they list implementation challenges faced in the audited period as well as management responses to these challenges. Although this is useful to highlight adaptive management best practices, it would also be expected from audit reports to suggest additional measures to enhance financial management.

91. Financial documents made available to the reviewers were generally complete, updated and clear. Some financial documents could be expected to be made available closer to their relevance period (e.g. 2019 audit only made available in March 2021, the 2021 Q2 expenditure report only validated in November 2021, the co-financing report still not validated as of November 2021). Despite these issues, evidence shows that the operational project team (i.e. PC, Financial & Administrative Officer), the CTA and UNEP TM are aware of the financial status of the project.

Rating: Moderately satisfactory

Overall rating for financial management: Moderately unsatisfactory

3.4 Efficiency

92. As mentioned, the main sources of inefficiency during project implementation have been the cumbersome financial procedures to: i) procure goods and services[35]; and ii) have the project registered on the D-Fund MIS system and the project budget lines incorporated into district budgets. Besides reducing the effectiveness of the project (by creating important delays in implementation), these issues are also sources of inefficiency as: i) they waste project time staff and energy; ii) they will ultimately make a no-cost extension necessary, meaning that co-financing will need be mobilised to cover the additional management cost (project management staff salaries during the extension, should it be granted by the GEF) so that no funds are taken away from the activities budget. In Zanzibar, this was exacerbated by the fact that three institutions were successively in charge of the project[36] with new procurement procedures each time.

93. In terms of project planning, the choice in the implementation order of some activities is questionable. For example, the production of seedlings was initiated before water infrastructures were built (charco dams, irrigation schemes), which not only was counter-productive as seedlings need to be watered and some died because of lack of water, but also sent a mixed signal to local

[35] *For example, it took approximately six months to recruit the CTA, even though the suitable candidate had been identified early in the process.*

[36] *The Ministry of Land, Energy, Water and Environment at the time of project design, then Second Vice President's Office, then First Vice President's Office. After the project shifted to be under the First Vice President's Office, the project was halted for four months while a procurement board was being established under the new tutelary institution.*

communities – as if trees were more important than communities themselves[37]. This was mentioned by a local man from Simanjiro: "We face a serious challenge of shortage of water here; we don't have water for drinking and for our cattle. We can't water tree while our cattle dying. We need the charco dam first and tree planting will follow". Indeed, many of the 3,000 trees distributed to local communities in Simanjiro died because of lack of water. A similar issue was reported in Kishapu, where charco dam are identified as the key resilience priority by local communities but their construction has not yet begun. In this respect, it would be best if charco dams and other irrigation infrastructures could be at least partially completed before the main rainy season (*masika*, mid-March to May) to facilitate the implementation of climate-smart agricultural activities.

94. A counter example, and a good case of efficient initiative, is the decision to initiate the dissemination of improved cookstoves relatively early in the project workplan – at least relatively to other field activities –, as it is well known that these stoves can quickly create benefits for local population, who then become positively inclined towards the project, including for interventions that take longer to deliver benefits. Improved cookstoves have proven very efficient, as testified by a local women from Kishapu: "the efficient cookstoves is so helpful to my family. Before the project, I used a lot of firewood to prepare food and indoor pollution was very high, but this project helps reduce the amount firewood and air pollution. Now, I can use only 15 sticks of firewood to prepare foods for three weeks while before the project this amount lasted only for three days".

95. Another risk of inefficiency could be a lack of clarity around the purpose of some investments among senior officials. One example – resolved as of December 2021 – was the plan to provide six small engines for fishing boats in Kaskazini; however, the Regional Commissioner of the North Region as well as First President's Office insisted on rather buying one large, modern boat (which would have been much more expensive) than could undertake deep-sea fishing – an activity that is promoted by the Blue Economy program and plan of Zanzibar. Since the project team had to convince Zanzibar authorities that this investment would likely not contribute to strengthen the climate resilience of local communities – not to mention that it would not have been sustainable because of higher operation & maintenance costs – this activity was on hold for months.

Rating: Moderately unsatisfactory

3.5 Monitoring and reporting

3.5.1 Monitoring design and implementation

96. A fairly generic monitoring plan was outlined in the prodoc, with associated budget (USD 170,000 overall, when budget for the M&E officer is added to the M&E budget presented in Annex 6 of the prodoc). This plan was refined in the Baseline study, which described in further details the methodology for the monitoring of the revised RBF. The responsibility of daily monitoring was

[37] *However, the project team should be commended for wanting to initiate some field activities (namely producing seedlings) while other activities not initially planned for in the project document (e.g. construction of charco dams) were going through a lengthy validation process – although this initiative did not prove efficient as mentioned above, it had the merit to try to make up for the initial delays in project implementation.*

assigned to the M&E officer within the PMU, with *ad hoc* support from DTs, the PC and the CTA. In May 2021, a full-fleshed M&E strategy specifying the frequency of data collection and the exact methodology to follow for each M&E activity was eventually produced – three and half years after the start of the project. This strategy is generally adequate. A contract was signed with the Institute of Resource Assessment of the University of Dar-es-Salaam to carry out the M&E activities for the remainder of the project.

97. A first annual M&E report was produced in May 2021. It rightly describes project progress per component and per project district, and is a solid basis for the PIR to be based upon. However, the M&E report does not track down project results per project indicator (neither at the output or at the outcome level) and only focuses on the activity level. This is despite the M&E strategy actually planning to track these indicators – this should be corrected in future M&E reports. In addition, the reporting period of the annual M&E reports could have been calibrated to correspond exactly to the PIR reporting period (1 July 2020 to 30 June of each year).

98. The original M&E budget from the project document was underestimated. Based on the latest budget revision, and keeping the same perimeter of M&E activities as in the project document, total M&E expenses are planned to reach approximately USD 249,000 over the full course of the project (compared to USD 170,000 in the prodoc), which is about 3% of the total project budget and thus remains acceptable by GEF standards. However, the potential extension of the project would create additional M&E costs, that can provisionally be estimated around USD 20,000 (including additional audit).

99. In terms of M&E operations, the Ministry of Agriculture and the Ministry of Livestock and Fishery Development both reported having difficulties conducting M&E missions in the field (esp. in Kishapu) as often as they would need, because of a lack of fuel for field vehicles. However, the reviewers would argue that this should be covered by co-financing from the GoT (in the project document, a total of approx. USD 10 million in co-financing was committed by the then-Ministry of Agriculture, Livestock and Fisheries).

Rating: Moderately unsatisfactory

3.5.2 Project reporting and risk monitoring

100. The main reporting documents for GEF projects are the Project Implementation Reports and the Half-Year Project Reports. These documents, completed with the help of the CTA and TM, are of good quality and allow to track project progress in a satisfactory manner.

101. PIRs feature a risk log and description of mitigation measures for outstanding medium & high risks. It should be noted that a new template was introduced for the 2021 PIR, which streamlines the risk analysis (21 page in the 2020 PIR vs. four pages in the 2021 PIR). This is a rather positive change as risk information is more focused and easily usable. A useful addition in the 2021 PIR template is a table presenting the evolution of risk assessment across reporting periods and comparatively justifying the latest assessment. However, one useful feature that was lost with the newest template is the comparative assessment of risks between Project Manager and Task manager, which sometimes shed interesting light on differences of perception.

102. In terms of substance, risk monitoring seems exhaustive and risk mitigation are adequate with two caveats:

- lack of procurement capacity: this risk has been downgraded from significant to medium on account that VPO has assigned a procurement officer to the project. It remains to be seen

whether this will effectively mitigate the risks in terms of procurement that materialised in the first half of project implementation; and

- slow rate of fund absorption and implementation of project activities: this risk, which materialised to a high degree in the first half of project implementation, was not assessed in previous reporting period and is rated as "low" in the 2021 PIR, on account that the D-Fund MIS system will facilitate financial procedures. It is doubtful the D-Fund MIS system will entirely mitigate this risk however, as, since it became fully operational in September 2020, the disbursement rate has plateaued at 41%.

These two specific risks should be closely monitored in the future reporting period.

103. Risks associated with the Covid-19 pandemic have evolved in a remarkable manner in Tanzania between 2020 and 2021, not so much because of the dynamic of the epidemic itself, but because of changes in the GoT's approach to pandemic management. While no strict measures had been applied in 2020, which, combined with the fact that field activities were limited at the time, resulted in limited impact on project implementation, the GoT adopted much stronger measures to fight the epidemic starting in spring 2021.[38] As a result, travel and meeting restrictions affected the delivery of project activities that involved consultative meetings, trainings and community gatherings. The risk of a change in Tanzanian authorities' strategy had been rightly anticipated in the 2020 PIR; however, limited mitigation measures were within reach of the project team.

Project reporting and risk monitoring: Satisfactory

Overall rating for monitoring and reporting: Moderately satisfactory

3.6 Sustainability

104. The project document contains a rather generic but suitable description of the sustainability potential of the project's interventions. According to the 2021 PIR, a sustainability and upscaling strategy will be developed in the second half of the project. As mentioned previously, the exit/up-scaling strategy should specify roles, timelines and financing options, and should elaborated through a participatory approach and validated by key stakeholders to maximise sustainability.

105. In this section, the review assesses whether the sustainability assumptions put forward at project design seem to hold at midterm and identifies additional risks and opportunities for three sustainability areas: i) socio-political; ii) financial; and iii) institutional.

3.6.1 Socio-political sustainability

106. Most sustainability arguments presented in the project document pertain to socio-political sustainability. These include:

[38] *See BBC News. July 2021. Tanzania's Samia Suluhu Hassan gets Covid jab in policy reverse. Accessible here.*

- working closely with community-based organisations (including traditional institutions) and supporting them to establish their own effective management structures during implementation: this has effectively been the case, especially to develop land-use plans. All relevant community-level organisations (e.g. Village Assembly, Village Council) have been involved in the elaboration and validation processes of the LUPs, which has helped foster the grassroot legitimacy and acceptability of these plans.
- supporting interventions that reinforce government plans and activities, and that can be integrated into government policies, which will make project interventions and consequences more relevant to government institutions: so far, no government plans or activities seem to have been influenced by EBARR interventions outside the scope of the project itself. However, this is not abnormal as most on-the-ground activities are still to be implemented. Once concrete results can be observed, communication around resilience outcomes should allow to influence government policies to incorporate relevant interventions – e.g. EbA. One exception is the dissemination of improved cookstoves, the positive results of which can readily be documented and shared with national institutions to inform relevant policies. In addition, and although not a government-led activity *per se*, the approval of VLUPs that consider climate change adaptation provide a long-term sustainable framework for land-use management at the village level with potential for replication in other villages of the same district, as the process has been led by the district PLUMs.
- promoting a learning-by-doing approach: this approach largely remains to be implemented, as it mostly concerns climate-smart agriculture activities. At this stage, one missed opportunity to push learning-by-doing is the development of EbA plans for the target districts: this could have been envisaged as a real-life case study to be undertaken during EbA training organised by the project. The use of the ALivE tool would have been conducive to this approach.
- implementation of effective communication strategies and deployment of a comprehensive knowledge management system: as mentioned earlier, the (late) communication strategy is adequate and should allow to effectively share relevant information and raise awareness about relevant project themes and outcomes. The AKMS, once it is live and beta-tested, will also be a sustainability instrument as long as its audience is wide enough to go beyond the sole circle of EBARR stakeholders. This may necessitate to raise awareness about its existence and functioning, with a view to establish the platform as a one-stop resource center for all matters pertaining to climate change adaptation in Tanzania.
- training programmes: these are extremely relevant to foster socio-political sustainability. As described in Section 3.2, a number of trainings have been conducted (e.g. on EbA, construction of improved cookstoves, biogas digesters, beekeeping, nursery keeping, leather product manufacturing etc.) and more will be organised in the remaining of the project. At midterm, trainees interviewed at the district level are satisfied with the training they have received and acknowledge that they have thus acquired some degree of autonomy.

107. At midterm, a number of additional observations can be made with respect to socio-political sustainability.

108. Job creation can be expected as a sustainable socio-political outcome of the project. This is the case of nursery keeping, for which youths have been trained by the project (e.g. 14 youths in Simanjiro), and which should be sustainable after the project termination as demand for tree planting is strong and supported by governmental campaigns.

109. The boreholes that will be drilled under the project (e.g. four boreholes in Mpwapwa) will be equipped with solar-powered pumps. To foster the sustainability of these interventions, it can be recommended to provide basic maintenance training to local communities (targeting youths) to maximise the longevity and ownership of the equipment.

110. The sustainability of land-use plans is rooted in local acceptability, which is itself dependent upon the participatory nature of their elaboration. Although the review has not identified critical risks in this respect, it is recommended to very clearly identify and raise awareness on the status of land where EbA interventions will take place when they start, so that no conflicts arise. In the case of project interventions (e.g. beekeeping, goat keeping and poultry, depending on districts) that take place on private land – based on the unformal agreement of the landowners – it would be safe to formally document the right of use/access by community members so that landowners cannot claim the activities as their own after the project termination.

Rating: Likely

3.6.2 Financial sustainability

111. In some target districts (Mvomero and Kaskazini), it has been reported that the local availability of basic materials (steel, bricks and soil) necessary for the construction of improved cookstoves is limited, thereby raising the cost of these stoves beyond what local communities can afford (up to USD 165 per stove in Kaskazini). Although this may not an issue when the project covers the costs of these materials, it means that it is highly unlikely that improved cookstoves will continue to be produced in these districts beyond the project support – unless alternative sourcing of construction materials can be identified.

112. The financial sustainability of the AKMS system needs to be envisaged as part of the exit strategy to be developed under Component 3. So far, hosting costs at the National Internet Data Center (NIDC) are estimated at approximately USD 3,000 per year. The future exit strategy will need to plan for this, to ensure that the GoT will be able and willing to cover these costs after project termination.

113. The financial sustainability of the fishing boats in Kaskazini will need to be warranted. The project could support the communities to develop simple business plans to help them identify the operation and maintenance costs of these boats (fuel, small repairs etc.) and make provision to cover these costs from fishing revenue in the mid-run.

Rating: Likely

3.6.3 Sustainability of the institutional framework

114. Level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards: this is generally satisfactory.

- VPO-DOE is playing the role of "functional intra-governmental committee" through its Department of Environment, officially in charge of liaising with the project teams and connecting various ministries/government offices involved in or affected by the project. This department is best positioned to connect governmental institutions regarding climate change

and environment issues. Interviews conducted during the MTR confirmed this central position, as well as the respect and influence VPO holds within the country's administration. The project is effectively driven and owned by local institutions, with a strong involvement of VPO and district councils, ensuring a good country ownership of the project and facilitating institutional sustainability.

- In Zanzibar, implementation of the project has been affected by changes in the institutional structure of the project, with three different institutions being consecutively in charge. Not only did this create inefficiencies – with the project team having to reintroduce the project to the new focal point each time –, but it also raises questions in terms of the institutional sustainability of the project outcomes in Zanzibar, as, should new institutional changes intervene in the future, it is not clear to what extent institutional memory of the project will remain.

115. Extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained: as mentioned previously, co-financing will likely need to be mobilised to cover the additional management costs incurred by the necessary project extension while not affecting activity budget and, ultimately, project outcomes.

116. Extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance: the sustainability of a number of project results will depend on institutional arrangements and local governance.

- At the local level, although the process to design VLUPs was genuinely participatory and land-use reallocation was formally discussed and adopted by local authorities (including traditional authorities at the grassroot level, such as Village Councils), it is not exactly clear to what extent this will suffice to ensure the implementation of land reallocation. For example, in Kishapu, some community members expressed concerns on how they would be compensated should their land be reallocated to non-income generating uses (e.g. turning arable land into forest land). As no schemes such as payment for ecosystem services are planned for at this stage, it will be essential to monitor the compliance of actual land use-reallocation with land-use plans. This should be a priority of monitoring efforts during the remaining of the project, especially as EbA activities are being implemented.

- District Participatory Land-Use Management (PLUM) teams were trained by the NLUPC in all four mainland target districts as part of the VLUP process. These PLUM teams should now be able to lead similar processes in other villages of their respective districts.

- Across the target districts, there is a need to establish ad hoc committees for the management of certain project infrastructures and activities when they do not yet exist or when community members are not yet registered. For example, a village cattle dip tank committee should be created where relevant in order to supervise, manage, maintain and collect adequate contributions from the cattle owners every day. This committee would also be responsible for water bills payment to the Rural Water Supply and Sanitation Agency (RUWASA) to ensure the sustainability of this installation.

- Likewise, the project should ensure that community members engaged in beekeeping, nursery keeping, construction of improved cookstoves and other IGAs are duly registered (not all them

were registered at the time of the MTR mission), which will facilitate coordination by the respective district authorities and consideration for complementary training opportunities.

Rating: Likely

NB: given the limited delivery of project outputs at midterm, the overall "likely" rating of sustainability should be understood as conditional upon the implementation of the sustainability-relevant recommendations contained in this section and the conclusion of the MTR.

Overall sustainability rating: Likely

3.7 Factors and processes affecting project performance

3.7.1 Preparation and Readiness

117. The prodoc did not contain a proper stakeholder analysis. The capacity of key partners such as VPO was not analysed and the governance of district officers responding to PO-RALG was not adequately taken into account when designing the project institutional arrangements.

118. Initial staffing (esp. recruitment of the CTA) and regular readiness procedures (e.g. completing the M&E strategy and the baseline study) took more time than expected because of procurement delays. The inception workshop was only held in June 2018, i.e. nine months after the first disbursement. Overall, these initial delays made for a slow start of project implementation and are a key factor making a no-cost extension necessary.

