

Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin

Mid-Term Review

Project Number: 00090473

-Final Report-

Prepared by

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i. Basic Report Information

Table 1. Promoting cli	limate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin			
Atlas Award ID:	00081003 MTR TIME FRAME			
Project ID:	00090473	September 27, 2018.	Start mid-term review	
PIMS #	5166	October 15, 2018	Inception Report submitted	
Programme Period:	2016 to 2020	November 18, 2018.	Start the field mission	
PAC meeting date:	October 15, 2015			
Arrangements:	NIM	Draft Report submission		
Africa Regio	n: Angola	January 31, 2019.	Final Report submission	
Applicable GEF Expected Outcomes:	Outcome 2.1"Increased change-induced risks a Outcome 2.2 "Strengthe economic losses".	knowledge and understandi at country level and in targe ened adaptive capacity to red	ng of climate variability and eted vulnerable areas"; and uce risks to climate-induced	
Applicable GEF Outcome	Relevant risk inform	mation disseminated to stake	holders	
Indicators:	 Type and no. monit 	coring systems in place		
	% of population co	vered by climate change risk i	neasures	
CPAP or CPD Outcomes:	Outcome 6: Strengthen national capacities to mainstream environmental protection into national development plans and programmes through a pro- poor growth perspective; Output 6.3: Increased institutional capacity for monitoring environmental trends in nation-wide scale; output 6.4: Climate change adaptation is mainstreamed into national development policies and plans			
Project objective	To reduce the climate-related vulnerabilities facing the inhabitants of Angola's Cuvelai River Basin through targeted investments and capacity building			
	1 Enhanced canacity	1. Enhanced capacity of national and local hydro-meteorological services, civil		
	authorities and environmental institutions to monitor extreme weather and climate change in the Cuyolai Pacin			
OUTOCOMES	 climate change in the Cuvelai Basin. Increased resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities. Local institutional capacities for coordinated, climate-resilient planning strengthened &Capacity for effective community-based climate change 			
Total resources	adaptation (including traditional knowledge practices) improved at local level 54,873,004			
Total allocated	54,873,004			
Regular GEF	\$ 8,200,000			
Implementing Agency	UNDP			
Executing Agency:	М	inistry of Environment (MI	NAMB)	
MTR team member		Antonio Arenas Romero		
Acknowledgements	Mr Henrik Larsen, UND	P Country Director.		
	Mr Giza Gaspar Martins	, General Director of Climate (Change Office, Ministry of	
	Environment			
	Mr Götz Schroth, Program Specialist Environment			
	Ms Olivia Felicio Pereira, Sustainable Development Officer			
	Sr. José Bonifácio Kaupu, Project Coordinator			
	Sr. Porfirio Samaneulu, IDA			
	Comandante Paulo Calunga, Proteção Civil.			

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ii. Acronyms and Abbreviations

ACMAD	African Centre of Meteorological Applications for Development
AGRHYMET	Regional Centre for Training and Application of Agrometeorology and Operational
AHS	Automatic Hydrometric Station
ALM	Adaptation Learning Mechanism
AMAT	Adaptation Monitoring and Assessment Tool
AMESD	African Monitoring of the Environment for Sustainable Development
AWS	Automatic Weather Station
CACS	Convelhos de Auscultação e Concertação Social
CART's	Contrast for A miculture Resources Transformation
CREEEWS	Community Resed Flood Forecast Farly Warning System
CDITEWS	Climate Change Adaptation
CCA CC DET	
CC_BEI	Climate Change Based Extension Training
CBO	Community Based Organisation
CC-ENISA	Climate Change Environmental Information System of Angola
CEOS	Committee on Earth Observation Satellites
CGMS	Coordination Group for Meteorological Satellites
CNRF	Angola National Plant Genetic Resources Centre
CO	(UNDP) Country Office
СОР	Conference of Parties
ClimDevAfrica	Climate for Development in Africa
CPAP	(UNDP) Country Programme Action Plan
DNAAS	National Directorate for Water Supply and Sanitation (Direcção Nacional de Abastecimento de Água e
	Saneamento – Ministério de Energia e Águas)
DPEA	Provincial Delegation of Energy and Water (<i>Direcção Provincial de Energia e Águas</i>)
DRR	Disaster Risks Reduction
DRM	Disaster Risk Management
DWAF	Namibian Department of Water Affairs and Forestry
DW	Development Workshop (NGO)
EA	Eventuing A concerned (1969)
	Laceuting Agency
EDA	Local Extension set vices (Estações de Desenvolvimento Agranto) The Environmentel Exercices (Estações de Desenvolvimento Agranto)
	The Environmental Framework Law (Let de Bases do Ambiente)
EIA	(D) D) D (D) (D) (D) (D) (D) (D) (D) (D)
ESSP	(UNDP's) Environmental and social screening procedure
EU	European Union
EWS	Early Warning System
FAO	LIN's Food and Agriculture Organisation
FFFWS-TF	Flood Forecast Farly Warning System multidisciplinary Task Force
FEG	Flood Flood Guidance
CAS	Trash Flood Conductor
CCCI	Clobel Climate Change Internation (Crupo de Agua e Saneamento)
GCCI	Chobal Climate Change Integration
GCOS	Global Climate Observing System
GEF	Global Environment Facility
GDP	Gross Domestic Product
GIS	Geographical Information System
Green LECRDS	Green low-emission and climate-resilient development strategies
GoA	Given, iow-emission and eminate-resident development strategies
UUA	Cupana Trancheun dem Weter Supply Preiset
KIW5P	Cunene Transboundary water Supply Project
HDI	Human Development Index
IREL	Inquérito Integrado Sobre o Bem Estar da População
IDA	Instituto de Desenvolvimento Agrario
INARH	National Institute of Hydrologic Resources (Instituto Nacional de Recursos Hídricos)
INC	Initial National Communication
IA	Implementing Agency