Rating: Moderately unsatisfactory

3.7.2 Quality of Project Implementation and Execution

119. Please refer to Sections 3.2.1, 3.3 and 3.4. Complementary elements are provided below.

120. Project management leadership: the first Project Manager hired at project inception was replaced in 2020. Although the exact reasons for this replacement were not clearly identified through interviews conducted during the review process, it seems that the significant delays during the project start-up phase could partly have been due to a lack of dynamism from the the Project Manager – or at least that the Project Manager was not able to avoid against these delays. Faced with a complex project with implementation challenges, the new Project Manager has been able to create a new dynamic and put project execution back on track.

121. Since the project beginning, the Project Managers have been strongly supported by the Chief Technical Advisor, who played a key role in terms of quality control, workplan and budget planning, and, more generally, project management leadership. Without such an active CTA, it is likely that existing implementation delays would have been even longer.

122. The Project Steering Committee has generally played its role as a guiding body for project implementation. One element worth noting is that PSC meetings seem to have switched from English to Swahili, making attendance of the UNEP TM and CTA virtually impossible – in fact,

neither of them attended the 2019, 2020 and 2021 PSC meetings. Although it is well understood that Swahili is one of the two official languages of Tanzania, it is unfortunate that not all official PSC members (which is the case of the UNEP TM) can be in a position to engage effectively during the meetings.

123. Communication and collaboration with UNEP have been described as generally satisfactory during interviews. However, some frustrations have been experienced by the project team as UNEP did not process cash advance requests as rapidly as expected. As far as the reviewers could understand, this is due to a willingness on UNEP's side to closely monitor financial procedures under the project to ward off fiduciary risks. Although UNEP can hardly be criticised for this, it will be important that disbursements from UNEP to VPO be timely in the remainder of the project, so as not to hinder implementation progress. In addition, the UNEP Task Manager has changed three times since project inception (counting a brief interim from June to September 2021), which caused some communication disruption between the project team and UNEP, as the new Task Managers had to get acquainted with the project each time.

124. Risk management: as mentioned above, fiduciary risks have been managed by UNEP through careful monitoring of financial procedures and documents. The other main risk that had to be managed in the first half of the project is the Covid-19 pandemic. As mentioned in Section 3.5.2, the project team had rightly identified the risks associated with stronger restrictions imposed by the GoT after the 2020 change in government. However, there were few mitigation measures within reach of the project team in this respect, and travel and meeting restrictions did affect the delivery of project activities that involved consultative meetings, trainings and community gatherings.

125. Adaptive management: overall, the project team has been able to adapt to the external challenges faced since the beginning of implementation (cf. Section 1.8). One example is the realisation that field activities could not be implemented unless corresponding budget codes were mainstreamed into district-level budgets. This led to a lengthy process – strongly supported by the CTA – of designing district-level workplans with associated budget, then working with district authorities to include and validate these budget lines into annual district budgets. Another example of adaptive management is that, faced with the logistical constraints of traveling to distant sites, the Project Management Unit mutualised field missions with technical activities (e.g. design of EbA interventions) to reduce costs and save time. Likewise, execution was simplified by reworking some aspects of the original budget, e.g. by combining the original budget for the VIA spread over three activities and seven experts into one contract with a consultancy.

Rating: Moderately satisfactory

3.7.3 Stakeholder Participation and Cooperation

126. Relevant stakeholders – including project partners and beneficiaries – have generally been engaging actively with the project from the onset. Project preparation involved extensive stakeholder engagement, as reported in the project document. Visits to each district included consultation meetings with DTs as well as community consultations in the form of focus group discussions with vulnerable groups, including women and youths.

127. During project implementation, all relevant stakeholders (see Table 8) have been involved and engaged. Grassroot participation to project activities at the local level has been strong, be it in the preparation of LUPs which involved local governing bodies (e.g. Village Assemblies) or during training sessions conducted under Component 2, including with women (e.g. training on beekeeping and efficient cooking stoves). Some nuances and challenges should be mentioned:

- One noticeable caveat mentioned previously is the challenge of relying on DTs who cannot be committed to the project full time as they are already tasked with other duties by the Districts;

- In Zanzibar, the several changes in local government posed a challenge to the Project Management Unit, as the Project Manager had to introduce the project to new officials each time to secure their involvement;

- The Letter of Agreement (LoA) with the Ministry of Agriculture took about a year and a half to be signed, a delay which could have been shortened had the general terms of the partnership between the Ministry of Agriculture and VPO been further discussed during the PPG phase. Another challenge was that the then Ministry of Agriculture, Livestock and Fisheries split into two ministries at the beginning of project implementation. While only the LoA with the Ministry of Agriculture remained, the Ministry of Livestock and Fisheries expressed fears of not being associated with the project anymore. However, the project team was able to engage with the Ministry of Livestock and Fisheries even outside the framework of an LoA and its participation was secured for the remainder of the project (support to field activities on poultry, goat keeping etc.).

Rating: Satisfactory

3.7.4 Responsiveness to Human Rights and Gender Equity

128. Tanzania has made notable progress on gender equality and women's empowerment (GEWE).

129. The project document includes a fairly short and generic gender section that outlines the specific adaptation challenges faced by women. However, and despite the project document mentioning that "based on initial calculations, an estimated 66% of project funds are targeted towards activities that will contribute to the empowerment of women and the reduction of their vulnerability", the gender action plan for the project was not clear and, even in the monitoring reports, the gender benefits of only some interventions are acknowledged (e.g. dissemination of improved cookstoves).

130. The VIA does mention specific vulnerabilities of women and children with respect to increasing water scarcity, and the associated adaptation benefits resulting from the implementation of water infrastructures and best water conservation practices.

131. Beyond specific vulnerabilities, the project does not seem to have identified particular inequalities in access to natural resources nor avenues through which women can play a special role in the mitigation or adaptation to environmental changes. However, the EBARR project is

aligned with Tanzania's strategic priority as formulated in the Tanzania Development Vision 2025 which recognises gender equality and the empowerment of women in all socio-economic and political spheres as one of the strategies to attain the vision, as it pushes a gender-based approach to climate-resilient development. For example, the dissemination of improved cookstoves directly benefits women not only as their main users, but also as producers: in Kaskazini, 80% of the artisans who fabricate cookstoves are women. More generally, women make up about 50% of the registered beneficiaries of climate-resilient IGAs promoted by the project (e.g. beekeeping, poultry, leather product manufacturing). Some IGAs were specifically identified with the objective of targeting women, such as soap making and mat knitting in Zanzibar.

132. Other project activities have been less successful at targeting women and men equally. Women represent about 40% of attendees to land-use planning sessions at the local level. This is both due to the fact that land matters traditionally remain a domain dominated by men and because household duties prevented some women to join meetings during the day. While the first factor is barely under the project's control (although the project did conduct awareness-raising activities on this topic), the latter could have been better planned for: arrangements to either hold meetings at times more suitable to accommodate women's schedules or to facilitate collective childcare could have been envisaged.

133. With regards to training on EbA at national and sub- national levels, women have only made up to 24% of trainees. This is well below the project target (50%), a target that is not unrealistic and can be found for training-related in other relevant projects in Tanzania. A common practice to incentivise women to attend such trainings at the central level is to for each line institution to issue "special requests" (invitations) for women when organising training sessions. It is not clear whether this was done in the context of EBARR training, but this practice should be followed in the future.

134. Several dimensions of the UN Common Understanding on the human rights-based approach are reflected in the project strategy, especially:

- people are recognised as key actors in their own development, rather than passive recipients of commodities and services;
- strategies are empowering, not disempowering;
- both outcomes and processes are monitored and evaluated;
- the development process is locally owned; and
- situation analysis is used to identify immediate, underlying and root causes of development problems.

Rating: Satisfactory

3.7.5 Environmental and Social Safeguard standards

135. The ESERN (Environmental, Social and Economic Review Note) was not produced at the beginning of the project; the risk scoping for environmental and social safeguards report was submitted on 8 August 2021. Although this report was produced late in the implementation phase, it provides an exhaustive list of environmental and social risks (out of eight Environmental and

Social Safeguards, five were triggered by the proposed project interventions), along with adequate mitigation measures for interventions evaluated to have moderate environmental and social risks and a monitoring plan specifying monitoring responsibilities. This report complies with UNEP's Environmental and Social Sustainability Framework and the GEF policy on Environmental and Social Safeguards.

136. At mid-term, a focus can be placed on a number of observations; when relevant, associated recommendations have been formulated in the dedicated section.

- Cattle dip tanks (Safeguard Standard 3): in Simanjiro, the construction of a cattle dip tank that will serve almost 20,000 cattle heads from five villages (Erkujit, itwai, Orkirungurungu, Londorekesi and Lormorijoi) is almost complete. The cattle dip tank needs to be equipped with a treatment pond for the discharge of wastewater (with chemicals used as pesticides); however, no clear plan for the sustainable management of wastewater – including the design of this treatment pond – seems to have been laid out at this stage. This aspect was rightly assessed by the ESS report, and the indicated mitigation measure needs to be enforced.
- Leather products (Safeguard Standards 3 & 4): the reviewers enquired about potential environmental and health risks associated with the manufacturing of leather products. This risk was also identified by the ESS report; however, the project will not engage in actual tannery work, but will mostly support the transformation of already-processed skins into leather products (bags, shoes etc.), which poses minimal environmental and health risks.
- Risks associated with invasive species (Safeguard Standard 1): none of the species raised in nurseries that were identified during the review mission are invasive species that would pose a threat to local ecosystems.

Rating: Moderately unsatisfactory

3.7.6 Knowledge Management approach

137. The Knowledge Management approach of the project is based on: i) a series of training on EbA, analysed in Table 5; ii) the development of the AKMS, also analysed in Table 5; and iii) a communication strategy further detailed in Section 3.7.8 below.

Rating: Satisfactory

3.7.7 Country Ownership and Driven-ness

138. As mentioned in Section 3.2 (Table 8), country ownership and driven-ness are generally satisfactory and expected to foster the sustainability of project outcomes. On a general level, interviews held with numerous stakeholders during the review process have shown that the project is perceived as driven by the country and not by UNEP or the GEF.

139. Ownership of some of the project results will likely need to be carefully monitored, however. Indeed, although it is not doubtful that field outputs realised or in progress at midterm (cooking stoves, charco dam etc.) respond to a strong demand from local communities and will therefore be fully owned by them, other "soft" project realisations may be seen as less demand-

driven – at least by some stakeholders. For example, the AKMS will only serve its purpose if enough stakeholders feed the repository with resources, which will depend on the extent to which relevant institutions – VPO, Ministry of Agriculture etc. – incentivise people to use the platform. Likewise, it would be interesting to monitor whether the knowledge disseminated through EbA training provided to national stakeholders will actually be owned by the trainees, i.e. whether this training contribute to facilitate the development and implementation of EbA initiatives by these stakeholders.

Rating: Satisfactory

3.7.8 Communication and Public Awareness

140. The communication strategy was delivered late (May 2021 for the revised version) but is convincing and based on a thorough analysis of the best communication channels to reach the target audience, especially for local communities. The deliverables that are planned to be produced are suitable and some were already available at the time of the MTR (e.g. a series of 10 posters with testimonies from project beneficiaries in Swahili). Beyond the communication strategy itself, a number of activities feature awareness-raising elements. These includes awareness-raising on the benefits of efficient cooking stoves, both for end-users (most often women), producers and local authorities (e.g. Village Assembly). This is a good example of an integrated awareness-raising approach: rather than focusing solely on end-users – as many initiatives do –, creating public awareness more broadly can be expected to have a more significant impact on the adoption of a given technology or practice. Although no formal feedback channels to assess the effectiveness of such an approach has been established, the Project Management Unit should be attentive to signs of the adoption of efficient cooking stoves in the coming years.

141. In terms of communication on the project itself, searching for "EBARR" on the internet does not return results and none of the communications products that have already been developed can be easily consulted online by the general public. As the project delivers on its intended results, more material will become available to communicate on its objectives and achievements. This would help reach a wider audience that a project output like the AKMS will be dependent upon to achieve its intended result, namely becoming the go-to knowledge-exchange platform on adaptation in Tanzania. Without adequate communication on the existence of the AKMS – and associated traffic and uploads –, this platform would face the risk of becoming quickly irrelevant because of a lack of updated material. Some suggestions are formulated in the Recommendations section to increase the visibility of the project, both internally and externally.

Rating: Satisfactory

Overall rating for factors affecting performance: Moderately Satisfactory

4 Conclusion and recommendations

4.1 Conclusions

142. The EBARR project was designed to strengthen the climate resilience of target communities of Tanzania by implementing an ecosystem-based adaptation approach. The main strength of the project is its undeniable strategic relevance, as changing climate conditions create economic, social, environmental and cultural risks for local communities in the target districts.

143. At mid-term, the main achievement of the project has been to set up the conditions for the implementation of on-the-ground activities. This includes providing training to a range of stakeholders on EbA, both at national and district levels, as well as on some climate-resilient income-generating activities. Land-use plans that incorporate provisions for the implementation of EbA interventions have been collectively elaborated and validated in most target districts, and costed workplans for both EbA and IGA-related activities have been approved.

144. A number of on-the-ground activities have also been initiated, the most advanced one being the dissemination of improved cookstoves. In addition, nurseries have been established to raise seedlings, cattle dip tank and troughs are being constructed, as well as infrastructures to support IGAs (beehives, building to host manufacturing of leather products etc.).

145. Despite the results outlined above, the project has accumulated significant delays induced by a number of challenges.

146. At mid-term, the project disbursement rate is approx. 41%. Management issues, rather than technical difficulties, explain the significant delay in the delivery of project results. The start-up of the project was slow, with key inception tasks – signing a Memorandum of Understanding with the Ministry of Agriculture, recruiting core project contractors – taking longer than expected. The initial execution arrangements, i.e. relying on VPO DoE staff to take up project management roles on a part-time basis, seem to have hindered project progress at a critical phase for formalising partnerships, launching project activities and, generally, creating impetus. During at least the first two years, the support of the Chief Technical Advisor was essential to palliate the lack of dynamism in project management. Fortunately, the situation improved with the appointment of a new project manager fully dedicated to the project and secondment of a procurement officer from VPO; this is all the more necessary as, with on-the-ground activities rolling out in the second half of project implementation, the challenges of implementing a complex project in five distant districts will be even more prevalent than in the first half.

147. The second main barrier to project progress has been the cumbersome compliance with financial procedures. This materialised at the national level with the introduction of the D-Fund MIS system – a risk that was beyond project control and that disrupted the implementation of many donor-funded projects in Tanzania – which created a six-month delay, which is the time it took to register the project within this new system. At the district level, a risk that had not been anticipated but should have been, was the intricacy of mainstreaming the project activities and associated budgets into district-level action plans and budgets. The importance and nature of district-level procedures had been overlooked in the project design phase, and resulted in additional delays.

148. The paragraphs below respond to the strategic questions that guided the review process.

149. In terms of population buy-in, the project followed a community-centred approach, which allowed to build ownership of the project activities and will maximise the chances of these activities continuing after project closure. This includes community-level trainings and participatory elaboration of land-use plans. One caveat is the sequencing of activities, which, for the understandable reason of not generating further delays, has prioritised the production and dissemination of seedlings over the construction of water infrastructures (charco dam, irrigation), which is at odds with the priorities of communities as expressed by them: beneficiaries could not be expected to water trees while there are struggling to meet their own water consumption needs. The development of a communication strategy that genuinely investigated about the best communication channels adapted to the target audience is also a contributing factor to population buy-in.

150. Related to the point above, and although it is too early in project delivery to conduct a clear assessment, the project's sustainability will intrinsically depend on the ownership by local communities of the project outcomes. While the review has highlighted encouraging signs – e.g. with the adoption of improved cookstoves, which are praised by women –, awareness raising and training around EbA and climate-smart agriculture will need to be carried out to enhance the sustainability of these future outcomes. Likewise, project beneficiaries – e.g. beekeepers, users of cattle dip tank etc. – should be organised in structured groups and registered to facilitate coordination and future support.

151. The project presents many opportunities to address the needs of women. Although no gender analysis or action plan were elaborated at the project design and inception phases, the review has identified that the project is and will be contributing to support women's resilience through the development of IGAs.

152. Based on the analysis of the main review themes, the overall rating for the project is « Moderately satisfactory », as per Table 11 below.

Table 11. Evaluation ratings table

A. Strategic Relevance	**The strategic relevance of the project is very strong. The project aligned with priorities of the country, the GEF and UNEP.**	**Highly satisfactory**
1. Alignment to MTS, POW and GEF strategic framework	The project is fully aligned with UNEP's MTS and POW.	Highly satisfactory
3. Relevance to regional, sub-regional and national environmental priorities	The project is extremely relevant to the national context of Tanzania and local contexts of the target districts. It is aligned national priorities described in several national strategies and policies.	Highly satisfactory
B. Effectiveness	**Implementation of the project has been considerably delayed by a number of factors, most of them being linked to financial procedures and procurement. In order to achieve the outputs, outcomes and impact envisioned in the project's Theory of Change, an extension will be necessary.**	**Moderately satisfactory**

1. Delivery of outputs	Out of seven outputs, the mid-term targets are totally achieved for three of them, partially achieved for three of them and not achieved for one of them.	Moderately unsatisfactory
2. Achievement of direct outcomes	Only one outcome indicator has a mid-term target, and it has not yet been achieved. However, at this stage there is no reason to doubt that end-of-project targets for the outcomes will be reached.	Moderately satisfactory
3. Likelihood of impact	It is generally too early to assess the likelihood of impact of the project, as most on-the-ground activities remain to be implemented.	N/A
C. Financial Management	**Repeated difficulties in financial management and procurement have been hampering the implementation of the project.**	**Moderately unsatisfactory**
1. Project rate of spending and co-financing expenditure	Past midterm, the disbursement rate is only 41%.	Unsatisfactory
2. Quality and consistency of financial reporting	Evidence shows that the operational project team (i.e. PC, Financial & Administrative Officer and M&E Officer), the CTA and UNEP TM are aware of the financial status of the project. Some important financial documents have only been made available or validated long after their reporting period.	Moderately satisfactory
D. Efficiency	**The first half of project implementation has been marked by inefficiencies linked to financial procedures and procurement. While some practices have helped generate efficiency, some strategic choices (decisions on order in which to implement activities) can be questioned.**	**Moderately unsatisfactory**
F. Monitoring and Reporting	**Monitoring and reporting have generally been adequate to track project results and adjust project implementation.**	**Moderately satisfactory**
1. Monitoring design and implementation	A fairly generic monitoring plan was outlined in the prodoc, with associated budget. This plan was refined in the Baseline study and subsequently in the M&E strategy, which was delivered late in the project.	Moderately unsatisfactory
2. Project reporting and risk monitoring	The project has been following an adaptive management approach in its risk management. Projet reporting is of good quality.	Satisfactory
E. Sustainability	***No significant obstacles to the sustainability of project outcomes have been identified at this stage. Given the limited delivery of project outputs at midterm, the overall "likely" rating of sustainability should however be understood as conditional upon the implementation of the sustainability-relevant recommendations that emerged from the MTR. The sustainability plan to be developed will be crucial to further identify a***	**Likely**

	relevant action plan as the delivery of on-the-ground project activities progresses.	
1. Socio-political sustainability	The participatory nature of most project activities provides a solid basis the socio-political sustainability of project outcomes. This needs to be confirmed in the second half of project implementation.	Likely
2. Financial sustainability	No significant obstacles to the financial sustainability of the project outcomes can be identified at this stage.	Likely
3. Institutional sustainability	No significant obstacles to the institutional sustainability of the project outcomes can be identified at this stage. Special attention should be paid to the monitoring of the enforcement of Land-Use Plans in the second half of the project, as a risk of conflicts might arise regarding the ownership of project activities conducted on private land.	Likely
F. Factors Affecting Performance	**See below.**	**Moderately satisfactory**
1. Preparation and readiness	The main weakness was the lack of a proper stakeholder analysis in the prodoc. A good-quality Baseline study was conducted, which helped improve the results-based framework. Initial staffing and regular readiness procedures were expedited in a relatively timely manner.	Moderately unsatisfactory
2. Quality of project management and supervision	Generally, the PMU functions well despite a challenging environment. Execution arrangements at the local level (i.e. funding top-ups to District Technicians) does not seem optimal, as the time investment and, in cases, motivation of these public officers cannot be as satisfying as that of local supervisors that would be directly hired by the project and solely dedicated to it. UNEP supervision has been generally effective despite communication disruptions linked to the three changes in Task Managers, and measures to resolve situations hindering project progress have been taken – although this has not prevented implementation delays.	Moderately satisfactory
3. Stakeholder participation and cooperation	Relevant stakeholders – including project partners and beneficiaries – engaged actively with the project from the onset.	Satisfactory
4. Responsiveness to human rights and gender equity	Generally, the project aims to support the livelihood of low-income rural communities. Women and youths especially benefit from a number of project activities.	Satisfactory
5. Environmental and social safeguards	An ESS assessment was produced in August 2021 – which is quite late in project implementation. Specific elements have been identified (e.g. management of wastewater from	Moderately unsatisfactory

	cattle dip tanks) that will need to be taken into account by the assessment.	
6. Knowledge management approach	A number of trainings have been conducted, with a generally high satisfaction rate among trainees. The AKMS is being finalised and should become a valuable asset for knowledge sharing in the adaptation sector of Tanzania.	Satisfactory
7. Country ownership and driven-ness	Ownership of the project interventions is generally strong, both at the national and local levels.	Satisfactory
8. Communication and public awareness	A good-quality communication strategy has been developed; adequate communication material has been produced.	Moderately satisfactory
Overall Project Rating		**Moderately satisfactory**

NB: the overall rating was computed as the arithmetic average of heading ratings, with the following scale: Highly Satisfactory or Likely: 6; Satisfactory or Likely: 5; Moderately Satisfactory or Likely: 4; Moderately Unsatisfactory or Unlikely: 3, Unsatisfactory or Unlikely: 2; Highly Unsatisfactory or Unlikely: 1. It should be noted that the weighting methodology was not well determined at ToR stage as the weighting template provided did not correspond to the latest set of evaluation criteria provided in the ToR. On 1 November, before the submission of the first draft, there was a communication on the use of simple average to calculate overall rating.

4.2 Lessons learned

153. Some of the lessons learned from the EBARR project are presented below.

Table 12. Lessons learned from the review of the EBARR project.

Lesson learned #1:	The project execution arrangements have not always been supportive of efficiency or effectiveness.
Context/comment:	These arrangements, similar to those of past UNEP projects in Tanzania, had already been criticised in a terminal evaluation[39]. Despite this, these arrangements have been chosen again and the same drawbacks are observed. Entrusting internal DoE staff and District Technicians already in place is a good option to foster national ownership of the project and build capacity, but it appears that execution - especially at the beginning of the project - would have benefited from the recruitment of an ad-hoc team both at the central and district levels. This staff could have been placed under the authority of the National Project Director, who could have been a senior official from VPO-DOE. The recognised professionalism of a part-time, remote-based Chief Technical Advisor was not enough to compensate for the limited effectiveness and efficiency of internal

[39] *Joint terminal evaluation (2019) for the UNEP-Adaptation Fund project "Implementation of Concrete Adaptation Measures to Reduce Vulnerability of Livelihoods and Economy on Coastal Communities of Tanzania" & UNEP-GEF project "Developing Core Capacity to Address Adaptation to Climate Change in Productive Coastal Zones of Tanzania". Accessible here.*

	procedures at the beginning of the project implementation phase - especially when travel has been made impossible in the context of the Covid-19 pandemic. This will be even more the case as field activities are rolling out; however, the fact that the Project Manager and Fund Management Officer are now fully dedicated to the project is helping accelerate project execution.
Lesson learned #2:	The sequencing of activities should take local needs into account.
Context/comment:	The social acceptance of the project partly relies on whether local communities feel like the project understands their needs. For example, addressing vital needs in terms of water availability should be considered a priority and related activities be planned before other activities that require more awareness-raising and rely on water availability for their successful implementation (e.g. tree planting).
Lesson learned #3:	The design of EbA trainings could be more ambitious and span over a longer period of time to adapt to specific needs.
Context/comment:	The Terms of Reference for this assignment complied with the project design, which limits itself to the training of trainers. However, a more complete design would include follow-up training by the trained trainers. This would allow to organise a feedback session from these trainers, and potentially provide advice on how to improve end-training based on this first experience. Arguably, this type of programme would span over several years and is more ambitious but would also provide a better chance of monitoring actual results in terms of EbA training all the way to final trainees. Alternatively, this could be a phased approach, with the second phase being organised under another initiative – although ideally, the same contractors should be hired.
Lesson learned #4:	When planning for the construction of infrastructures or equipment, the availability of material should be assessed during the design phase.
Context/comment:	In some target districts (Mvomero and Kaskazini), it has been reported that the local availability of basic materials (sand, bricks and soil) necessary for the construction of improved cookstoves is limited, thereby raising the cost of these stoves beyond what local communities can afford. Although this may not an issue when the project covers the costs of these materials, it means that it is highly unlikely that improved cookstoves will continue to be produced in these districts beyond project support.
Lesson learned #5:	The reporting lines of activities conducted jointly by several contractor should be efficient.
Context/comment:	When an assignment is to be conducted jointly by international and national contractors, it is useful to establish clear reporting lines for the collaboration to be as effective and efficient as possible. In the case of the EbA trainings, the Institute for Resource Assessment (national contractor) did not have to report to E.Co (international contractor), which hindered coordination and resulted in missed opportunities (e.g. the stakeholder assessment was delivered late by the IRA and thus could not inform the participant list).
Lesson learned #6:	The number and remoteness of project sites are barriers to the effectiveness and efficiency of project execution.

Context/comment:	Although the rationale behind the choice of five sites that represent a diversity of local contexts is well understood, the logistical constraints of executing a project in five districts as distant from each other should have been considered in the PPG phase. Limiting the number of project sites would have helped with the execution and monitoring of project activities.
Lesson learned #7:	The role of districts in project execution should have been better considered and assessed.
Context/comment:	The crucial role played by the districts in project execution has largely been overlooked in the project design. Although districts are the main authorities in charge of on-the-ground execution of project activities, the constraints associated with their implication have not been well taken into account, which has resulted in significant difficulties in the first half of project implementation. This includes realising that all project budget lines relevant to district-level activities need to be mainstreamed within district budgets, which caused important delays.
Lesson learned #8:	Project Steering Committee meetings should be accessible to all their official members.
Context/comment:	Although the CTA and UNEP can officially attend PSC meetings, these meetings are held in Swahili which, in practice, prevents them from participating actively.

4.3 Recommendations

154. Based on the review findings, the recommendations presented in Table 13 below can be made.

Table 13. Recommendations from the review of the EBARR project.

Recommendation #1:	Formulate a request for a 18-month (at least), no-cost extension of the project.
Context/comment:	As it stands, the project will not deliver its full benefits by the planned end date. At least six months before the planned end-date, a request for a no-cost extension should be requested, that will allow to finalise the implementation of project activities.
Priority level:	Critical recommendation
Responsibility:	UNEP, VPO (as GEF Focal Point)
Proposed implementation time-frame:	Six months prior to planned end date.
Recommendation #2:	Envisage options to cover the additional project management costs induced by the project extension.
Context/comment:	Should the no-cost extension be granted, this will incur additional project management costs corresponding to the salary of core project staff, monitoring and travel costs for one additional year. This can roughly be estimated between USD 150,000 and USD 200,000. Discussions should be undertaken early in the second half of project implementation with VPO and the project co-financiers to envisage options

	to cover these costs through co-financing, so that as little funds as possible can be taken from activity budget.
Priority level:	Critical recommendation
Responsibility:	UNEP, VPO
Proposed implementation time-frame:	Nine months before planned end-date
Recommendation #3:	Improve the project visibility.
Context/comment:	The deliverables that are planned to be produced in the communication strategy are suitable. However, searching for "EBARR" on the internet does not return results and none of the communications products that have already been developed can be easily consulted online by the general public. Options to increase the visibility of the project, both internally and externally, include posting content on social media, posting project videos on Youtube, posting project information on UNEP's and VPO's webpages and publishing an annual brief on key project results with pictures for communication with Tanzanian institutions.
Priority level:	Opportunity for improvement
Responsibility:	Communication contractor (Pronet Communications), PMU
Proposed implementation time-frame:	As soon as possible
Recommendation #4:	Foster the visibility of the AKMS once it is live.
Context/comment:	The AKMS, once it is live and beta-tested, will be a useful resource to support adaptation efforts in Tanzania and beyond as long as its audience is wide enough to go beyond the sole circle of EBARR stakeholders. This may necessitate to raise awareness about its existence and functioning, with a view to establish the platform as a one-stop resource center for all matters pertaining to climate change adaptation in Tanzania. Besides awareness-raising activities to be conducted in Tanzania, it is recommended to have the AKMS referenced on commonly used meta-platforms on adaptation (e.g. CTCN, WeADAPT) and relevant Tanzanian institutional websites (e.g. Ministry of Agriculture, VPO etc.).
Priority level:	Important recommendation.
Responsibility:	PMU, VPO, UNEP, Ministry of Agriculture
Proposed implementation time-frame:	After AKMS has gone live and data from other adaptation projects has been uploaded to show its broader use.
Recommendation #5:	Share project experience about the dissemination of improved cookstoves for mainstreaming into national action plans.
Context/comment:	The positive results and challenges (esp. issues with the availability of materials) identified in the dissemination of improved cookstoves can readily be documented and shared with national institutions to inform relevant strategies and action plans.
Priority level:	Opportunity for improvement
Responsibility:	Communication contractor (Pronet), PMU, VPO

Proposed implementation time-frame:	As soon as possible
Recommendation #6:	Foster the sustainability of future boreholes equipped with solar-powered pumps.
Context/comment:	The boreholes that will be drilled under the project (e.g. three boreholes in Mpwapwa and two in Kaskazini) will be equipped with solar-powered pumps. To foster the sustainability of these interventions, it is recommended to provide basic maintenance training to local communities (targeting youths) to maximise the longevity and ownership of the equipment.
Priority level:	Opportunity for improvement
Responsibility:	Mpwapwa District
Proposed implementation time-frame:	Once solar-powered pumps are installed
Recommendation #7:	Take agricultural seasons into account when planning for remaining project activities.
Context/comment:	In this respect, it would be best if charco dams and other irrigation infrastructures could be at least partially completed before the main rainy season (masika, mid-March to May) to facilitate the implementation of climate-smart agricultural activities and tree nursery irrigation for afforestation.
Priority level:	Important recommendation
Responsibility:	PMU
Proposed implementation time-frame:	As soon as possible
Recommendation #8:	Expedite the development and endorsement of the Land-Use Plans in Zanzibar and ensure that these take conclusions from the VIA into account & follow up on the implementation of Land-Use Plans
Context/comment:	Unlike the Land-Use Plans developed for the villages in mainland Tanzania, the Land-Use Plans to be completed for Zanzibar (Kaskazini A site) should take the relevant conclusions of the Vulnerability & Impact Assessment into account. Follow-up monitoring includes verifying that: 1. the National Land Use Planning Commission and Simanjiro District Council do share costs to complete the preparation of Laangai village land use plans 2. the gazettement of the approved village land-use plans is facilitated by the Ministry of Lands, Housing and Human Settlement 3. local authorities promote compliance with the established land-use plans and respective by-laws 4. the remaining conflict in Laangai is solved
Priority level:	Critical recommendation
Responsibility:	PMU
Proposed implementation time-frame:	As soon as possible

Recommendation #9:	Incentivise women to attend training sessions conducted at the central level.
Context/comment:	A common practice to incentivise women to attend such trainings at the central level is to for each line institution to issue "special invitations" for women when organising training sessions. It is not clear whether this was done in the context of EBARR training, but this practice should be followed in the future.
Priority level:	Opportunity for improvement
Responsibility:	PMU, VPO
Proposed implementation time-frame:	When trainings are organised at the central level
Recommendation #10:	Streamline project reporting periods and ensure the annual M&E reports track project indicators
Context/comment:	The annual monitoring report should be adjusted to cover the same reporting period as the PIR, i.e. 1 July to 30 June, and should not only track activity results but also output- and outcome-level indicators, as planned in the M&E strategy.
Priority level:	Opportunity for improvement
Responsibility:	PMU, M&E contractor (Institute of Resource Assessment)
Proposed implementation time-frame:	For the next reporting period (2021-2022 PIR)
Recommendation #11:	Envisage options to monitor EbA outcomes after the project termination
Context/comment:	Even if a no-cost extension was granted and if EbA interventions were expedited in the coming year, this would only give about one year and a half years for actual monitoring of EbA benefits. Since this is not compatible with the timescale of ecosystem restoration, which often take years to deliver their full suite of benefits, options to carry on with the monitoring and maintenance of EbA sites after the project termination should be envisaged by the project team. This may include engaging with academic (e.g. Institute of Resource Assessment) and institutional partners (e.g. VPO), investing in awareness-raising and training on maintenance with local communities etc.
Priority level:	Important recommendation
Responsibility:	PMU
Proposed implementation time-frame:	One year before actual project end
Recommendation #12:	Assess the risks and expedite the implementation of adequate mitigation actions related to the treatment of wastewater in cattle dip tanks.
Context/comment:	No mechanism for the treatment of wastewater from these tanks is planned for, which may create environmental and health risks from the chemicals used in the tanks. The ongoing ESS should suggest operational actions to remedy this.
Priority level:	Important recommendation
Responsibility:	PMU, ESS assessment contractor

Proposed implementation time-frame:	As soon as possible
Recommendation #13:	Facilitate the organisation of project beneficiaries through users' groups.
Context/comment:	A number of users' groups should be set up around project activities to facilitate coordination and future support. These include beekeepers, users of the cattle dip tanks, users of the charco dam etc. As necessary, these groups could be supported to structure themselves in associations and be trained and organised for the maintenance of infrastructures.
Priority level:	Opportunity for improvement
Responsibility:	PMU
Proposed implementation time-frame:	As soon as possible for existing groups, and when relevant activities are implemented otherwise
Recommendation #15:	For future projects, assess the capacity of prospective project partners in the project design phase.
Context/comment:	The capacity of project partners should systematically be assessed in the design phase so that potential risks and constraints can be identified and mitigation action planned for. This includes partners at the central (e.g. operational capacity of Ministry of Agriculture) and decentralised levels (e.g. financial procedures of districts).
Priority level:	Critical recommendation
Responsibility:	UNEP, GEF
Proposed implementation time-frame:	In the design phase of future projects
Recommendation #16:	Work with relevant stakeholders to produce an exit strategy.
Context/comment:	It is recommended to initiate the development of the exit strategy well in advance, i.e. between nine and six months prior to the technical termination of the project, so that a fully participatory process can take place, roles can be assigned and understood and the exit strategy can generally be appropriated by national parties.
Priority level:	Important recommendation
Responsibility:	PMU
Proposed implementation time-frame:	Nine to six months prior to the technical termination of the project
Recommendation #17:	Submit the suggested modification of Outcome 2 indicator and target for approval by the PSC and the GEF.
Context/comment :	The original indicator will not be usable, as no Vulnerability Index was computed in the baseline study. An alternative indicator ("Number of people (disaggregated by gender) showing uptake of climate-resilient activities as a result of project interventions "; target: 29,361 people – 50% women) should thus be adopted. The modification of indicator and target will need validation from PSC and from GEF.