IPCC Intergovernmental Pagel on Climate Change	
IWRM Integrated Water Resource Management	
LDC Least Developed Country	
LDCF Least Developed Countries Fund	
LDCM Local Disaster Risk Management Committees	
MDGs Millennium Development Goals	
M&E Monitoring and Evaluation	
MINADER Ministry of Agriculture (Ministério da Agricultura)	
MINAMB Ministry of Environment (Ministério do Ambiente)	
MINEA Ministry of Energy and Water (Ministério de Energia e Águas)	
MININT Ministry the Interior	
MINPI AN Ministry of Planning (Ministério de Planeamento e Desenvolvimento Territorial)	
MTTI Ministry of Telecommunications and Information Technologies	
NAPA National Adaptation Programme of Action	
NGO Non-Government Organization	
NIM National Implementation (Modality)	
PIR Project Implementation Report	
PND Plano Nacional de Desenvolvimento	
PNGA National Environmental Management Programme (Programa Nacional de Gestão Ambiental)	
PMI Project Management Unit	
PPG Project Preparation Grant	
PSC Project Teprinton Committee	
RBM Results Based Management	
RTA (UNDP) Regional Technical Adviser	
SADC Southern African Development Community	
SARCOF Southern Africa Regional Climate Outlook Forum	
SNPCB National Civil Protection and Fire Brigade Services (Service Nacional de Proteccão Civil e Bom	beiros)
UNECA United Nations Economic Commission for Africa	
UNEP United Nations Environment Programme	
UNESCO United Nations Educational Scientific and Cultural Organization	
UNECCC United Nations Framework Convention on Climate Change	
UNICEF United Nations International Children's Emergency Fund	
USAID United States Agency for International Development	
ViGiRiC Integrated System for Monitoring Risks	
WB World Bank	
WHYCOS World Hydrological Cycle Observing System	
WIAG World International Advisory Group	
WL World of Learning (NGO)	
WMO World Meteorological Organisation	

1. Executive Summary

Project Information Table

	Table 2. P	roject Information	
Project Title	Promoting climate- withstand	resilient development an disaster risks in Angolar	d enhanced adaptive capacity to I's Cuvelai River Basin
UNDP Project ID (PIMS #)	5166	PIF Approval Date:	Mar 7, 2013
GEF Project ID (PIMS #)	5177	CEO Endorsement Date:	Dec 11, 2014
ATLAS Business unit, Award# Proj.ID:	00081003	Project Document (ProDoc) Signature Date (Date project began):	Feb 11, 2016
Country(ies):	Angola	Data Project Manager	July 2017
Region:	Africa	Hired:	July 2017
Focal Area:	Climate Change Adaptation	Inception workshop date:	Sep 16, 2016
GEF Focal Area Strategic Objective:	Objective 2 "Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level".	Mid-Term Review completion date:	January 31, 2019.
Trust Fund (indicates GEF TG, LDCF, SCCF, NPIF):	LDCF founds	Project Planned closing date:	Feb 10, 2020
Executive Agency/Implementing Partner:	Ministry of Environment	If revised, proposed op. closing date:	Feb. 10, 2022
Other Execution Partners:			
Project Financing			
(1) GEF financing:			\$ 8,200,000
(2) UNDP contribution:		\$	517,000 + 400,000 = \$917,000
(3) Government:		MIN	VAMB \$2,000,000
		MII	NEA – PIP \$39,037,712
		IVIII	AMET \$968.292
(4) Other partners:		I	ISAID \$1.800.000
		I	DWA \$950,000
(5) Total co-financing (2+3+4):			US\$ 46,673,004.00
PROJECT TOTAL COSTS (1+5)			US\$ 54,873,004

Project Description

Climate change impacts are likely to be particularly negative on the Province of Cunene's rural population because of their high dependence on rain-fed agriculture and natural resource-based livelihoods. One way to support effective adaptation planning – in particular for an increase in intensity and frequency of droughts, floods and severe storms – is to improve climate monitoring and early warning systems. For Angola's region of the Province of Cunene to improve the management of these climate-related hazards it is necessary to:

- Enhance the capacity of hydro-meteorological services and networks to predict climatic events and associated risks;
- Develop a more effective and targeted delivery of climate information including flood and drought forecast early warnings;
- Build skilled human resources to guarantee long-term sustainability of hydro-meteorological services and the Flood Forecasting and Early Warning System;
- Support improved and timely responses to forecasted climate-related risks by strengthening the capacity of the Civil Protection Services; and
- Strengthen the technical capacity of the agriculture extension services to increase resilience of smallholder farmer communities in the Basin.

Barriers that need to be overcome to establish an effective FFEWS in the Province of Cunene and promote climate-resilient development to enhance adaptive capacity of Communities to withstand disaster risks include the following: i) limited knowledge and capacity to fully assess risks posed by climate change to disaster risks in the Province of Cunene; ii) lack of capacity of the extension network to enhance responsiveness and adaptability of subsistence agriculture in the Province of Cunene; and iii) poor inter-sectorial coordination and weak policy framework to respond to change risks.

Other obstacles in the path include obsolete and inadequate weather and climate monitoring infrastructure, which limits data collection, analysis and provision of meteorological and hydrological services and the absence of an operational Climate Change Environmental Information System in Angola to allow systematic storage and mainstreaming of digital information to support decision making in sector planning. This LDCF-financed project, implemented by the Ministry of Environment, will:

- i) Enhance the capacity of national and local hydro-meteorological services, civil authorities and environmental institutions to monitor extreme weather and climate change in the Province of Cunene;
- ii) Increase the resilience of smallholder farmer communities in the Basin to climate-induced risks and variability via access to locally-appropriate climate data and germplasm resources;
- iii) Strengthen local institutional capacities for coordinated, climate-resilient planning; and
- iv) Improve the capacity for effective community-based climate change adaptation (including traditional knowledge practices) at local level.

Project Progress Summary

The project performance is rated unsatisfactory after 2 years of slow implementation and very slow progress toward the outcomes. As reported in PIRs and after project partners and manager interviews, the main issues about project delay were:

- During the first >1 year of the project, there were significant delays owed to the lack of delegation of authority within the IP for signing contracts.
- Suspended activities due to the Presidential Elections (during political campaign and postelection).
- Withdrawal of the company that had been selected for implementing the early warning system in the Cuvelai basin after a lengthy process of negotiation, requiring a complete re-launch of the procurement process.
- Decentralized government entities, which are identified in the PRODOC as the responsible parties for many activities in Outcomes 2 and 3 do not usually have the possibility to open

bank accounts and manage funds, while central government entities (i.e. Ministries) could not have enough conditions to channelize funds from the project to specific tasks in remote provinces. This leaves direct payment by UNDP for a large percentage of contracted activities as the only option.

- Resulting from the above, the long administrative and operational procedures for collecting quotations, creating vendors and contracting goods/services by the executing partners especially in the provincial government of Cunene are a cause of slow implementation.
- Difficulties within the IP (Ministry of Environment or MINAMB), for signing contracts with contractors to allow them to start the execution of the activities.
- Insufficient or unclear delegation of authority within the IP. Decision-making within the Ministry has been a major factor of delay.

Some of those problems were overcome in mid-2017 when the National Project Director finally received authorization to sign contracts. Also, the project has from the beginning tried to overcome the difficulties with decentralized government agencies as implementers of activities by contracting NGOs, and the activities for which this was possible have seen faster implementation.

So far, the project has had some important achievements, such as the assessment of the training needs for the Institutions for meteorology and hydrology, the beginning of the training of community extension officers on climate resilient farming methods (IDA), seeds collection for research and improvement (CRF), creation of CBO related to DDR and water (Civil Protection), and the rehabilitation of water wells (NGO Development Workshop). In December 2018, the contract for setting up a network of meteorological stations in the basin, selected based on a public procurement process early in the year, was also finally signed by the IP.

However, it is clear that the project's objectives will not be achieved unless a project extension is granted, based in a strong adjustment of management and implementation modality, in order to ensure that the most vulnerable people can access to the necessary knowledge and tools to progress toward development-based risk reduction and climate change adaptation.

	Table	3: MTR Ratings & Achievement Summary Table.
Measure	MTR Rating	Achievement Description
Project Strategy	N/A	No achievement observed.
	Objective	In relationship with the indicator/end-of-project target, MTR has observed that the
		baseline has not been determined at project onset during the inception phase and thus,
	Achievement	no progress can be measured; however, some change in baseline of vulnerability should
	Rating: 2	exist, given the rehabilitation of 8 water access points benefiting over 6000 people and
		their livestock, and the initial work of 21 community extensionists (under training) to
		developing with farmers climate resilient agricultural practices.
		A monitoring exercise was held in Nov. 2018 using the VRA approach and linked with
		water point rehabilitation. However the monitoring exercise was good as a test exercise
		for student practitioners, but it's frankly limited. A project level comprehensive VRA
		baseline still is an important gap that should be corrected urgently, conducted by
		professionals with high level of experience in vulnerability assessment related to
Progress Towards		development-based risk reduction, climate change adaptation and natural resources
Results	Outcome 1	Indidgement.
	Outcome 1	an FWS for the Cuvolai basin in 2015. An external export hired by the project modifying
(Rate 6 pt. scale)	Achievement	the ToR reviewed this process. After the review and undating of the contract the
	Rating: 2	company decided to null out (third quarter of 2017). In early 2018 a new procurement
	Nating. 2	process had to be launched. As a result, the contract for the network of met stations has
		now been signed (December 2018) The selection papels for the other component of the
		EWS and strengthening the capacity of INAMET and GABHIC to forecast weather and
		floods have finally met in December 2018, several months after the public calls had
		closed and proposals have been received.
		The conditions to progress toward the indicator (end-of-project target) are now
		better.
	Outcome 2	Project report in the first PIR: No change over baseline since field activities have not
		started. However and so far, 8 water access points has been rehabilitated that benefit