Priority level:	Critical recommendation
Responsibility:	PMU, TM, GEF
Proposed implementation time-frame:	As soon as possible

Annex I. Response to stakeholder comments received but not (fully) accepted by the reviewers

Section	Comment from PMU/CTA	Reviewers' response
Table 6, Output 2.4	Partially achieved? Can we consider construction of the 2 small scale leather products manufacturing facilities, 20 acres sisal seedling nursery (cash crop), and commencement of beekeeping activities as key milestones towards increased income? We can agree that some target achievement can be well established in the terminal evaluation. Given the scale and impact of the already in place and ongoing activities under this target, we can consider this target as partially achieved.	The nuance between partially and not achieved is subjective as, strictly speaking, a target that is partially achieved is by definition not achieved. Although I am fine rating the EbA output as « partially achieved » to underline the VLUP achievement, I would be hesitant to rate this one as partially achieved. The existing results under this output have been duly noted, but the delays in related activities are really significant.
Rating of efficiency	Efficiency is usually measured in terms of expenditures compared to the level of achievement of activities and outputs. I am not sure that we can rate EBARR efficiency to MU on that basis…	I disagree, as the large delays will induce significant additional execution costs during the necessary extension.
Stakeholder Participation and Cooperation	I understand that we are now back to one single Ministry covering Agriculture, Irrigation, Irrigation, natural ressources and livestock	I checked with Fikirini; it seems that the latest cabinet reshuffling did not change the perimeter of these ministries.
Rating of Environmental and Social Safeguard standards	Why MU? Please explain this rating. The project complied with the ESS standards, which were not in application during the PPG if I remember well. At UNEP request, we included a specific ESS budget line in EbARR budget and recruited a firm who conducted the risk scoping study and then the detailed risk assessment. On that basis, I don't understand the MU rating.	I understand that the CTA/PMU did what they were asked to do, and, for that reason, you do not see the issue here. But from a larger perspective, the prodoc did not contain an ESS assessment, and it was only almost 4 years after the project start that an ESS assessment was eventually produced. This assessment should have informed the design of EbA activities, the design of charco dams and basically all field activities that happened before the ESS was produced. In this

		respect, I do not think it would be adequate to rate higher than « moderately unsatisfactory ».

Annex II. Evaluation TORs (excluding annexes)

Section 1: PROJECT BACKGROUND AND OVERVIEW

Project General Information

Table 1. Project summary

UNEP Sub-programme:	**Climate Change**	**UNEP Division/Branch:**	**Climate Change Adaptation Unit/Ecosystems Division**
Expected Accomplishment(s):	**(a) Countries increasingly advance their national adaptation plans which integrate ecosystem-based adaptation**	**Programme of Work Output(s):**	**(ii) Increase in the number of countries that have technical capacity to integrate ecosystem-based management into national adaptation plans**

Project Title:	**Ecosystem-based Adaptation for Rural Resilience**
Executing Agency:	Vice President's Office, Division of Environment
Project partners:	Ministry of Agriculture Ministry of Livestock and Fisheries President's Office, Regional Administration and Local Government Simajiro District Mvomero District Kishapu District Mpwapwa District Kaskazini A
Geographical Scope:	Simanjiro District, Mainland Mvomero District, Mainland Kishapu District, Mainland Mpwapwa District, Mainland Kaskazini A, Kazkazini-Unguja, Unguja Island, Zanzibar
Participating Countries:	N/A

GEF project ID:	5695	**IMIS number*[40]:**	N/A
Focal Area(s):	Climate Change Adaptation	**GEF OP #:**	N/A
GEF Strategic Priority/Objective:	Climate Change Adaptation	**GEF approval date*:**	November 28, 2016
UNEP approval date:		**Date of first disbursement*:**	September 25, 2017

[40] *Fields with an * sign (in yellow) should be filled by the Fund Management Officer*

Actual start date[41]:	August 25, 2017	**Planned duration:**	5 Years
Intended completion date*:	December 2020	**Actual or Expected completion date:**	December 2022
Project Type:	Full Size Project	**GEF Allocation*:**	N/A
PPG GEF cost*:	US$ 100,000	**PPG co-financing*:**	N/A
Expected MSP/FSP Co-financing*:	US$ 20,750,000	**Total Cost*:**	US$20,546,756
Mid-term review/eval. (planned date):	Q1 2021	**Mid-Term Review (actual date):**	
Mid-term review/eval. (actual date):		**No. of revisions*:**	
Date of last Steering Committee meeting:	February 6, 2020	**Date of last Revision*:**	
Disbursement as of 30 December 2020*:	USD 1,421,606	**Date of financial closure*:**	
Date of Completion[42]*:	08/07/2023	**Actual expenditures reported as of 30 June 2020[43]:**	USD 1,099,420
Total co-financing realized as of 31 December 2020[44]:		**Actual expenditures entered in IMIS as of 31 December 2014*:**	N/A
Leveraged financing:[45]			

Project rationale

1. Tanzania is still considered one of the world's poorest economies (Least Developed Country), with a gross national income per capita of US$ 920. However, the Tanzanian economy has performed strongly in recent years, recording growth of 7.3% in 2013, up from 6.9% in 2012, mostly driven by information and communications, construction, manufacturing, and other services. Comparatively, agriculture remains the mainstay of the economy, employing 62.1% of the workforce, but the sector is affected by infrastructure gaps and low productivity. In 2014, efforts in reaching Millennium Development Goals (MDGs) 2015 targets were successful for one out of the seven MDGs. Targets for 2015 of one or more indicators of the other six MDGs were considered achievable in a year's time, while some indicators of MDG 1, MDG 3 and MDG 5 were considered unachievable by 2015

2. The negative impacts of climate change and climate variability are already evident, affecting Tanzania's social, economic, and physical environment. In most parts of the country, observational evidence from local communities suggest changes in temperature and seasonal shifts in rainfall patterns. Intra-seasonal and inter-annual rainfall variability manifested through late rainfall onset and early rainfall cessation, increase in dry spells, and shift in rainfall patterns are becoming more common in Tanzania. Like many other Least Developing Countries (LDCs), Tanzania is vulnerable to the impacts of climate change due to its low adaptive capacity and dependence on climate sensitive sectors such as agriculture, energy, livestock, health, water, fisheries, forestry, wildlife and infrastructure. The project aims to address the rapid degradation of ecosystem services, enhanced by climate change impacts communities and their livelihoods that depend on healthy ecosystems.

[41] Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.

[42] If there was a "Completion Revision" please use the date of the revision.

[43] Information to be provided by Executing Agency/Project Manager

[44] Projects which completed mid-term reviews/reviews or mid-term reviews during FY14 should attach the completed co-financing table as per GCF format. See Annex 1

[45] See above note on co-financing

3. Although there are numerous development and climate change adaptation projects taking place in Tanzania, there remain some significant capacity challenges as regards coordination and the identification of synergies between and among projects and sectors. As the pace of development quickens, there is also a need to develop responsive institutions that integrate lessons learned from past projects into current and future initiatives. At the local level, many Tanzanian communities lack the technical capacity, physical and financial resources to manage and cope with climate change impacts on ecosystem services. The goal of the project is to increase resilience to climate change in rural communities of Tanzania by strengthening ecosystem resilience and diversifying livelihoods, using an ecosystem-based adaptation approach.

4. The project takes place in four regions of the Mainland and the Zanzibar Islands. One district per region and one ward per district were selected during the Project Preparation Phase according to several criteria to participate in the project:
    - Simanjiro district (Manyara region, Mainland)
    - Mpwapwa district (Dodoma region, Mainland)
    - Mvomero district (Morogoro region, Mainland)
    - Kishapu district (Shinyanga region, Mainland)
    - Kaskazini-A Shehia, Kaskazini-Unguja, Unguja Island (Zanzibar).

5. This project will benefit up to 1,468,035 beneficiaries (or 298,631 households) in the selected districts and will lead to the following outcomes:
    - Improved stakeholder capacity to adapt to climate change through EbA approaches and undertake resilience building responses,
    - Increased resilience in project sites through demonstration of EBA practices and improved livelihoods, and
    - Strengthened information base on EbA supports an up-scaling strategy.

Project objectives and expected results

6. The project objective is to increase resilience to climate change in rural communities of Tanzania by strengthening ecosystem resilience and diversifying livelihoods. It contributes to the overarching goal of reducing the vulnerability of rural populations.

   The project has three outcomes and several outputs including:

   Outcome 1 – Improved stakeholder capacity to adapt to climate change through EbA approaches and to undertake resilience-building responses.
   - Output 1.1 A GIS-based adaptation knowledge management system (AKMS) on climate change adaptation is operationalized.
   - Output 1.2 Training and guidance provided to a cadre of knowledgeable resource persons on ecosystem-based adaptation.

   Outcome 2 – Increased resilience in project sites through demonstration of EbA practices and improved livelihoods
   - Output 2.1 Local authorities, committees and user groups trained on adapting communities to climate change using EbA
   - Output 2.2 Locally-specific climate change vulnerability, risks and adaptation options are identified by local stakeholders
   - Output 2.3 Ecosystem services are rehabilitated through the implementation of EbA practices
   - Output 2.4 Income is increased and maintained across seasons, through sustainable and resilient livelihoods

   Outcome 3 – Strengthened information base on EbA supports an upscaling strategy

Output 3.1 Project lessons, knowledge on CCA, EbA and resilient livelihoods, are captured, stored and widely disseminated.

Executing Arrangements

7. United Nations Environment Programme (UNEP) has been the Implementing Agency (IA) for the project. UNEP has appointed a Task Manager who oversee the project and provide the technical assistance and the project supervision to ensure consistency with GEF and UNEP policies and procedures.

8. The project is executed by the Vice President's Office, who coordinates the project on behalf of the government. The VPO provides administrative housing for the Project Management Unit. VPO works closely with other responsible executing partners, including the Ministry of Agriculture, National Land Use Planning Commission, and districts for the successful implementation of activities. MOUs and letters of agreements between the Ministries and districts were established to specify activities and responsibilities of parties.

9. A Project Steering Committee has been established with the following membership:

    - VPO,
    - Ministry of Agriculture
    - Ministry of Livestock
    - Ministry of Water and Irrigation
    - Ministry of Natural Resources and Tourism
    - Office of the first Vice President of Zanzibar
    - Ministry of Lands, Water, Energy and Environment (Zanzibar)
    - A representative of NGO/civil society
    - UNEP

10. In addition, a technical working group including the following has been established:

Project Cost and Financing

11. The total budget for the project is US$28,321,233 over five years with US$7,571,233 from the GEF and US$20,750,000 of co-financing from the Government of Tanzania.

Implementation Issues

12. The project has faced several implementation issues and challenges since the beginning in 2017:

    - The project had a slow start up period from 2017 to 2018. The first disbursement occurred in September 2017 while the inception workshop took place in late June 2018. Challenges included slow procurement process, taking time to recruit the Chief Technical Advisor and transfer of the VPO and the Project Management Unit from Dar Es Salaam to Dodoma.
    - As the project progressed, further delays were experienced due to procurement issues. Some procurements required re-advertisement due to lack of qualified candidates. Decision-making issues particularly on project operations such as contract approvals and payments require attention and increased efficiency and delegation of authority.
    - More delays were experienced in 2020. The project was requested to register within a new external funded project national management information system within the Ministry of Finance, called D-Fund MIS. This registration process involved several steps before approval and caused delays in getting access to the project funds. The registration and approval process have effectively put the project at a standstill between February and June 2020.

Payments to consultants were not made at this time and no new procurements were approved. Even after the registration of the project with D-Fund MIS, long delays still occurred. VPO informed UNEP that there would be changes to project management arrangements in July, but this has not been put into effect as of December 2020. Very few activities have been completed in 2020 as a result of administrative and management issues.

- Communications within the project team are weak, despite meetings and agreements to resolve communication issues with UNEP. The liaison and communication between the project and team and district offices and technicians also needs improvement.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

Key Review Principles

13. Review findings and judgements should be based on **sound evidence and analysis**, clearly documented in the review report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.
14. As this is Review is being undertaken at the mid-point of project implementation, particular attention should be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability, which will support potential course correction. This means that the consultants need to go beyond the assessment of "*what*" the project performance was and make a serious effort to provide a deeper understanding of "*why*" the performance was as it was. This should provide the basis for the lessons that can be drawn from the project and the recommendations that are derived from the review process
15. The reviewers should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and potential impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the reviewers, along with any simplifying assumptions that were taken to enable the reviewer to make informed judgements about project performance.
16. A key aim of the review is to encourage reflection and learning by UN Environment Programme staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. There may be several intended audiences, each with different interests and needs regarding the report. The Task Manager will plan with the consultant(s) which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation. Draft and final versions of the Main Review Report will be shared with key stakeholders by the Task Manager and a copy of the final version will be submitted to the UN Environment Programme Evaluation Office, who will provide an assessment of the quality of the Review Report.

Objective of the Review

17. In line with the UN Environment Programme Evaluation Policy[46] and the UN Environment Programme Manual[47], the Mid-Term Review (MTR) is undertaken approximately half way through project implementation to analyse whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes, including their sustainability.

Key Strategic Questions

- Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?
- What and how much progress has been made towards achieving the outcomes of the project (including contributing factors and constraints)?
- To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the GEF investment criteria (including contributing factors and constraints)?
- Unexpected results, both positive and negative – identifies the challenges and the learning, both positive and negative, that can be used by all parties (governments, stakeholders, civil society, AE, GEF, and others) to inform further implementation and future investment decision-making.
- What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.
- Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?
- What factors have contributed to the unintended outcomes, outputs, activities, results?
- What can be changed/improved/modified to realise the objectives?

Evaluation Criteria

18. All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1. A weightings table will be provided in excel format (link provided in Annex 1) to support the determination of an overall project rating.

A. Strategic Relevance

19. The review will assess, in line with the OECD/DAC definition of relevance, 'the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor'. The review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

    i. *Alignment to the UNEP Term Strategy[48] (MTS) and Programme of Work (POW) and the GEF Strategic Priorities*

[46] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx

[47] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf . This manual is under revision.

[48] UN Environment's Medium Term Strategy (MTS) is a document that guides UN Environment's programme planning over a four-year period. It identifies UN Environment's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes.

The review should assess the project's alignment with the MTS and POW under which the project was approved and include reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. GEF priorities are specified in published programming priorities and focal area strategies.

ii. *Relevance to National Environmental Priorities*

The review will assess the extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries where it is being implemented. Examples may include: national or sub-national development plans, poverty reduction strategies or National Adaptation Plans or regional agreements etc.

B. Effectiveness

20. The review will assess effectiveness across three dimensions: delivery of outputs, achievement of direct outcomes and, where appropriate and feasible, likelihood of impact. At the mid-point more emphasis is placed on performance at the output and outcome levels, but observations about likelihood of impact may be helpful for course correction or adjusting the emphasis of the project's efforts.

i. Achievement of Outputs

The review will assess the project's success in producing the programmed outputs (products and services delivered by the project itself) and achieving targets and milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, a table should be provided showing the original formulation and the amended version for transparency. The achievement of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their delivery. The review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. Achievement of Direct Outcomes

The achievement of direct outcomes is assessed as performance against the direct outcomes defined in the Project Results Framework. These are the first-level outcomes expected to be achieved as an immediate result of project outputs, by the end of the project and with the total funds secured for the project's implementation. A table can be used where substantive amendments to the formulation of direct outcomes is necessary to make them consistent with OECD/DAC guidelines. The review should report on mid-term results, with evidence of attribution between UNEP's intervention and the direct outcomes, against the Project Results Framework indicators and targets using the project's means of verification as well as any other means of verification deemed to be necessary.

iii. ***Likelihood of Impact***

Based on the articulation of longer-term effects as defined in project objective or stated intentions, the review will, where possible, assess the likelihood of the intended, positive impacts becoming a reality.

The review will also consider the likelihood that the intervention may lead, or contribute, to unintended negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards. The review will consider the extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication[49].

[49] Scaling up refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer term objective of pilot initiatives. Replication refers to approaches being repeated or lessons being explicitly applied in

C. Financial Management

21. Under financial management the Mid-Term Review will assess: a) whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs; b) whether financial reporting and/or auditing requirements are being met consistently and to adequate standards by all parties; and c) whether the co-financing expenditure has contributed towards achieving the project's objectives. Any financial management issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted. These may include factors not only those related to Project Management (internal) but even external (i.e change of national policies) which impacts the project.