MTR Ratings & Achievement Summary Table

	1	
	Achievement Rating: 2	over 6000 people and their livestock. In addition, 21 community extensionists are under training (learning-by-doing-) to work with communities to adopt climate resilient agricultural practices; crop germplasm has been collected throughout the basin and is being analysed for its drought resilience.
		Those activities have indicated that the conditions to progress over the indicator
	Outcome 3 Achievement Rating: 2	Project report: (i) The detailed proposal for the development of the CC-ENISA is still in preparation by CETAC. (ii) The project has supported the development of a new National Climate Change Strategy that was completed in July 2017. The project has held a workshop with the Civil Protection of Cunene Province in July 2017 and decided that Civil Protection will present a detailed proposal and work plan for extending the disaster preparedness plans to the communal level for a number of pilot communities in the Cuvelai basin. Based on that proposal, Civil Protection was contracted and is currently preparing those activities, to start in early 2019.
		In this regard, MTR found that the conditions to progress toward the indicator and the end-of-project target, are enhanced
		Despite that the positions of Project Implementation Unit has been hired, is evident too that effectiveness and efficiency of project management, are not completely established; this mean that the persons are hired and physically there, but the work on the project management needs, is frankly is inferior of standard if comparing the time lapsed and the investment amount on project management with the progress to results.
Project Implementation &		There is no PMU working unified; by the contrary, the personnel are working distributed in two different cities and in three different institutions. On the other hand, a Technical Advisor 100% dedicated to support this project through PMU, need to be hired and allocated 100% to this project in the PMU, and in the same line, a project financial manager needs to be 100% dedicated to this project.
Adaptive Management (Rate 6 pt. scale)	Rating 2	On the other hand, the delays to start project operations and low execution during operation indicate that the Steering Committee, has not had until recently, conditions to conceive, express and implement their decisions. However, both institutional conditions as contextual foresees, are indicating an evident improvement in and for project execution.
		So far, the project cost-effectiveness is unsatisfactory, highlighting the surprising high cost of "project management" item. Despite the good tools and support provided by the UNDP, It is important to highlight the gap of an M&E tool "tailor made" for the project, which is very important tool for project management that need to be provided by a robust PMU.
		MTR found that project has a good potential to develop and leverage the necessary and appropriate partnerships at provincial and national level.
		There is good likelihood and the commitment that financial resources to support the project benefits continuity, may come in the midterm, once approved the financial economic regime from Hydric Resources National Fund. So far, there are no efforts for recover and document lessons learned to share with appropriate parties who could replicate or scale it in the future. So far, there is no evidence about some project related mechanism for accountability, transparency, and technical knowledge transfer in place.
Sustainability (Rate 4 pt. scale)	Rating 2	However, MTR found enhanced conditions to overcome those difficulties related to sustainability.
		No environmental risks that may jeopardize sustenance of project outcomes. Are arising good conditions for key stakeholder ownership and to allow for the project outcomes/benefits walking toward the continuity. It is necessary to work hard on increasing general public and stakeholder awareness in support of the long-term objectives of the project, by tangible demonstrative actions of each project component.

Concise summary of conclusions

Project benefits conceived so far, will contribute to solving some baseline sustainable development problems, pointing toward adaptation to climate change impacts such as improved access to food security, fresh water availability, enhance local productivity, protect natural resources and provide early warning system.

Although limited, the project has developed ideas and specific definitions to gender approach and women empowerment. E.g. it is mentioned in PRODOC that FFEWS outputs will be tailored in particular to the needs of women, through implication of women focused NGOs; in addition, will be disseminated seed packets of climate-resilient crops to be distributed by Women Associations, and establish a strong participation of women and youth a community-based communication and information sharing tool using local languages (community media: TV, local community based radios and newspapers).

Project has demonstrated important delay in starting and then, a very low execution and some times, the non-execution. Given the activities made, the road that remains to be travelled and the short time remaining, Cuvelai River Basin Project will not achieve the expected results by the planned end of project, and will require an extension of 24 months.

Highlights the significance of the institutional transformation process of the Angola Government from 2016, the slowing down financial executions and the apprehensiveness lived by the civil servants with signature responsibilities, in the middle of a strong national discussion about financial transparency.

The strong Presidential campaign along end of 2016-mid 2017, has had a huge impact on national institutions' performance and in the civil servant working focus. The impacts of government change after mid 2017, has shaken all institutional structures and the stability sense of civil servants, up to early 2018.

Without doubt, this situation has deeply impacted the project execution progress, but it's true also that was not the only one cause. The described contextual situation has been mixed with management failures and miscalculations from both Responsible Partner and Implementing Partner.

REC. #	Table 4. Summary of Recommendations	Entity
	Defense a los costs estas includes the second in andre to second the	responsible
D 0	Perform a no-cost extension for two years, in order to open the	
K.2.	opportunity for outcomes achievement with an enough degree of quality, of	Implementing
	continuity toward sustainability and to mobilize elements of impacts.	Agency
R. 3.	Enhance the PMU as a management adaptation priority action, allocating	Executing
	all personal to work as unity, both as a financial-technician process and	Agency and
	physically, preferably in Cunene, including a high-level Technical Advisor	Implementing
	with enough experiences in project cycle management, Disaster Risk	Agency
	Reduction and Climate Change Adaptation.	
R. 4.	All PMU positions, such as defined in the PRODOC, including the financial	Executing
	position and project manager, and a Technical Advisor, should be placed	Agency and
	permanently in Cunene province, with 100% financial resources available	Implementing
	to operation, with the enough capacity of decision taken in financial and	Agency
	technical matters related of their own competences and responsibilities, to	
	achieve the outcomes with high quality, sustainability and mobilize the	
	most amount of factors toward expected impacts.	
R. 5.	MTR strongly recommend to Implementing Agency (UNDP), modify their	Implementing
	supporting modality made so far and focus their performance toward a	Agency
	Country Direct Service Support mode: Assisted NIM.	0,1
R.6.	In order to save time and to simplify the management of deliverables,	
	prepare tender package and launch them as soon as possible.	
		Executing
Recommendation	There are detailed recommendations to group activities in comprehensive	Agency and
7 to 22	tender packages and some suggestion to extend the scope and increase	Implementing
	finances of climate change adaptation actions related to water. CBOs and	Agency
	resilient agriculture.	

Recommendation Summary Table

R. 24.	UNDP activities and system to monitoring and evaluates project execution
	are good for CO objective but are too general to allow a day-by-day
	management at PMU level and the needs for efficiency and effectiveness
	that a Result-Based Management demand, both for adaptive project
	management and for oversee of different contracts (activities, milestones,
	indicators and deliverables). In addition, UNDP M&E tool manage by the CO,
	has not an early warning procedure to help Project Manager and team to
	apply measures of "adaptive management" in a timely way. Project needs a
	"tailor made" M&E tool with clear protocols and procedures to oversee the
	contracts, including a participatory tool were the final beneficiaries can be
	involved in the process: this mean a M&E linked with the accountability
R. 25.	Project needs a "tailor made" social communication strategy and actions, in
	order to develop awareness campaigns related to EWS, Climate Change and
	agriculture adaptation measures and tools.
R. 26.	Project Board and/or Steering Committee should take strong measures to
	assure that their decisions become in effective actions at institutional level
	and in the ground, in coherence with an efficient and effective leadership,
	and adaptive management.
	In this regard, a strong PMU is a key factor when is focused in following the
	management arrangements, work planning, finance and co-finance,
	monitoring and evaluation systems, and in ensuring the stakeholder
	engagement, reporting, and communications

2. Introduction

Purpose of the MTR and objectives

The Mid-Term Evaluation will determine (i) the progress being made toward the achievement of outcomes as specified in the Project Document and (ii) will detect the signs of project successes or failures with the goal of identifying the changes necessary to set the project on track and contribute to ensuring the achievement of its results.

In addition, the review will focus on (iii) analysing the effectiveness, efficiency and timeliness of project implementation, (iv) highlighting issues requiring decisions and actions, and (v) presenting lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term.

Together with the findings and conclusions, this MTR report will provide practical and feasible recommendations to project management and relevant stakeholders about short-term actions and decisions to be made in order to implement the recommended corrective actions, reinforce initial benefits from the project and to show future directions underlining the expected outcomes, and mitigating risks to sustainability.

In order to follow a participatory and consultative approach, MTR consultants have facilitated:

- 1. An inception report specifying the methodology and work plan.
- 2. Starting the country mission with a briefing meeting with UNDP to review technical, methodological and administrative issues.
- 3. Continuing with an *inception workshop* with project team and key stakeholders, in order to present the inception report.
- 4. Conducting several interviews with selected stakeholders at national and local level, including several meetings/interviews with beneficiaries, and project sites visit as described on ToR.

- 5. Finalizing the country visit conducting a presentation about initial findings and to receive feedback from national, sectoral and local stakeholders, beneficiaries' representatives, project team and UNDP CO.
- 6. Providing the final MTR document including an "audit trail", detailing how all received comments have (or have not) been addressed in the final evaluation report.

Scope & Methodology

The result-based evaluation methodology used has taken each project outcome as its starting point (fig. 1) to determine: (i) to what extent outcomes are being achieved with respect to the strategy and factors affecting their progress, (ii) the contributions meted to achieve outcomes in relation to the implementation process and adaptive management, and (iii) the partnership strategy related to sustainability. In each point, the factors of success, the difficulties, challenges, benefits and their sustainability will be systematized.



Based on document reviews, meetings, workshops and interviews made, the MTR has collected and analysed qualitative and quantitative information, using standard evaluation criteria, to evaluate a number of selected variables, such as project activities and "soft" assistance, within and outside of the project, that have driven or influenced outcomes; as well as the activities of other actors related to Development.

The MTR includes four categories of analysis: the status of the outcome related to Project Strategy; the factors affecting the outcome related to progress toward results; the project contributions to the outcome with respect to project implementation and adaptive management and; the project partnership strategy related to sustainability.

This analysis has included everything done within the project's realm and how the context may influence the efforts made towards the achievement of outcomes, taking in account multiple levels of perceptions and the differenced viewpoints of all key project's stakeholder. It is important to note that the MTR will also review the project's strategy and risks to sustainability by using a previously prepared evaluation question matrix (annex 6.2). In this regard, special attention has been placed on Human Rights and Gender Equity as defined by UNEG's "Integrating Human Rights and Gender Equity in Evaluation" guide (United Nations Evaluation Group, 2014).

Key evaluation criteria:

- Ascertaining the status of the outcome. Given that the MTR evaluations derive their "power" from using the outcome as the point of departure, the analysis has included everything done within the project's realm and beyond it, and which is perceived as an influence to achieve expected outcomes.
- **Examining the factors affecting the outcome.** Thorough understanding of the factors influencing the process of bridging the gap between "what is needed" (problems that the project sought to address) and "what can be done" (expected outcome).
- **Contributions to outcome.** The contributions to achieve the project's outcomes take the form of outputs developed as part of a full range of actions and co-financing from stakeholders acting within the Project's framework. In this regard, the unit of analysis that influences the outcomes is the overall Project Strategy. It c comprises the entire range of actions for partnerships, project advice and dialogue, brokerage and advocacy efforts.
- Assessing partnerships at outcome level. A complex range of factors influencing outcomes. Making change happen (achieving the outcome) invariably requires the concerted action of several stakeholders. The purpose of the review of partnerships is not to assess activities or the performance of partners; rather, it is the design of a partnership strategy and its implementation that are being assessed.

Data collection methodology

The MTR mission has conducted a "first cut" analysis from Project Information Package, in order to prepare the inception report. In addition, MTR mission has made a "second cut" analysis immediately before and during the country visit, to refine some of the preliminary findings and to obtain additional information from specific areas of analysis.

Qualitative data has been collected from several interviews and meetings with Project Team, government counterparts (the GEF Operational Focal Point), the UNDP CO, UNDP-GEF Regional Technical Advisers, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local and provincial government, community organizations, NGOs and other key stakeholders.

In order to ensure that evidence-based conclusions and recommendations are made based on the findings; the project results has rated with brief descriptions of the associated achievements in a MTR. Structure of the MTR report:

- Project description and background section. It includes a description of the national development context (including a description of significant socio-economic and environmental contexts to be implemented from the project's start; the policy factors relevant to the project outcomes and any other major external contributing factors identified); in this regard, this section includes a summary of problems that the project sought to address; and finally, a description of the project's strategy and implementation arrangements, the timing and key stakeholders involved.
- **Findings**. This section analyses the input obtained from the MTR evaluative matrix and the resulting findings are presented centered on the following four areas: Project Strategy, Progress Towards Results, Project Implementation and Adaptive Management, and Sustainability.
- **Conclusion and recommendations:** This section describe in a comprehensive and balanced manner, the factors of success, the strengths, the weaknesses, the difficulties and the achievements reached by the project up to Mid-Term Review. The conclusions are described responding questions defined on Terms of Reference and provide suggestion to solve important problems or issues pertinent to project stakeholders, including UNDP and GEF.