D. Efficiency

22. In keeping with the OECD/DAC definition of efficiency, the review will assess the cost-effectiveness and timeliness of project execution. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches. In particular, this can look into the cost effectiveness of the activities implemented at the district level, either through the Development Account - which involves subcontracting (NGOs or private firm), or Force Account - which involves procurement of materials and supervision of works directly by the district authorities. The review will also assess ways in which potential project extensions can be avoided through stronger project management.

E. Monitoring and Reporting

23. The review will assess monitoring and reporting across two sub-categories: monitoring design and implementation, and project reporting.

i. Monitoring Design and Implementation

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[50] indicators towards the achievement of the projects outputs and direct outcomes. The review will assess the quality of the design of the monitoring plan. The review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. The review should confirm that funds allocated for monitoring were used to support this activity.

ii. Project Reporting

Projects funded by GEF have requirements with regard to verifying documentation and reporting (i.e. the Project Implementation Reviews, GEF-7 Climate Change Adaptation Strategy Results Framework Tracking Tool and CEO Endorsement template), which will be made available by the Task Manager. The review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. The review should examine the extent to which measures have been put in place to address identified risks and impacts. Where corrective action is indicated in the annual Project Implementation Review reports (e.g. as an identified risk), the Reviewer will record whether this action has been taken. Similarly, the Reviewer should provide updates on any revisions to identified types of

new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

[50] SMART refers to indicators that are specific, measurable, assignable, realistic and time-specific.

risk classifications/ratings and describe progress made in the implementation of the management measures as outlined in the CEO Endorsement/Approval.

F. Sustainability

24. Sustainability is understood as the probability of the project's direct outcomes being maintained and developed after the close of the intervention. The review will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct outcomes. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

25. The review will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The review will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards, b) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained and c) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

G. Factors and Processes Affecting Project Performance

These factors are rated in the ratings table but are discussed as cross-cutting themes as appropriate under the other review criteria, above.

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project. The review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular, the review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.

ii. Quality of Project Implementation and Execution

Specifically for GEF funded projects, this factor refers separately to the performance of the executing agency and the technical backstopping and supervision provided by UN Environment Programme, as the implementing agency.

The review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Committees etc.); communication and collaboration with UN Environment Programme colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive project management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UN Environment. The assessment will consider the

quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

iv. Responsiveness to Human Rights and Gender Equity

The review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the review will assess to what extent the intervention adheres to UN Environment's Policy and Strategy for Gender Equality and the Environment.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented gender-responsive measures and any intermediate gender result areas as documented at CEO Endorsement/Approval including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent. Furthermore, whether the identified actions and/or applied adaptive management to ensure that Gender Equity and Human Rights are adequately taken into account. In particular, the review will consider to what extent project design (section B), the implementation that underpins effectiveness (section D), and monitoring (section G) have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

v. Environmental and Social Safeguard standards

The project should be assessed for compliance with UNEP , GEF , and country standards for environmental and social safeguards. The review will consider the likelihood that the intervention may lead, or contribute, to unintended negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards. Assessment should include review of the project's identification of risks through the checklist / ESERN, if the identified risks continue to hold true at the implementation phase, if there are new risks identified and how these were addressed, review of each of the project activities for compliance with UNEP and GEF safeguard standards, if environmental and social safeguard management approaches have been adopted by the project, if such approaches were sufficient to avoid, minimize, or compensate for the risks and their impacts, and if any other management actions could be undertaken.

vi. Knowledge Management (KM) approach

The review will ascertain to what extent the project's Knowledge Management approach is contributing to achieve the project's outputs and outcomes. The review will report the progress on the implementation of the project's Knowledge Management(KM) Approach and its key deliverables, including among others: Knowledge and Learning Deliverables, including website/platform development; Knowledge Products/Events; Communication Strategy; Lessons Learned and good practice,if any; and Adaptive Management Actions,if any.

vii. Country Ownership and Driven-ness

The review will assess the quality and degree of engagement of government / public sector agencies in the project. The review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact

to be realised. This ownership should adequately represent the needs and interests of all gender and marginalised groups.

viii. Communication and Public Awareness

The review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gender or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

26. The Mid-Term Review will use a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings.
27. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)
28. The findings of the review will be based on the following:

(a) A **desk review** of:

- Relevant background documentation, inter alia
- Project Document and Appendices
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as annual (PIR) and six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews (PIR), GEF-7 Climate Change Adaptation Strategy's Results Framework and Tracking Tool, Reports on Co-financing mobilisation and expenditure, etc.;
- Evaluations/Reviews of similar projects.

(b) **Interviews** (individual or in group; face-to-face or virtual) with:

- UNEP Task Manager (TM);
- Project management unit (PMU);
- Executing Agency and partner institutions, including co-financing entities;
- UNEP Fund Management Officer (FMO);

(c) **Field visits of all the project sites**

The review will involve visiting all project sites to assess and validate the results verification mission and report prepared by the national M&E consulting firm prior to the MTR mission which provides a triangulation of project's quantitative and qualitative achievements against: 1) the project's indicators and targets; and, 2) the GEF-7 Climate Change Adaptation Strategy's Result Framework Tracking Sheet. For clarity, the results verification will be done as a separate exercise by the M&E firm prior to the commencement of this MTR process. This MTR should incorporate its findings.

(d) **Other data collection tools**: If needed, to be decided at the inception phase

Review Deliverables and Review Procedures

29. The review team will prepare:

- **Inception Report:** (see Annex 1 for links to all templates, tables and guidance notes) containing confirmation of the results framework and theory of change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically, in the form of a PowerPoint presentation/word document/pdf report, the sharing of preliminary findings is intended to support the participation of the project team presented at the end of the country MTR mission. This serves as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Reports (separate outputs):** (see links in Annexes 4 and 5) containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

30. **Review of the draft review report**. The review team will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Task Manager will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the review team for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

31. At the end of the review process, the Task Manager will either circulate **Lessons Learned** or prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals.

The Consultants' Team

32. For this review, the review team will consist of two Consultants who will work under the overall responsibility of the Task Manager Mara Baviera in consultation with the Head of Branch/Unit Jessica Troni, Fund Management Officer, Bwiza Wameyo-Odemba. The consultant will liaise with the Task Manager on any procedural and methodological matters related to the review. It is, however, the consultants' individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the review as efficiently and independently as possible.

33. The consultants will undertake the MTR as outlined in these TORs and annexes.

34. The consultant will be hired for a maximum of 30 days over a spread of three-month period. Depending on the situation with the Covid-19 pandemic, the consultant will undertake an in-country visit to

Tanzania for at least 15 days to engage directly national and local stakeholders and undertake field visits.

35. The consultant will be responsible, in close consultation with the Task Manager, for overall management of the review and timely delivery of its outputs, described above in Section 11 Evaluation Deliverables, above. The consultant will ensure that all review criteria and questions are adequately covered.

Schedule of the Review

36. The table below presents the tentative schedule for the review.

Table 3. Tentative schedule for the review

Milestone	Indicative Timeframe
Inception Report	March 15, 2021
Review Mission	April 1 – 20, 2021
Telephone interviews, surveys etc.	April 21 – 30, 2021
PowerPoint/presentation on preliminary findings and recommendations	May 15, 2021
Draft report to Task Manager	May 22, 2021
Draft Report shared with the wider group of stakeholders	June 1, 2021
Final Main Review Report	June 10, 2021
Final Main Review Report shared with all respondents	June 15, 2021

Contractual Arrangements

37. Review Consultants will be selected and recruited by the Task Manager under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP/UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sigh the Code of Conduct Agreement Form.

38. Fees will be paid on an instalment basis, paid on acceptance by the Task Manager of expected key deliverables. The schedule of payment is as follows:

39. Schedule of Payment for the Consultant:

Deliverable	Percentage Payment
Approved Inception Report *(as per annex document 7)*	30%
Approved Draft Main Evaluation Report *(as per annex document 13)*	30%
Approved Final Main Evaluation Report	40%

40. Fees only contracts: Air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Task Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

41. The consultants may be provided with access to UNEP Information Management System (PIMS) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the review report.
42. In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the Task Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.
43. If the consultant(s) fail to submit a satisfactory final product to the Task Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by UNEP to bring the report up to standard.

Annex III. Review itinerary, containing the names of locations visited and the names (or functions) and of people met/interviewed

Date	Time	Place	Activities	Stakeholders interviewed
29/08/21	12 pm	Dodoma	Arrival of reviewer	
30/08/21	8 am – 5 pm	Dodoma	Interviews	• Ms. Catherine G. B. Mwenzaki, Assistant Director of VPO-DOE (Female) • Dr. Freddy K. Manyika, Principal Forest Officer VPO-DOE (Male) • Dr. James J. Nyarobi, Project Manager of EBARR (M) • Mr. Alberth Silaa, Supplies Officer VPO-DOE (M) • Mr. Timotheo Mande Assistant Project Manager EBARR (M)
31/08/21	9 am – 5 pm	Dodoma	Interviews	• Mr. Sanford Kway, Principal Forest Office of President's Office Regional Administration Local Governments (M) • Mr. Yusuf. H. Serenga, Ministry of Livestock and Fisheries Development (M)
01/09/21	8 am – 4 pm	Dodoma	Interviews	• Mr. Prosper Makundi , Ministry of Agriculture (M) • Ms. Suzana B. Mapunda, Principal

				Research Officer of National Land Use Plans Commission (F)
02/09/21	8 am – 4 pm	Domestic travel	Travel to Shinyanga – Kishapu District	
03-06/09/21	9 am – 12 pm	Shinyanga Kishapu District	Interviews	• Mr. Godwin Everest, DT EBARR Kishapu (M) • Mr. Revocatus ucas Mboya, Beekeeping Officer of Kishapu District (M) • Assistant Director, Kishapu District (F)
	7 am – 5 pm	Kiloleli, Beleda and Mguda villages	Interviews & site visits (charcoal dam, small industry for leather products, beehives, sisal nursery, beneficiaries of energy cook stoves sites)	• Nicolous Mziray (M) • Robert John (M) • Malimi Ramadhani (F) • Kuhulzma Mashala (F) • Maximilian Lughembe (M) • Mipawa Sheka (M) • Iddi Masunga (M) • Naomi Doto (F) • Kwangu Limbu (F) • Joseph Soleya (M) • Anna Maige (F) • Anna John (F) • Agness Maganga (F) • Maria Jackson (F) • Sarah Shija (F) • Masangu lwang'wale (F) • Rwasi Jonas (F) • Lakeshi Malendaja (M) • Juliana Marco (F) • Jilala Seni (M) • Benard Mitano (M) • Yusuph Nhiga (M)

				• Mihambo Noile (M) • Mary Samwel (F) • Sala Robert (F) • Ng'holo Jiloya (M) • Francis Machiya (M) • Kulwa Mbasha (F) • Tatu Kadala (F) • Marco Jilinai (M) • David Sayi (M) • Daud Mathias (M)
07/09/21	7.45 am – 4 pm	Domestic travel	Travel to Manyara - Simanjiro District	
08-08/09/21	7 am – 2.30 pm	Simanjiro District	Interviews & site visits (charcoal dam, small, land use plans area and meeting with Laangai village)	• District Exective Director (M) • Dr. Saleh Masanza, DT Simanjiro (M) • Eng. Abdul Makame Kombo, engineer of Simanjiro (M) • Ms. Suzana Ngillah, village executive officer of Langai village (F) • Mr. Michael Philip, Langai village chairperson (M)
		Erkujit village	Interviews & site visits (charcoal dam, small industry for leather products, cattle dip and trough, beekeeping site, goats farming managed by women group, chicken farm managed by women groups, beneficiaries of energy cook stoves site)	• Simon Taite Erkujit chairperson (M) • Mary Olengai Erkujit village executive officer (F) • 3 Village representatives (M) • 2 Village representatives (F • 11 Beneficiaries (F) • 6 Beneficiaries (M) • Cattle dip and trough managers (M) • 4 Women groups representatives (F)

10/09/21	8 am – 15 pm	Domestic travel	Travel to Mpwapwa	
13/09/21	8 am –4 pm	Mpwapwa	Interviews & site visits (charcoal dam, cattle dip and trough, nurseries planting site, beneficiaries of energy cook stoves beneficiaries)	• District accountants (M) • District Economic and Planning Department (F and M) • District Agriculture Officer and DTs (M) • Aziza Mwinyibweni (F) • Jonas Silanga (M) • Richard Mulumo (M) • Jema Matayo (M) • Alex Pemba (M)
	8 am –3 pm	Mbugani village	Interviews & site visits (charcoal dam, cattle dip and trough, nurseries planting site, beneficiaries of energy cook stoves beneficiaries)	• Aloyce Mpanda (M) • Joackim Mdaile (M) • Adam Chtau (M) • Amos Mkombola (M) • Agnes Sajilo (F) • William mMkuya (M) • Omary Danga (M)
15/09/21	8.45 am – 5.30 pm	Domestic travel	Morogoro	
15/09/21	8 am – 7 pm	Mvomero – Lukenge village	Interview and site visits	• Mvomero DTs(M) • District agriculture officer (F) • Andrew Luosa Ward executive officer (M) • Hashimu Luwiza (M) • Lukas Mtoi (M) • Emmy Mazimbwa (F) • Latifa Jadu (F) • Omary Gwalu (M) • Semeni Matinde (F) • Omary Gualu (M) • Silivia Omba (F)

				• Yusuph Luhanga (M) • Steven Ramadhani (M) • Fatma Bakari (F) • Daniel Luhanga (M) • Jaribu Jaribu (M) • Juma Mashaka (M) • Rehema Balali (F) • Teresia Kondradi (F)
16/09/21	8 am – 4 pm	Melela village	Interview and site visits of Lukenge Irrigation Scheme	• Casiana Lutinde (M) • Mariam Limbu (F) • Maria Msungu (F) • Zuhura Hamad (F) • Khamis Membe (M) • Jamila Issa (F) • Neema Kesi (F) • Fadhili Mng'ombe (M) • Ramadhani Seif (M) • Rhoda Mwita (F)
17/09/21	8 am – 2 pm	Domestic travel	Dar-es-Salaam	
	9 am – 2 pm		• Ministry of Water and Irrigation • Pronet communication ltd	• Ms. Principal Environmental officer • Senior Consultant
22/09/21	12 pm – 4 pm	Domestic travel	Zanzibar	
23/09/21				• Alawi Hija Head of Biodiversity and EBARR focal point (M) • Mariam Hassan Juma Biodiversity officer (F) • Abubakary Abdalla Salum Environmental officer (M)

				• Khadija Amour Issa Biodiversity officer (F) • MECA leader (M) • Kaskazini A natural resources officer (M) • Agricultural officer (M) • Community development officer (F)
24/09/21	9 am – 5 pm	Kijini, Mbuyutende and Jagaakuu Shehia	Interview and site visits	• Faki Hassan Mcha (M) • Tatu Khamis Khamis (F) • Ndamu Mkadam Makame (F) • Jokha Ponde Mmadi (F) • Mkali Hai Jabu (M) • Fatima Salim Ame (F) • Tano Iddi Khamis (F) • Silima Bweni pili (M) • Msirifu Haji Mcha (F) • Haji Hassan Ali (M) • Nassor Muhidin Abdulla (M) • Juma Wadi (M) • Khadija Simai (F) • Mwanafatime Kombo (F) • Mwajuma Faki (F) • Kaziota Ali (M)
29/02/20	12 pm	Zanzibar	Departure of the evaluator	

Annex IV. Summary of co-finance information and a statement of project expenditure by activity

Summary of co-finance information: at the time of the midterm review, a cofinancing report had been prepared by the project team but had not been reviewed and validated by UNEP yet. Consequently, it was decided not to include cofinancing figures in the MTR.

Statement of project expenditure per activity: a report per activity is not available at the time of the MTR. Instead, a simplified version of the latest validated expenditure report per budget line is presented below (as of 30 June 2021).