3. Project Description and Background Context

Development context

Located in SW Africa, the Republic of Angola with a size of 1.25m sq km (481,354 sq miles) and a population near 24 million, have about 40% of people living below the poverty line; most of the people live in the western half of the country in urban areas, particularly in Luanda. In rural areas, the overuse of pastures and subsequent soil erosion attributable to population pressures, desertification and deforestation of tropical rain forest (in response to both international demand for tropical timber and to domestic use as fuel), resulting in loss of biodiversity, soil erosion contributing to water pollution and siltation of rivers and dams, and inadequate supplies of potable water.

Despite that Angola's economy is overwhelmingly driven by its oil sector (50% of GDP, more than 70% of government revenue, and more than 90% of the country's exports), subsistence agriculture provides the main livelihood for most of the people who working under subsistence farming methods. The global recession that started in 2008 stalled Angola's economic growth and many construction projects. The continued low oil prices, the depreciation of the kwanza, and slower than expected growth in non-oil GDP have reduced growth prospects, producing high restriction in government revenue and in consequence, in governmental budget.



Related to climate change impacts, projections of mean annual rainfall over the country, indicate a wide range of changes in precipitation for Angola and increase of mean annual temperature in the region by 1.2 to 3.2°C by the 2060s. Over those years, Angola will experience increasing temperatures, more extreme weather events, an expansion of arid and semi-arid regions, seasonal shifts in rainfall, localized floods, increased wildfires, sea level rise, increased rainfall in the northern parts of the country, changes in river flows and changes in sea and lake temperatures. According to the Angolan NAPA (2011), the major expected climate change threats and impacts are: floods, soil erosion, drought episodes, rise in sea level. The main sectors identified as affected by climate change are: agriculture and food security; forest and biodiversity; fisheries; water resources; human health; infrastructures; coastal zones; energy.

Located in the south of Angola, Cunene Province (localized into Cuvelai river basin) has approximately 750,132 persons, whose livelihoods depend mainly on rain - fed agriculture and the most homes are built entirely as traditional structures of wood and thatch. This is one of the regions most affected by climate variability, is characterised by an interconnected system of shallow ephemeral water courses, which is the "life-support system" to the most densely populated area of Cunene. Extreme rainfall, floods and droughts are typically climate and hydrological events of this region, whose non foreseen "erratic rhythm" by population and by government, led to catastrophic famines, *which resulted in the deaths of up to 40% of the people in the Basin*¹.

Problems that the project sought to address: threats and barriers targeted

As described on PRODOC, the main root problem causes are: (i) natural constraints, such as the intrinsic physical vulnerability; (ii) institutional weaknesses that do not support Government development plans, such as limited capacity for hydrometorological monitoring and Early Warning Service; (iii) Limited capacity of understanding of current and future risks; (iv) structural factors, such as the traditional practice of itinerant agriculture based on dry land cultivation and livestock low productivity methods and limited investment capacities; and (v) Poverty levels amongst rural communities of the Province of Cunene.

¹ PRODOC paragraph 5, page 9.

The main problem facing the Cuvelai Basin is the high vulnerability to climate change together with its low capacity to address and adapt to this phenomenon. Relief and rehabilitation (reactive actions) have been the focus of climate and disaster management in Cunene Province.

Therefore, the fundamental problem <u>that this project seeks to address</u> is that a comprehensive flood forecast and early warning system (FFEWS) – including downscaled seasonal forecast delivery for flood and drought events, climate monitoring and data management system - which generates knowledge of the risks (vulnerability & hazard) and has the capacity to monitor, analyse and forecast hazards, provides communication and dissemination of alerts and warnings, does not function in Cunene Province as well as it ought to be relevant and useful for long-term planning, management and risk reduction activities. In the Province of Cunene and in particular the Cuvelai Basin, this status unnecessarily imperils lives and assets, particularly amongst communities dedicated to livestock-raising, principally cattle and small scale rain-fed farmers suffering the impacts of flash floods and extreme drought episodes.

To address this *fundamental problem*, there were identified three main barriers to achieve long-term solutions:

- Limited knowledge and capacity to fully assess risks posed by climate change to disaster risks in Angolan's Cuvelai River Basin.
- Lack of capacity of the extension network to enhance responsiveness and adaptability of subsistence agriculture in the Cuvelai Basin.
- Poor inter-sectorial coordination and weak policy framework to respond to change risks.

Project Description and Strategy

Establishing Early Warning Systems (EWSs) is one way to adapt to a changing climate so to be able to accurately predict impending hazards on communities and society as a whole and avoid loss of lives and unnecessary pressure on communities and infrastructure. As an adaptive measure, EWS will allow the monitoring and implementation of anticipatory measures to reduce climate change risks on those sectors, ultimately benefiting the poorest segments of society, those who do not necessarily benefit from large protective infrastructure projects. Furthermore, improving the EWS also provides benefits for long term planning and helps Hydrological, Meteorological and other institutions build capacity to service other needs for example by providing long-term datasets for monitoring and trend detection.

Objective: To reduce the climate-related vulnerabilities facing the inhabitants of Angola's Cuvelai River Basin through targeted investments and capacity building

Outcomes:

- 1. Enhanced capacity of national and local hydro-meteorological services, civil authorities and environmental institutions to monitor extreme weather and climate change in the Cuvelai Basin
- 2. Increased resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities.
- 3. Local institutional capacities for coordinated, climate-resilient planning strengthened &Capacity for effective community-based climate change adaptation (including traditional knowledge practices) improved at local level.

	Table 5. Local sites			
Pilot Sites	Number of Inhabitants	Main Activities	Main Climate Change related Hazards	
Mukolongondjo	24,715	Farming and livestock	Floods, drought and wild fires	
Мира	35,934	Farming and livestock	Floods, drought and wild fires	

Project have selected 7 local sites to develop its strategy:

Evale	34,027	Farming and livestock	Floods and droughts
Nheone	114,689	Farming and livestock	Floods, drought and wild fires
Namacunde	32,080	Farming, livestock and fishing	Floods and droughts
Cubati	30,000²	Farming, livestock and fishing	Floods and droughts
Ondjiva	132,080	Farming and livestock	Floods, droughts, erosion
Total	403,525		

Project Implementation Arrangements.

A Project Steering committee has been established to provide guidance and support for the smooth implementation of the project with membership drawn from the key stakeholder institutions. The Steering Committee was conceived to ensure a continued cohesion between the project and the mandate of the MINAMB, ensuring as well, the necessary alignment of the project with national policies and government strategies.

In order to ensure the day- to- day management of the project, has been conceived a complete Project Management Unit (PMU), which will be accountable to the National Project Director and Steering Committee for the performance of the project (Fig. 2). It was planned that the PMU should be manned by a fulltime staff comprising a Project Manager, Finance Manager, Project Assistant, financed from the LDCF grant and a Technical Advisor financed from UNDP TRAC contribution.

In addition, a Councils Consultation and Social Dialogue (CACS) was planned, both at provincial and municipal level, to serve as vehicles for consultation with civil society involved in the areas of project activities. On the other hand, Sobas (traditional authorities) will also monitor the implementation of the project activities and interventions, mutually agreed upon, and will act as mediators for potential conflicts.

Fig. 2 Project organization structure

²Estimate



Project timing and milestones

In the next table 6, can be observed the main project milestones:

Table 6. Project timing and milestones					
PIF Approval Date	Mar 7, 2013				
CEO Endorsement Date	Dec 11, 2014				
Project Document Signature Date (project start date):	Feb 11, 2016				
Date of Inception Workshop	Sep 16, 2016				
First Steering Committee meeting	July 25 2017				
Cumulative disbursement: US\$ 211,238.52 (2.58%)	Jun 30, 2017,				
Cumulative disbursement: US\$ 808,192.36 (9.86%)	Jun 30, 2018				
Mid-term Review	Nov-Dec, 2018				
Original Planned Closing Date	Feb 11, 2020				

Main stakeholders

A summary list of main stakeholders:

- Ministry of Environment (MINAMB)
- Ministry of Energy and Water (MINEA)
- Ministry of Territory Planning and Development (MPDT)
- Ministry of Finance (MOF)
- Ministry of Agriculture (MINAGRI)
- National Institute of Meteorology and Geophysics
- Center for Tropical Ecology and Climate Change (CETAC)
- National Institute of Water Resources (INRH)

- Food Security Office (GSA)
- National Service of Civil Protection and Fire Brigade (SNPCB)
- Plant Genetic Resources Centre (CRF)
- Agostinho Neto University (UAN)
- Government of Cunene Province
- Municipal Administrations
- Chiefs (traditional authorities)
- Councils Consultation and Social Dialogue (CACS)
- Development Workshop Angola (DW-Angola)
- United Nations Food and Agriculture Organization (FAO)

4. Findings

4.1. Project Strategy

Project Design

- F.1. The project strategy was conceived with a very high sense of responsibility with respect to the development challenges and risk of climate change that people living in the Cuvelai River Basin have to face. At the same time, project strategy provides a core contribution to national priorities (NAPA) and to fulfil Angola's international commitment toward adaptation to climate change (Paris Agreement), Disaster Risk Reduction (Sendai Framework) and Sustainable Development Goals.
- F.2. The Identified problems to be addressed by the project, are relevant for Climate Change Adaptation. However, an important part of the described problems (not all) have been formulated as a "pseudo-problems" and far of Result-based management approach. Many of problems have been described having a preconceived idea of what the solution is or what to do. The result is that we formulate "pseudo-problems" that hide the solution. Thus, we affirm for example, that the problem is the "absence of ...", the "lack of ..." or "the scarcity of ...".

This is because we are implicitly assuming that if we place those absences, those lacks or those scarcities, the problem will be solved, limiting the capacity to perceive the problems in a more open way and to generate multiple options to face them. That is why in planning we considered that a problem is not the inexistence of a solution, but the evidence of a deficient or negative situation. E.g.:

- "Lack of capacity of the extension network to enhance responsiveness and adaptability of subsistence agriculture in the Cuvelai Basin".
- In this example, the problem description has implicit the idea that if project allocate an extension network, the responsiveness and adaptability of subsistence agriculture in the Cuvelai Basin, will be enhanced.
- For a long time, experience has demonstrated that provides "organizational conditions" or delivers "things" which are supposedly lacking, will not solve problems by themselves.
- In this regard, the error in the problem description definitely has an influence not only in the conception of project strategy, the outputs and indicators definitions, but also in the execution focus to achieve project objective and outcomes, limiting the project progress to the availability or not of "things" and externals resources, and finally posing nonforeseen risk for project benefits sustainability.