UNEP Budget Line		GEF-approved budget		Actual expenditures incurred*			
		Total project budget	Current year budget	Cummulative expenditures from previous period	Current year total	Cummulative expenditures to-date	Cummulative unspent balance
	PERSONNEL COMPONENT						
1100	**Staff and other personnel costs**						
1101	Project coordinator	187 000	52 100	86 900	**16 100**	**103 000**	**84 000**
1102	Chief Technical Advisor	150 000	30 000	74 575	**-**	**74 575**	**75 425**
1103	Finance and Administrative Officer.	107 000	32 200	44 800	**9 700**	**54 500**	**52 500**
1104	Mvomero district technician	45 000	9 000	16 500	**-**	**16 500**	**28 500**
1105	Mpwapwa district technician	45 000	9 000	16 500	**-**	**16 500**	**28 500**
1106	Kishapu district technician	45 000	9 000	16 500	**-**	**16 500**	**28 500**
1107	Simanjiro district technician	45 000	9 000	16 500	**-**	**16 500**	**28 500**
1108	Kaskazini Unguja district technician	45 000	9 000	16 500	**-**	**16 500**	**28 500**
1109	Procurement officer	6 000	600	5 400	**600**	**6 000**	**-**
1110	Assistant PM	8 000	800	7 200	**800**	**8 000**	**-**
1111	Driver	2 550	300	2 250	**300**	**2 550**	**-**
	Sub-total	**685 550**	**161 000**	**303 625**	**27 500**	**331 125**	**354 425**
1200	**Consultants**						
1201	IC - EbA trainer	35 000		35 000	**-**	**35 000**	**0**
1202	IC - Ecologist (Ecosytem services monitoring)	67 500	-	67 500	**-**	**67 500**	**-**

1203	NC - CCVA and disaster risk assesment specialist	27 500	16 500	-	**5 502**	**5 502**	**21 998**
1204	NC - EbA trainer	22 355	-	22 355	**-**	**22 355**	**-**
1205	NC - GIS specialist	14 000	-	14 000	**-**	**14 000**	**-**
1206	NC - Ecologist	45 000	-	45 000	**-**	**45 000**	**-**
1208	NC- M&E Specialist	68 750	36 243	16 507	**-**	**16 507**	**52 243**
1209	NC - Policy and programme specialist	50 000	25 000	-	**-**	**-**	**50 000**
	Sub-total	**330 105**	**77 743**	**200 362**	**5 502**	**205 864**	**124 241**
1600	**Travel on official business**	-					
1601	Travel cost for local regional staff	20 000	20 000	-	**-**	**-**	**20 000**
1602	Travel costs for work supervision	100 000	25 000	9 194	**1 550**	**10 744**	**89 256**
1603	Travel costs for project management	15 000	2 905	11 679	**-**	**11 679**	**3 321**
1604	Travel cost for PMU for work supervision	27 500	6 876	4 832	**2 114**	**6 946**	**20 554**
1605	Travel costs for M&E	9 250	5 286	-	**-**	**-**	**9 250**
	Sub-total	**171 750**	**60 067**	**25 705**	**3 664**	**29 369**	**142 381**
	Component total	**1 187 406**	**298 810**	**529 692**	**36 666**	**566 358**	**621 047**
	CONTRACT COMPONENT						
2200	**Sub contract to private sector**						
2201	Sub contract to private sector firm (knowledge mgt system)	150 000	57 704	60 296	**-**	**60 296**	**89 704**
2202	Sub contract to private sector firm (VA Ecology and socio economic specialist)	94 657	-	94 658	**-**	**94 658**	**- 0**
2203	Sub contract to private sector firm (To install fences: cost of labour)	40 000	30 000	-	**-**	**-**	**40 000**
2204	Sub-contract comunication firm	150 000	81 000	-	**54 350**	**54 350**	**95 650**
2205	Private firms for charco dam construction work	845 000	345 000		-	**-**	**845 000**
	Sub-total	**1 279 658**	**513 704**	**154 954**	**54 350**	**209 304**	**1 070 354**
2300	**Sub contracts (Commercial purposes)**						
2301	Sub contract to NGO for watershed rehabilitation	250 000	100 000	-	**-**	**-**	**250 000**
2302	Sub contract to NGO for rangeland rehabilitation	75 000	40 000	-	**-**	**-**	**75 000**
2303	Sub contract to NGO for riverbank rehabilitation	20 000	10 000	-	**-**	**-**	**20 000**
2304	MoU with MALF	2 600 000	940 000	750 000	**-**	**750 000**	**1 850 000**
2305	Sub contract to NGO (Specialised in renewable sustainable energy and use of cooking stoves)	200 000	81 800	118 200	**-**	**118 200**	**81 800**
2306	Sub contract to NGO (Specialised in resilient livelihood)	240 000	73 500	-	**-**	**-**	**240 000**

2307	MoU National Land Use Plan Commission	103 000	-	103 000	**-**	**103 000**	**0**
2308	Sub-contract Social and environmental safeguards	100 000	59 512	488	**704**	**1 192**	**98 808**
	Sub-total	**3 588 000**	**1 304 812**	**971 688**	**704**	**972 392**	**2 615 608**
	Component total	**4 867 658**	**1 818 516**	**1 126 641**	**55 054**	**1 181 695**	**3 685 962**
	TRAINING COMPONENT						
3200	**Group training**						
3201	ToT - Training workshops on vulnerability assessment and EbA at district level	40 000	40 000	-	**-**	**-**	**40 000**
3202	Training workshops(renewable energy)	70 000	28 000	42 000	**-**	**42 000**	**28 000**
3203	Training workshop (resilient livelihood)	91 707	30 000	-	**-**	**-**	**91 707**
3204	Participatory M&E strategy development	15 000	10 000	-	**10 000**	**10 000**	**5 000**
	Sub-total	**216 707**	**108 000**	**42 000**	**10 000**	**52 000**	**164 707**
3300	**Meetings/Conferences**						
3301	Meetings and workshops (AKM development)	10 000	-	10 943	**-**	**10 943**	**- 943**
3302	Meetings and workshops (AKM steering group)	54 972	20 429	19 543	**-**	**19 543**	**35 429**
3303	ToT workshop at national level	12 421	-	12 421	**-**	**12 421**	**-**
3304	Workshop and Meetings (conduct VIA assesment)	36 936	-	40 936	**-**	**40 936**	**- 4 000**
3305	Workshop and Meetings (Acivity 2.2.2)	2 141	-	2 141	**-**	**2 141**	**-**
3306	Workshop and meetings (LUMPS)	72 000	55 142	16 858	**-**	**16 858**	**55 142**
3307	PSC Meetings	25 091	4 410	11 421	**4 410**	**15 831**	**9 260**
3308	Preinception and inception workshop	25 607	-	25 607	**-**	**25 607**	**0**
3309	Project Technical Committee (PTC) meeting costs	16 000	10 000	4 000	**10 000**	**14 000**	**2 000**
	Sub-total	**255 168**	**89 981**	**143 870**	**14 410**	**158 280**	**96 888**
	Component total	**471 875**	**197 981**	**185 870**	**24 410**	**210 280**	**261 595**
	EQUIPMENT AND PREMISES COMPONENT						
4100	**Supplies,commodities,materials**				**-**	**-**	**-**
4101	Printing Costs	-	-	-	**-**	**-**	**-**
4102	Expandable seed material (rangeland rehabilitation)	60 000	30 000	-	**-**	**-**	**60 000**
4103	Expandable seed material (reforestation)	250 000	100 000	-	**-**	**-**	**250 000**
4104	Expandable seed material (riverbank rahabilitation)	100 000	50 000	-	**-**	**-**	**100 000**
4105	Printing Costs	25 000	15 000	-	**-**	**-**	**25 000**

	Sub-total	**435 000**	**195 000**	**-**	**-**	**-**	**435 000**
4200	**Equipment,vehicles,furniture**						
4201	Equipment, servers,computers, software (IGIS)	20 000	20 000	-	**-**	**-**	**20 000**
4202	Equipment (GPS, Camera)	-	-	-	**-**	**-**	**-**
4203	Equipment (Software)	-	-	-	**-**	**-**	**-**
4204	Fencing Materials	120 000	60 000	-	**-**	**-**	**120 000**
4205	Materials and equipment (renewable energy)	140 000	56 000	84 000	**-**	**84 000**	**56 000**
4206	Vehicle and 5 Motorbicyles for Project Focal Points at 5 districts of Mvomero, Mpwapwa, Kishapu,Simanjiro and Kaskazini Unguja	64 847	-	64 847	**-**	**64 847**	**- 0**
4207	Laptops, dockstation and printer	11 500	-	10 505	**-**	**10 505**	**995**
	Sub-total	**356 347**	**136 000**	**159 352**	**-**	**159 352**	**196 995**
	Component total	**791 347**	**331 000**	**159 352**	**-**	**159 352**	**631 995**
	GENERAL OPERATING AND OTHER DIRECT COST						
5100	**Operation and maintenance of Equipment**						
5101	Operating expenses (gasoline, telecom, office supplies)	65 769	17 000	20 343	**836**	**21 179**	**44 590**
5201	Bank charges	12 000	3 000	1 852	**527**	**2 379**	**9 622**
5202	Vehicle maintenance and operation	45 000	12 000	11 654	**989**	**12 643**	**32 357**
5301	NC - Baseline study	42 179	-	42 179	**-**	**42 179**	**-**
5303	IC - Mid Term Review	30 000	30 000	-	**-**	**-**	**30 000**
5501	IC - Termimal Evaluation	30 000	-	-	**-**	**-**	**30 000**
5502	Audit	28 000	7 000	13 290	**7 000**	**20 290**	**7 710**
	Component total	**252 948**	**69 000**	**89 317**	**9 352**	**98 669**	**154 279**
	GRAND TOTAL	**7 571 233**	**2 715 307**	**2 090 872**	**125 482**	**2 216 354**	**5 354 879**

Annex V. Any communication and outreach tools used to disseminate results (e.g. PPT presentations, charts, graphs, videos, case studies etc.)

N/A

Annex VI. GEF 7 Climate Change Adaptation Strategy Result Framework and Tracking Matrix – Updated with MTR reporting evidence against targets

Annex VII. List of documents consulted

The following documents were consulted during the main review phase:

- Project Design and Partner Agreements:
  - prodoc and minutes from Project Review Committee meetings;
  - baseline study;
  - vulnerability and impact study;
  - project cooperation agreement;

- Project progress reports:
  - project workplans, including revised versions;
  - project monitoring plan, with associated budget;
  - supervision/monitoring mission reports;
  - Project Steering Committee meeting documents, including agendas, meeting minutes and any summary reports;
  - Half-Year Reports;
  - Project Interim Reports;
  - technical project reports;
  - samples of project correspondence (emails);
  - first M&E report (until April 2021);

- Project deliverables:
  - Inception report
  - training agendas and participant lists;
  - communication strategy;
  - annual communication report;
  - M&E plan;
  - EbA budget plans;
  - project communication material (including briefs in Swahili);
  - AKMS;
  - land-use plans
  - other project deliverables;

- Project financial management:
  - high-level project budget (costs);
  - detailed project budget (by result);
  - budgets revisions;
  - cash advance requests documenting disbursements;
  - disbursement (Funds Transfer) documents (cash statement) from UNEP to the Vice President's office;

- project expenditure sheet (up to June 2021);
- audit reports; and
- email exchanges that demonstrate joint (Project/Task Manager and Fund Management Officer) decision-making.

Annex VIII. Brief CV of the consultants

Pierre BÉGAT

19, rue Auguste Lançon
75013, Paris, France
Mobile: + 33 (0) 6 95 07 22 85
Skype: pierrebegat
pierre.begat1@gmail.com

French citizen
International driving license

International consultant in climate change adaptation and climate finance

Expertise and skills

- Project evaluation: relevance, efficiency, effectiveness, finance management, sustainability
- Design of complex climate and environment-focused projects in developing countries: management of project preparation team, review of state-of-the-art technical solutions, budget preparation, stakeholder consultations (from rural communities to senior officials), technical writing
- Technical assistance for project implementation
- Familiarity with the international landscape of climate, environment and development finance, with specific experience with the Global Environment Facility (GEF), Green Climate Fund (GCF), Adaptation Fund (AF) and Fonds Français pour l'Environnement Mondial (FFEM)
- Field experience in 15 developing countries across Africa, Asia and the Caucasus, acquired through over 30 missions
- Ability to navigate high-level, international governance settings and use diplomatic skills to tackle sensitive matters
- Strong academic background in economics and social sciences
- Integrity, extreme rigour and attention to details
- Excellent writing and communication skills in French and English

Experience

Note: details on projects are provided at the end of the resume.

Dec. 2018 – present

International consultant in climate change adaptation and climate finance
Paris, France

- Project formulation:
  - 2020:
    - **GEF project document** in **Mali** (with **FAO**): "Resilient, productive and sustainable landscapes in Mali's Kayes Region"
    - **GEF project document** in **Burkina Faso** (with **FAO**): "Improving the climate resilience of agro-sylvo-pastoral production systems in Burkina Faso"
    - **GEF project document** in **Algeria** (with **FAO**): "Integrated forest and biodiversity management for sustainable development in the Biban mountain range"
    - **GEF project document** in **Mauritania** (with **FAO**): "Agriculture and Livestock Producer Resilience in South-East Mauritania"
    - **GEF PIF** on financing for biodiversity conservation in **Haiti** (with **UNDP**)
    - **GEF PIF** on the resilience of agro-sylvo-pastoral systems in Sudano-Sahelian regions of **Burkina Faso** (with **FAO**)
  - 2019:
    - **GEF project documents** to bring support to **Samoa** and **Jamaica** to produce their UNFCCC National Communications and Biennial Update Reports (with **UNDP**)
    - **GEF PIF** in **Mali**: "Resilient, productive and sustainable landscapes in Mali's Kayes Region" (with **FAO)**
    - **GEF project document** on the conservation and sustainable use of cork oak forests in **Algeria** for **FAO**

1

- Project evaluation:
  - 2021:
    - (upcoming): **Mid-term review** of the **GEF**-funded project "Ecosystem-based adaptation for rural resilience" in **Tanzania** (for **UNEP**)
  - 2020:
    - **Terminal evaluation** of an **Adaptation Fund** project in **Madagascar** (for **UNEP**): "Promoting climate resilience in the rice sector through pilot investments in Alaotra-Mangoro region"
    - **Terminal evaluation** of a **GEF**-funded project in **Djibouti** (for **UNDP**): "Supporting rural community adaptation to climate change in mountain regions of Djibouti"
  - 2019:
    - **Mid-term review** of the GEF-funded project "Adapting coastal zone management to climate change considering ecosystem and livelihoods" in **Madagascar** (for **UNEP**)
- Other mandates:
  - 2019:
    - **Technical advisory** for a South-South knowledge exchange workshop on ecosystem-based hosted by **UNEP** and the **Chinese Academy of Sciences**, Beijing, China
    - **Presentation** on climate finance at **Americana 2019** (largest environmental & multisectoral event in North America), Montreal, Canada
    - Preparing and hosting a **workshop on climate finance** for **ICLEI Africa Local Governments for Sustainability**, Cape Town, South Africa
- **Missions**: South Africa, Algeria, China, Madagascar, Burkina Faso, Djibouti

Jan. 2017– Dec. 2018

International climate change consultant then **Team lead**
C4 EcoSolutions, Cape Town, South Africa

- **Conception of large-scale climate change adaptation projects**, for funding by the **Green Climate Fund** (GCF) and the **Global Environment Facility** (GEF).
  - "Strengthening the capacity of government and communities in South Sudan to adapt to climate change" (GEF)
  - "Climate change adaptation in the arid regions of Adrar, Inchiri and Trarza, Mauritania" (GEF)
  - Development of National Adaptation Process readiness projects for funding by the GEF and GCF in the following countries: Rwanda (GEF), Mauritania (GCF), Cameroon (GCF), Iraq (GCF), Georgia (GCF), Zimbabwe (GCF), Lesotho (GCF), Swaziland (GCF), Seychelles (GCF), Nigeria (GCF)
- **Technical advisory** for the EbA South project: building climate resilience using Ecosystem-based Adaptation (EbA) in Least-Developed Countries and Small Island Developing States of the Asia-Pacific region and Africa
- **Project evaluations**:
  - Building capacity for LDCs to participate effectively in intergovernmental climate change processes (GEF, UNDP/UNEP)
  - Assisting non-LDC developing countries with country-driven processes to advance National Adaptation Plans (NAPs – GEF, UNDP/ UNEP)
  - Mainstreaming Incentives for Biodiversity Conservation in the Climate Resilient Green Economy Strategy, Ethiopia (GEF, UNDP)
- From March 2018, **lead a team of four consultants**: technical oversight, quality control, client management
- **Missions**: Mauritania, Nepal, Seychelles, China, Rwanda, Georgia, Kenya, Ethiopia, Egypt

April 2016 – Jan. 2017

Sustainable development consultant
Nomadéis, Paris, France

- Economic assessment of the ecosystem services provided by four wetlands in the Mediterranean (Med-ESCWET project) for Plan Bleu (United Nations Environment

Program)
- Study on the monitoring by organisations of the civil society of the climate commitments made by the private sector for EDF
- Conception of the TyCCAO project: organising the exploitation of an invasive reed as bio-based construction material and energy source in the basin of Senegal river (ADEME, FFEM)
- **Missions**: Senegal, Mauritania, Morocco

June – July 2015 — **Visiting researcher**
Scuola Galileiana, University of Padova, Padova, Italy
- Preparatory work for an experimental economics project on the taste for privacy

July – Dec. 2014 — **Diplomatic attaché**
Permanent Mission of France to the United Nations, Development and sustainable development Department, New York City, United States
- Negotiation of UN resolutions on climate change, financing for development & public health
- Redaction of background notes
- Preparation of French officials' visits to the United Nations

June – July 2013 — **Intern**
Invivo (French union of agricultural cooperatives), International Treasury department, Paris, France
- Creation of an optimisation model for cash advance management

Sept. 2011 – June 2012 — **Teaching assistant**
Henri-IV high school, Montaigne high school & Intégrale institution Paris, France
- Mathematics and English courses and individual tutoring for unprivileged students
- Classe Préparatoire for business schools: training sessions to prepare the students for the oral part of business schools entrance examination

Education

2015 – 2016 — **MSc, Environmental and Energy Economics**, AgroParisTech (jointly with Ecole Polytechnique), Paris, France
- Master thesis on climate change mitigation and adaptation as ecosystem services provided by Mediterranean wetlands – honours.

2012 – 2014 — **MSc, Economic Analysis and Policy (APE)**, Paris School of Economics, Paris, France
- Master thesis on rational inattention modelling (theoretical behavioural economics) – honours.

Jan. – May 2015 — **Visiting student**, Columbia University, Department of Economics and Earth Institute, New York City, USA

2011 – 2012 — **BSc, Economics & Econometrics** (highest honours), University la Sorbonne/Paris-I, Paris, France

2011 – 2016 — **Full fellowship ("normalien")**, École Normale Supérieure Ulm, Social sciences department, Paris, France

2008 – 2011	**Classe préparatoire aux Grandes Ecoles (B/L)**, Stanislas and Henri-IV highschools, Paris, France
2008	**Baccalauréat, Economics and Social Sciences** (highest honours), Le Mans, France

Skills, other activities and interests

Languages	French (native), English (full professional capacity), Spanish (B1)
Softwares	Office suite, notions of statistical programming (Stata), data visualisation (Gephi), scientific editing (LaTeX), geographic information system (QGIS)
Non-profit	Involvement in the MigrENS program, aiming to facilitate the academic insertion activity of refugees in France
Other activities	Correspondent for French art history magazine l'Estampille - l'Objet d'Art, USA, Switzerland, France
Interests	Literature, history, art history (non-degree student at Ecole du Louvre), photography (http://pierrebegat.canalblog.com/)

Publications

Author:

- A. J. Mills, P. Bégat *et al.* 2020. "Ecosystem-based adaptation to climate change: Lessons learned from a pioneering project spanning Mauritania, Nepal, the Seychelles, and China" *in* People, Plants and Planet. Available here.
- P. Bégat. 2020. "Lutte contre les changements climatiques en Afrique : état des lieux et bilan de la stratégie française" *in* Le Grand Continent. Available here.
- Plan Bleu. 2016. Economic valuation of the ecosystem services provided by wetlands in terms of climate regulation in the Mediterranean, Plan Bleu, Valbonne.
- Soulé, A. Vadel Salihi, M.M. Abidine M.Y. Lafdal, P. Bégat and A. Mills. 2019. "Evaluation of the restoration process of a plantation: case of Benichab (Mauritania)" *in* International Journal of Advanced Research.

Cited contributor / editor:

- A. J. Mills. 2017. From Farm to Fork: Private Enterprise Can Reduce Food Loss Through Climate-Smart Agriculture. World Bank Group / IFC EM Compass. Available here.
- Balehegn, M. 2017. Greenhouse agriculture and water harvesting technologies for climate change adaptation in the Ningxia Hui Autonomous Region, China. EbA South Case Study.
- Fu. C. 2017. Paddy Land-to-Dry Land programme in the Miyun Reservoir Watershed of China's capital region. EbA South Case Study.
- Guanqi, L., Milin, T., Haimei, L., Xin, S., Yanyan, Z. 2018. Farmers' Seed System Enhancement and Traditional Knowledge Revitalization for Climate Change Adaptation of Mountainous Farming Communities in Southwest China. EbA South Case Study.
- Henriette, E. 2019. Protocol for Implementation of Ecosystem-based Adaptation Interventions in Coastal Wetlands of the Seychelles. UNEP, IEMP.

- Ilieva, L. 2019. Integrating Ecosystem-based Adaptation in Education Curriculum: A Resource Guide. UNEP, IEMP.
- Ilieva. L. 2019. Research on Ecosystem-based Adaptation (EbA): A reference guide. UNEP, IEMP.
- Swiderska, K., Kind-Okumu, C., Monirul Ismal, M. 2018. Ecosystem-based adaptation: a handbook for EbA in mountain, dryland and coastal ecosystems. IEMP, UNEP, IIED.
- Tan D., Xuuand, W., Lianga, B. 2018. Promoting Agroforestry in the Mountains of Southwest China-Improving Climate Change Adaptation Practices for Vulnerable Rural Communities. EbA South Case Study. EbA South Case Study.
- Terton, A and Dazé, A. 2018. ALiVe - Adaptation, Livelihoods and Ecosystems Planning Tool: User Manual. IISD, IEMP, UNEP.
- Vijitpan, T. 2017. Sustainable Development in Poor Rural Areas Project: Integrating Climate Change Adaptation into Poverty Reduction in China. EbA South Case Study.
- Vijitpan, T. 2018. Tackling Climate Change in Irrigated Agriculture in the3H (Huang-Huai-Hai) Basin of China. EbA South Case Study. EbA South Case Study.

CURICULLUM VITAE FOR FIKIRINI RAJABU MKALI

Personal Information Fikirini Rajabu

Block J 34, Mwanalugali Street, Kibaha Township, Pwani Region, Tanzania
+255 713 53 2245 +255 759 559276
fikirinimkali@gmail.com or fikirinim@yahoo.com
https://www.linkedin.com/feed/
Skype call fikirinim87

Sex: Male|; Date of birth: 30/06/1987| Nationality: Tanzanian

Fikirini Rajabu's Professional Expertise is Planning and Management with over 40 assignments to his credit for 8 years working experience. Through the years he has attended several Training Programmes and meetings in the field of Research Management/Human Resources and NGO Management. His expertise lies in Project and Office Management and Sustainable Agriculture Development and Extension Services and Development; Participatory Project/Programmes Planning, Management and Evaluation; Water, Hygiene and Sanitation (WASH); Climate Change Adaptation and Mitigation, Training; Mobilization, Environmental Impact Assessments, Promotion and Sensitization; and other Field and Desktop activities.

Work Experience

Below, are summaries of services (in various combinations) successfully rendered by Fikirini Rajabu which are relevant to this assignment including:

Assignment 1

Assignment Name and Narrative Description of Project:	Monitoring and Evaluation for Strengthening Food Security and Export Trade in Tanzania (SFSETT) implemented by AGRA Tanzania.
Country	Kagera, Kigoma, Katavi, Rukwa, Iringa, Mbeya, Njombe and Ruvuma Tanzania.
Name of Client:	Alliance for a Green Revolution in Africa (AGRA)
Months; Duration of Assignment:	November 2020- March 2021
Dr. Joseph Rajabu Kangile Project Coordinator Email: kangilej@gmail.com Mobie: +255 755 248 598	
Description of Actual Services Provided by You This assignment was carried out in collaboration with ENVCON the objective of the assignment was to assess a system that ensures reliable data and information related to food security and trade to promote informed decision-making and predictability in food trade environment, assessed the food crops exports trade and food security, improving institutional frameworks and linkages of government agencies involved in staple crops trade and handling, resilience strategy for areas prone to climate shocks and food insecurity as well as improve data management system for supporting Government decisions on food security and food export trade, assessed the strategy to enhance farmers adaptive capacity to reduce vulnerability to adverse weather conditions, as well as the safety-net strategy for targeting the most vulnerable households.	

Assignment 2

Assignment Name and Narrative Description of Project:	Conducted Terminal Evaluation of the UN Environment/Global Environment Facility project "Implementation of Concrete Adaptation Measures to Reduce Vulnerability of Livelihoods and Economy of Coastal Communities of Tanzania and project Developing Core Capacity to Address Adaptation to Climate Change in Productive Coastal Zones of Tanzania".2019
Country:	Dar es Salaam, Pwani, Tanga and Zanzibar in Tanzania
Name of Client:	UN Environment/Global Environment Facility
Months; Duration of Assignment:	November 2019-May 2020
Name of Associated Consultants, If Any:	Hugo Navajas
Ms. Zahara Hassanal Project Coordinator Email: zahra.hassanali@un.org	
Description of Actual Services Provided by You A desk review of:- Relevant background documentation, Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget; Adaptation Project Environmental Impact Assessment Report, Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool and others. Interviews (individual or in group) with: UN Environment Task Manager (TM); Project management team; UN Environment Fund Management Officer (FMO); Sub-Programme Coordinator; Project partners, including Relevant resource persons. Field visits- take into account sampling for the mid-term evaluation Prepare Inception Report Prepare Draft and Final Evaluation Report	

Assignment 3

Assignment Name and Narrative Description of Project:	Conducted the Quantitative Annual Outcome Survey for the farmers in Katavi and Iringa Regions. The project is implemented by AGRA in Africa, under KIT Royal Tropical Institute.
Country	Katavi, Rukwa,and Iringa, in Tanzania
Name of Client:	Alliance for a Green Revolution in Africa (AGRA), KIT Royal tropical Institute and ENVICON
Duration of Assignment:	June – December 2019 February – May 2021
Mr. Evord Ndumiwe Project Coordinator Envicon envicontz@gmail.com	

Description of Actual Services Provided by You This assignment was carried out in collaboration with ENVCON and Royal Tropical Institute from Netherland. It was conducted in June- December 2019 in Katavi and Iringa Regions. The objective of the assignment was to assess the level of agricultural innervations for the small holder farmers especial in a cereal crops such as maize and rice in Tanzania. Introduce team to the local government offices and communities, Managed questioners and supervise the team of enumerators, Prepared, compile field work report and share with KIT Royal Tropical Institute.

Assignment 4

Assignment Name and Narrative Description of Project:	Participated on the Evaluation of to the Elimination of African Lead Paint Elimination Project Africa in Tanzania by UN Environment.
Country	Dar es Salaam and Dodoma in Tanzania
Name of Client:	UN Environment/Global Environment Facility
No of Staff-Months; Duration of Assignment:	November 2017
Name of Associated Consultants, If Any:	Dr. Robert Choong Kwet Yive
Ms. Pauline Malima Project Coordinator Email: pauline.marima@un.org	
Description of Actual Services Provided by You A desk review of:- Relevant background documentation, Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget; Adaptation Project Environmental Impact Assessment Report, Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool and others. Interviews (individual or in group) with: UN Environment Task Manager (TM); Project management team; UN Environment Fund Management Officer (FMO); Sub-Programme Coordinator; Project partners, including Relevant resource persons. Field visits- take into account sampling for the mid-term evaluation Prepare Inception Report Prepare Draft and Final Evaluation Report	

Assignment 5

Assignment Name and Narrative Description of Project:	Water Sanitation and Hygiene (WASH) Promotion in Schools.
Country:	Zanzibar in Tanzania
Name of Client:	Zanzibar Water Authority (ZAWA) and African Development Bank (ADB)
Months; Duration of Assignment:	February 2019 November 2019
Description of Actual Services Provided by You Objectives of the project were to improve the water supply and sanitation infrastructure and services in Unguja Municipality in Zanzibar.	

ZUWSP has 3 components namely: (a) Water Supply Infrastructure; (b) Sanitation and hygiene promotion and infrastructure in schools and (c) Institutional / Management Support.
Build capacities on operation and maintenance for the school water supply and sanitation facilities in the project areas, Provision of awareness with regard to water, sanitation and hygiene education to selected schools and communities in project areas, prepare guidelines together with operations and maintenance (O&M) manual for the constructed school water supply and sanitation facilities based on the guideline prepared by Ministry of Education and Vocational Training,
To carry out awareness campaigns and training in schools, in respect of water, sanitation and hygiene, including but not limited to:

- Facilitate the establishment and training of school WASH clubs in all 29 selected schools;
- Facilitate training of established Shehia WASH committees (about 49) in WASH;
- Carry out awareness sessions and trainings with regard to WASH education to teachers in schools.

May 2013 - up-to-date Program Officer
AGENDA for Environment and Responsible Development.

AGENDA
NGOs focus on Environmental and Public Health Management
Mashujaa Street, Sinza B, Sinza Palestina,
Dar es Salaam, Tanzania

- Design and develops concept papers, proposal;- *Prepare project proposal on the role of the Local communities to Conserve Natural resources in Mafia Island in Tanzania, African Lead Paint Elimination Project in Tanzania, Enforcement of lead paint project in Tanzania, Capacity Enhancement of Local Women on Climate Change Impacts Resilience by Smart Climate Actions in Tanzania, Proposal on Children's Health Intervention in Polluted Mercury Environment in Artisanal and Small Scale Gold Area Hotspots project and research, strategy to phase out Highly Hazardous Pesticides H HPs in Tanzania Project,*
- Develop research work plans according to project needs.
- Develop annual project/programme implementation plans and budgets for the projects coordinating the implementation.
- Apply variety of qualitative and quantitative research methods and analyse data such as the use of SPSS and excel program.
- Coordination of institutional research activities liaising with key stakeholders such as Governmental Ministries, Departments and Agencies, Academicians, Research institutions, UN agencies in country office, member of CSOS and media staff.
- Documentation of research activities and knowledge sharing for operationalization of research results such as; *research on Used Lead Acid Battery (ULAB) Recycling and prepare Survey Report in Tanzania Lead Recycling Africa Project reports, Survey of the Decorative Paints and other home/school use paints being sold on the National Market, Conduct Resettlement Action Plan and Environmental and Social Impact Assessment for the proposed Construction and Operation of Dry Port Facility.*
- Develop, implement, and monitor project communication plans in the line with the respective project work plan and AGENDA communication strategy-; *Coordinated implementation for the Community Empowerment on the Role to Conserve Natural Resources on Mafia Island in Tanzania project Funded by WWF, Implemented African Lead Paint Elimination Project in Tanzania funded by GEF and UN Environment, Conducted Resettlement action plan (RAP) for the for the irrigation development watershed management project under WSP and JSB to the Mara and Ngono valleys,*
- Prepare summaries, collect, review, produce, package, and disseminate appropriate messages and quality information materials/publications on projects to key stakeholders and posting to website and sharing on social medias
- Maintenance of research database and website of AGENDA http://www.agendatz.org/
- Prepare articles for publication in different media on reports emanating from the work area.
- Manage project's communication activities including organization of media and other public events.

- Identify and engage effective communication channels and audiences in relation to project's events such as *social media, radio channel, television, online TV and printed newsletter*
- Participate in meetings and other project events and report to the office *both NGOs and administrative meetings.*
- Monitor projects media coverage and other communication channels produce reports and guide AGENDA management appropriately.
- *Preliminary Environmental Assessment Report For The Proposed Asphalt Mixing Plant, Kulangwa Mtaa, Goba Ward, Kinondoni Municipality, Dar Es Salaam Region*
- *Environmental Impact Statement of The Proposed Abattoir At Plot Number 2a, Miswe Mtaa, Mlandizi Ward, Kibaha District, Coastal Region*
- *Environmental Impact Assessment Of The Proposed Fuel Service Station At Ziba Village, Igunga District, Tabora Region*
- *Environmental Impact Assessment Of The Proposed Fuel Service Station Within Kitangini Village, Migua Ward, Nzega District, Tabora Region*
- *Environmental Impact Assessment of The Proposed Liquefied Petroleum Gas Filling Plant To Be Located At Nanenane Area, Mayani Mtaa, Jamhuri Ward, Lindi Municipality, Lindi Region,*
- *Environmental Impact Statement On Proposed Liquefied Petroleum Gas Filling Plant At Bwizanduru Village, Maiga Mtaa, Maruku Ward, Bukoba District, Kagera Region*
- *Environmental Impact Statement On Proposed Liquefied Petroleum Gas Filling Plant at Mkiringo Area, Nyankanga Village, Butiama District, Mara Region*
- *Environmental Impact Statement On Proposed Liquefied Petroleum Gas Filling At Nhelegani Industrial Area, Kizumbi Ward, Shinyanga Municipality, Shinyanga Region*
- *Environmental Impact Assessment of the Proposed Fuel Service Station At Plot No 22, Kongowe Area, Kongowe Ward, Kibaha District, Coast Region*
- *Environmental Impact Statement (Eis) On The Proposed Steel Industry, Kisemvule Village, Kisemvule Area, Vikindu Ward, Mkuranga District, Coast Region*
- *Environmental Impact Assessment Of The Proposed Intergrated Meat Export Processing Facility, Plot Number 1 Block G, Mahingu Area, Dodoma Municipality, Dodoma Region*

November 2018 – May 2019 National/ Supporting Consultant for Conduct Terminal Evaluation.
Contractor
UN Environment Programme UNEP
P.O. Box 30552, Nairobi-00100, Kenya

2017-2021 Research and Team Leader
ENVICON
Mahujaa Street, Sinza B, Sinza Palestina
Dar es Salaaam, Tanzania

- Monitoring and Evaluation for Strengthening Food Security and Export Trade in Tanzania (SFSETT) implemented by AGRA Tanzania in the following regions Kagera, Kigoma, Katavi, Rukwa, Iringa, Mbeya, Njombe and Ruvuma in Tanzania
- Conducted the Quantitative Annual Outcome Survey for the farmers in Katavi and Iringa Regions. The project is implemented by AGRA in Africa, under KIT Royal Tropical Institute.
- Introduce team to the local government offices and communities.
- Managed questioners and supervise the team of enumerators.
- Prepared, compile field work report and share with KIT Royal Tropical Institute.
- Research and Consultancy Services for the provision of School Water and Hygiene in Schools Promotion Project in Zanzibar under the Zanzibar Water

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Education and Training

October 2009-November 2012 BA in Project Planning Management and Community Development

University of Dodoma, Dodoma City, Tanzania.

- Monitoring and Evaluation
- Project Formulation
- Project Appraisal
- Agriculture and Extension Services Development
- Project Management
- Environmental Conservation and Management
- Research
- Community and Economic Development
- Statistics
- Economic Policy, Planning and Programming
- International Trade and Development
- Consultancy Planning and Management
- Public Finance.

2018 United National Training and Research UNITAR and Global Environment Facility GEF: Online Training on Gender and Environment

- Gender and Environment
- Gender and Climate Change
- Gender and Natural Resources and Biodiversity
- Gender and Chemicals Management

2019 Alison Online Course

HIV/AIDS - Awareness & Prevention - Revised 2018

https://alison.com/user/learner-record/15943843

2019 KIT Royal tropical Institute
Training on the use of ODK tools (e-questioners), and GPS use for the quantitative survey

2019 CEJAD from Kenya and Nexus 3 Foundation from Indonesia Trained at Migori Kenya
Rapid Participatory Assessment of children's health in Artisanal Small Scale Gold Mines ASGM

2006- 2009 Benjamin William Mkapa High School
Advanced Certificate for Secondary Education CSEE

2003 – 2006 Kiluvya Secondary School
Ordinary Certificate for Secondary Education

Personal Skills

Language Swahili – mother language

English Fluent (understanding, speaking, writing)

Communication skills and style

- Strong Verbal Communication
- Attention to Details
- Community Activities
- For sides of the message

Organisational / managerial skills

- Leadership (currently responsible for a team of 10 people)
- Good command of Quality Control Processes (Currently responsible for quality audit)
- Project Monitoring and Evaluation
- Field meeting Organization
- Bata based analysis and management through Statistical Package for Social Science

Microsoft Office

SELF-ASSESSMENT				
Word	Excel	Internet	Email	PowerPoint
Excellent	Excellent	Excellent	Excellent	Excellent

Referees

Mr. Eugene Meshi
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University of Dodoma
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Ms. Genoveva Mashenene
Senior Environmental Management Officer
National Environment Management Council NEMC
Box 63154
Dar es Salaam, Tanzania
+255 715 511131
eugeno22@yahoo.com

Annex IX. Photographic annex

Figure 3. Unit to host production of leather items (Kishapu; 3°37'34.60"S - 33°48'8.35"E).

Figure 4. Beehives (Simanjiro; 4°21'58.57"S - 37°12'52.29"E).

Figure 5. Cattle dip tank under construction (Simanjiro; 4°27'43.18"S - 37°12'1.59"E).

Figure 6. Lukenge irrigation scheme committee & village leaders (Mvomero; 6°14'39.06"S - 37°37'3.48"E)

Figure 7. Beneficiary of improved cookstove (Mvomero; 6°54'40.83"S - 37°31'5.36"E)

Figure 8. Tree planting demonstration site (Mvomero; 6°54'40.90 - 37°31'5.36"E).

Figure 9. Nursery (Mpwapwa; 6°20'44.82"S - 36°29'12.83"E).

Figure 10. Discussion with women beneficiaries during the MTR mission (Kaskazini-A; 5°49'32.70"S - 39°20'55.31"E).

Annex X. Review matrix

Evaluation questions	Indicators	Information source	Data collection method
A. Strategic relevance			
1. To what extent is the project aligned with the UNEP Medium Term Strategy (MTS) and Programme of Work (POW), and the GEF strategic priorities?	• Level of alignment between the project and the MTS, the POW and the GEF's strategic priorities	• Prodoc and project planning documents • UNEP MTS, POW and GEF strategic priorities • UNEP staff, local executing team	• Desk review • Interviews
2. To what extent does the project respond to the national and sub-national environmental needs and priorities?	• Level of alignment between the project and national or sub-national development plans, poverty reduction strategies, climate change strategies and other environmental agreements. • Level of alignment between the project and local needs and priorities	• Prodoc and project planning documents • National and sub-national development plans, poverty reduction strategies, climate change strategies, other environmental agreements • Government partners • UNEP staff • Local executing team	• Desk review • Interviews
3. To what extent does the project go beyond the business as usual development approach to embrace a strong adaptation rationale?	• What makes the project an adaptation project? • How is it different from development projects? • Does the project respond to current and future climate threats and impacts? • Does it address root causes of vulnerability?	• Prodoc and project planning documents • National and sub-national development plans, poverty reduction strategies, climate change strategies, other environmental agreements • Government partners	• Desk review • Interviews • Field visit

Evaluation questions	Indicators	Information source	Data collection method
	• Is climate change adaptation fully and systematically integrated into project activities?	• UNEP staff • Local executing team	
4. What is the level of complementarity between the project and other existing initiatives?	• Have coordination and synergies with other initiatives been satisfactorily described in the prodoc? • Do identified synergies actually materialise during implementation? • What evidence is there of coordination with other initiatives? At the national, local level?	• Prodoc and project planning documents • Government partners • UNEP staff • PMU • Local executing team	• Desk review • Interviews
B. Effectiveness			
1. *Achievement of outputs:* is the project successful in progressing towards delivering its planned outputs and achieving targets as per the prodoc?	• Progress towards mid-term output-level targets • Timeliness of output delivery against the work plan • Quality of outputs delivered: level of alignment with plan and with needs • Durability of execution	• Project planning documents (annual work plans) • Progress reports and monitoring reports (including the M&E strategy) • UNEP staff • PMU • Local executing partners • Local stakeholders • Direct observation	• Desk review • Interviews, including focus group discussions • Field visit
2. *Achievement of direct outcomes:* is progress towards the realisation of outputs anticipated to contribute to the	• Number and extent of achievement of milestones toward meeting direct mid-term outcome indicators • Evidence of contribution of the project to direct outcomes	• Monitoring and reporting documents (quarterly and annual work plans, M&E strategy and PMF) • PMU, UNEP Task Manager, and/or CTA	• Desk review • Interviews, including focus group discussions • Field visit

Evaluation questions	Indicators	Information source	Data collection method
achievement of the project's outcomes?		• Local executing partners • Local stakeholders • Government stakeholders, technical staff • Direct observation • PSC minutes	
3. *Likelihood of impact (where appropriate and feasible):* are intended impacts likely to effectively materialise as a result of the project's planned outcomes? • Does the project generate adverse environmental, social and economic effects, or can it be anticipated to do so given planned activities?	• Evidence and extent of barriers or enabling conditions toward achievement of impact indicators • Nature and likelihood of adverse environmental, social and economic effects from the project	• Monitoring and reporting documents (quarterly and annual work plans) • PMU, UNEP Task Manager, and/or CTA • Local implementing partners • Local stakeholders • Government stakeholders • Technical staff • Direct observation • PSC minutes	• Desk review • Interviews, , including focus group discussions • Field visit
C. Financial management			
1. Has the rate of disbursement been consistent with the work plan, the length of implementation to date and the outputs delivered?	• Budget execution per year, component and output, against total budget	• Monitoring and reporting documents (annual reports) • UNEP Task Manager, UNEP Fund Management Officer, UNEP Finance Assistant, Financial Officer and CTA • GEF/UNEP reporting requirements	• Interviews • Desk review

Evaluation questions	Indicators	Information source	Data collection method
2. Has the project been complying with financial reporting and/or auditing requirements/ schedule, including quality and timeliness of reports?	• Proportion and types of financial reporting and/or auditing materials submitted a) correctly and b) on time • Quality of financial reporting/auditing materials	• Financial reporting/ auditing documents (quarterly, annual reports) • UNEP Task Manager, UNEP Fund Management Officer, UNEP Finance Assistant, Financial Officer and CTA • GEF/UNEP reporting requirements	• Interviews • Desk review
D. Efficiency			
1. To what extent are the outputs progressed towards in a cost-effective manner?	• Level of alignment between planned and incurred implementation costs and nature of divergences • Evidence of use of financially sound practices for project execution and management • Quality and timeliness of procurement processes • Cost-effectiveness of human resources arrangements	• Financial reporting/ auditing documents (quarterly, annual reports) • UNEP Task Manager, UNEP Fund Management Officer, UNEP Finance Assistant, CTA	• Desk review • Interviews
2. Does the timing and sequence of activities contribute to or hinder efficiency?	• Timing and sequence of outputs against work plan • Nature and total delays (in months) generated by implementation bottlenecks	• Project planning and reporting documents • Financial reporting/ auditing documents (quarterly, annual reports) for this project and for other similar projects • UNEP Task Manager and CTA	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
3. How has the project been enhancing its cost- and time-effectiveness, especially after PPRs / PIRs?	• Number and nature of measures implemented to enhance cost- and time-effectiveness • Likelihood and effect of factors likely to enhance or hinder efficiency	• Project planning and reporting documents • UNEP Task Manager and CTA	• Desk review • Interviews
E. Monitoring and Reporting			
1. *Monitoring design and implementation:* Is the monitoring plan well-conceived, and sufficient to monitor results and track progress toward achieving project outputs and direct outcomes?	• Use of SMART indicators • Existence and quality of: o Baseline assessment; o Performance measurement framework/ logframe; o Methodology; o Roles and responsibilities; o Budget and timeframe/ work plan	• Planning documents • Baseline report • Monitoring and reporting documents • PMU, UNEP Task Manager and CTA	• Desk review • Interviews
2. *Monitoring design and implementation:* Is the monitoring plan operational and effective to track results and progress towards objectives?	• Proportion of executed monitoring budget against planned monitoring budget • Degree of adherence to timeline and work plan, and (if any) evidence of external factors affecting them • Evidence of collection of monitoring data from all relevant stakeholders • Coherence between types of reported results (activities, outputs) and actual activities and outputs on the ground • Difference between types of progress and activities reported by local	• Planning documents • Planning meeting minutes/review procedures • Monitoring and reporting documents (annual reports) • PMU, UNEP Task Manager, and/or CTA • Direct observation	• Interviews • Desk review • Field visit

Evaluation questions	Indicators	Information source	Data collection method
	stakeholders and the indicators used to assess results		
3. *Project reporting:* Does the project comply with the progress documentation and monitoring reporting requirements/ schedule, including quality and timeliness of reports?	• Types, number and quality of reporting materials submitted a) correctly and b) on time	• Monitoring and reporting documents (quarterly, PIRs, PPRs, relevant prodoc sections) • UNEP Task Manager and CTA • GEF/UNEP reporting requirements	• Interviews • Desk review
4. *Project reporting:* What (if any) corrective actions are taken in response to monitoring reports (such as PPRs)?	• Evidence of management response/changes in project strategy/approach as a direct result of information in PIRs/PPRs	• PIRs/PPRs • Workshops/Meeting minutes from technical group, steering committee, staff, stakeholders, including PSC • PMU, UNEP Task Manager, CTA	• Interviews • Desk review
F. Sustainability			
1. What factors in place can be anticipated to enable or hinder progress towards direct outcomes?	• Number and type of organisational arrangements that may support or hinder the continuation of project activities or results (private or public sector) • Type of political and social conditions affecting the sustainability of direct outcomes • Types and intensity of bio-physical conditions that may affect the sustainability of direct outcomes	• Project planning documents • PMU, UNEP Task Manager, and/or CTA • Local implementation partners • Local stakeholders (workshop participants, community members, etc.) • Project monitoring and reporting docs/data (quarterly and annual reports) • Government stakeholders, technical staff	• Interviews, including focus group discussions • Desk review • Field visit

Evaluation questions	Indicators	Information source	Data collection method
	• Level of declared willingness among stakeholders to take the project achievements forward • Level of dependence of achievements on future funding for their sustainability and likely availability of such resources		
G. Factors affecting project performance			
1. *Preparation and readiness*: Did the project appropriately address any weaknesses in project design or any changes in the context or needs identified during the inception/ mobilisation stage of the project?	• Nature and extent of weaknesses and change needs identified during the inception/ mobilisation, with regards to: o institutional, socio-economic, environmental or political context o nature and quality of engagement with stakeholders o capacity or partners o development of partnership arrangements o staffing and financing arrangements • Number, quality and timeliness of adjustments made • Extent of beneficiary needs integrated into project design (appropriateness of strategies chosen, site selection, degree of vulnerability of targeted HHs, etc.)	• Local implementing partners • Government stakeholders • PMU, UNEP Task Manager, and/or CTA • Workshop/planning meeting minutes and action items, including PSC	• Desk review • Interviews • Field visit
2. Quality of project implementation and execution: Do the IA and EE,	• Use of RBM tools, evidence of regular reporting by EE	• Local implementing partners • Government stakeholders • Project team members	• Desk review • Interviews • Field visit

Evaluation questions	Indicators	Information source	Data collection method
respectively, place sufficient focus on: a. achieving project outcomes? b. supervision?	• Perceptions of quality of supervision of IA and EE, PMU and PSC respectively • Difference in actual and planned timetable for project execution of activities	• PMU, UNEP Task Manager, and CTA • Reporting documents • PSC and minutes	
3. *Quality of project implementation and execution:* Do the IA management team and EE project team, respectively, provide quality, adaptive and timely project management and backstopping?	• Perceived leadership of IA and EE towards achieving project outcomes • Perceived effectiveness of IA and EE in managing team structures and maintaining productive partner relationships, communication and collaboration • Extent of use of risk management tools by IA and EE, respectively • Perceived effectiveness of problem-solving methods • Perceived timeliness and quality of IA management response to EE project team members' inquiries, needs • PSC and other stakeholder perceptions of quality of PMU and oversight by IA • EE and other stakeholder perceptions of technical inputs and feedback from IA and CTA	• Local implementing partners • Government stakeholders • Project team members • PMU, UNEP Task Manager, and CTA • Reporting documents • PSC and minutes	• Desk review • Interviews • Field visit
4. *Constraints linked to Covid-19:*	• What constraints, if any, has the pandemic imposed upon project execution (implementation of activities, timing, management)?	• Local implementing partners • Project team members • PMU, UNEP Task Manager, and CTA	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
To what extent has the pandemic situation affected project execution?	• Had these constraints been anticipated and adequate mitigation measures been envisaged early? • What mitigation measures have effectively been implemented? With what results? • What future mitigation measures can be envisaged?	• Reporting documents • PSC and minutes	
5. *Stakeholder participation and cooperation*: Are the stakeholder communication and consultation mechanisms effective and inclusive of differentiated groups?	• Number and type of stakeholder engagement activities at each stage of the project • Evidence of participation from a representative range of stakeholder groups, including differentiated groups • Proportion of male/female implementing partners, and participants of workshops, trainings or knowledge exchange • Evidence that issues and feedback provided by stakeholders were taken into consideration in project implementation or *Extent of beneficiary needs integrated into project design (appropriateness of strategies chosen, site selection, degree of vulnerability of targeted HHs, etc.)*	• Workshop/planning meeting minutes and action items, including PSC • Local implementing partners • Community members, groups • Government stakeholders, technical staff • Other local stakeholder groups (non-government) • PMU, UNEP Task Manager, and/or CTA	• Desk review • Interviews, including focus group discussions • Field visit
6. *Stakeholder participation and cooperation*: To what extent are effective partnerships arrangements	• Number and types of partnerships developed between project and local bodies/organisations	• Meetings/workshop minutes (steering committee) • Government partners and technical staff	• Desk review • Interviews, including

Evaluation questions	Indicators	Information source	Data collection method
established for implementation of the project with relevant stakeholders involved in the country/region?	• Extent and quality of interaction/ exchange between project implementers and local partners	• Local implementing partners • Communities/ potential beneficiaries • PMU, UNEP Task Manager, and/or CTA • PSC and minutes	focus group discussions • Field visit
7. *Responsiveness to human rights and gender equity*: To what extent does the project apply the UN Human rights-based approach, the UN Declaration on the rights of Indigenous People and UNEP's Policy and Strategy for gender Equality and the Environment?	• Level of alignment between project design and implementation and the UN HRBA, the UN DRIP[51] and UNEP Policy and Strategy for gender Equality and the Environment	• Planning documents • Monitoring and reporting documents • PMU, UNEP Task Manager and/or CTA	• Desk review • Interviews • Field visit
8. *Responsiveness to human rights and gender equity*: To what extent do the project design, implementation and monitoring take into account gender inequalities and differentiation?	• Number and quality of measures in project design, implementation and monitoring, respectively, that address: ○ possible gender inequalities in access to and control over natural resources; ○ specific inequalities in access to and control over natural resources; ○ the role of women in mitigating or adapting to environmental changes,	• Planning documents • Monitoring and reporting documents • PMU, UNEP Task Manager and/or CTA • Local communities • Local implementing partners	• Desk review • Interviews, including focus group discussions • Field visit

[51] *Division of Rights of Indigenous People*

Evaluation questions	Indicators	Information source	Data collection method
	and engaging in environmental protection and rehabilitation		
9. *Country ownership and driven-ness*: is the level of involvement of government/ public sector officials sufficient to ensure ownership over project outputs and outcomes and representation of all gender and marginalised groups?	• Number and types of representatives from government and public sector agencies present at workshops and involved in implementation (including PSC) • Number and types of regulations, policies or other government initiatives (existing, newly enacted, or changed) that support project outputs and outcomes • Proportion of a) representatives; b) government initiatives that represent the needs and interests of gender and marginalized groups.	• Government partners • Local implementing partners • Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) • PMU and PSC	• Desk review • Interviews, including focus group discussions • Field visit
10. *Communication and public awareness*: does the project effectively communicate lessons and experience with project partners and interested groups?	• Number and quality of knowledge sharing mechanisms with project partners and interested groups • Perceived awareness by partners and interested groups about project lessons, including by gender and marginalized groups • Evidence of existence and use of feedback channels by partners and interested groups	• Government partners • Local implementing partners • Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) • PMU and PSC	• Desk review • Interviews, including focus group discussions • Field visit

Evaluation questions	Indicators	Information source	Data collection method
11. *Communication and public awareness*: does the project implement appropriate outreach and public awareness campaigns?	• Number and quality of public awareness activities undertaken • Number and type of public reached • Changes in public awareness as a result of outreach/ communication by project	• Local implementing partners • Community members, groups • Government stakeholders, technical staff • Other local stakeholder groups (non-government) • PMU, UNEP Task Manager, and/or CTA • Workshop/planning meeting minutes and action items, including PSC	• Desk review • Interviews • Field visit

Annex XI. Reconstructed Theory of Change (source: Inception Report for the MTR)