- F.3. Despite that PRODOC has mentioned that the project builds on an existing baseline of implemented and running projects, which all have provided information and experiences in relation to the use of climate information in Angola (PRODOC, paragraph 93); however, the MTR has observed that the PRODOC have not described those specific learned experiences to use to face difficulties and challenges during project implementation.
- F.4. However it is important to highlight that PRODOC has described how the Cuvelai River Basin Project will be linked to other initiatives and how will help in closing some identified gaps in others projects and investments.
- F.5. PRODOC made an important effort in describing how Cuvelai River Basin Project is an implementation tool for Angola's NAPA priority interventions n°7: "Create an early warning system for flooding and storms", the priority n°13: "Climate monitoring and data management system" and the priority adaptation response n° 15 on Increase water availability through village-level wells and boreholes".
- F.6. Cuvelai River Basin Project is in line with the Millennium Development Goals (MDGs), Multilateral Environmental Agreements (MEAs), and the related legislative instrument of the Government of Angola; as well as, the project is in line with the National Programme for Environmental Management (Programa Nacional de Gestão Ambiental - PNGA) of the Ministry of Environment.
- F.7. During project design, decision-making processes (or planning process) were taking in account the perspectives of those institutions who would be affected by project decisions and who could contribute information and other resources.
- F.8. PRODOC has developed ideas and specific definitions to gender approach and women empowerment:
 - FFEWS will be tailored to end-user needs, in particular the needs of women who have little access to farming and weather advice, particularly on impact of extreme drought.
 - Training and capacity-building approaches will be gender sensitive.
 - Women focused NGOs have been implicated in the project through the CBO's.
 - Adaptation technologies to be deployed in the local communities, such as <u>promoting</u> <u>dissemination of seed packets of climate-resilient crops</u> for subsequent multiplication will target primarily smallholder farmer groups/Cooperatives/Women Associations.
 - Outcome 1. Output 1.3 Indicative activities 1.3.1. In-country gender sensitive capacity development of Meteorologists, Meteorological Technicians and Hydrologists. Output 3.3
 Indicative activity 3.3.1. Develop deliver training programme for gender sensitive civil protection commanding officers, field officers and Local Disaster Risk Management Committees (LDRMC's).
 - Outcome 2 Indicator 2.1 under Outcome 2 will specifically track the percentage change in gender disaggregated household income in the 7 targeted comunas as a result of project intervention via perception based survey (VRA). Indicator 2.2. No. of household in targeted comunas engaged in climate resilient farming methods and livelihoods will also be gender-disaggregated.

Results Framework/Log frame

F.9. MTR observe that project log-frame indicators and end-of-project targets are basically "SMART" at project level objective and outcomes 2 and 3. However the Outcome 1 indicator & end-of-project targets are not enough "SMART".

- F.10. The terms used to describe some outcomes, such as "To reduce", "Enhanced or improved capacity" and "Increased resilience", are definitions that do not indicate what is the necessary **change** to progress toward the objective and impact.
- F.11. In this regard, the project was conceived from a little centered conception in the resultbased management: the RBM main characteristic is to define the changes needed to remove obstacles and constrains, and in consequence, move to progress toward the expected impacts, by mobilize social and institutional factors.
- F.12. So far, the project has not led to catalyse beneficial development effects, such as income generation, gender equality and women's empowerment, develop traditional customary law and knowledge, improved governance or livelihoods security and sustainability. However, there have made initial steps toward these beneficial development effects with climate change adaptation approach: The well rehabilitation, which has both increased the livelihoods security of a number of people and has piloted a way of organizing the communities to take care of these water points thereby adding a governance and sustainability component. The community extensionists and the community disaster preparedness groups are certainly created more secure livelihoods and sustainability with a gender equality development approach.
- F.13. MTR considers that project could in the future catalyse more beneficial development effects, that jointly with those mentioned above, should be included in the project results framework and monitored on an annual basis, e.g.: productive diversification in livestock and agriculture with enhanced animal and seeds, and drop-by-drop irrigation; people and specially women have secure access to water for consumption and production; local leaders and authorities has mobilized to conduct traditional local customary law, etc..

4.2. Progress Towards Results

F.14. MTR has detected a significant contextual fact that has influenced the process to achieving the project's results as outlined in the PRODOC: A Presidential campaign developed from end of 2016-mid 2017 and the impacts of government change, which shake all institutional structures up to start 2018.

Progress Towards Outcomes Analysis:

		Table 8. Progres	ss Towards Results Matrix (Achie	vement of a	utcomes against l	End-of-project Tar	gets).	
Project Strategy	Indicator ³	Baseline Level ⁴	Level in 1 st PIR (self- reported)	Midterm Target ⁵	End-of-project Target	Midterm Level & Assessment ⁶	Achievement Rating ⁷	Justification for Rating
Objective: To reduce the climate- related vulnerabilities facing the inhabitants of Angola's Cuvelai River Basin through targeted investments and capacity building.	Percentage change in vulnerability of local community to climate risks	The vulnerability of the site is high. The baseline will be determined at project onset during the inception phase	Since field activities have not started yet, there is no change in vulnerability at the site level	35% increase of VRA score.	70% of VRA score.		Unsatisfactory (U)	MTR has observed that the baseline has not been determined at project onset during the inception phase and thus, no progress can be measured; however, some change in baseline of vulnerability should exist, given the rehabilitation of 8 water access points benefiting over 6000 people and their livestock, and the initial work of 21 community extensionists (under training) to developing with farmers climate resilient agricultural practices. The progresses achieved are not enough to dents the indicator and the mid and end-of-project target, are far yet.

 ³ Populate with data from the Log-frame and scorecards
 ⁴ Populate with data from the Project Document
 ⁵ If available
 ⁶ Color code this column only
 ⁷ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Outcome 1: Enhanced capacity of national and local hydro- meteorological services, civil authorities and environmental institutions to	Indicator 1: Flood Forecasting & EWS that is useful to communities developed and forecasts discominated	Currently no Flood Forecasting & EWS established in Province of Cunene	The Institute for Hydrological Resources (INRH), has an on- going EWS for the Cuvelai basin from 2015. This process is under review by an external expert hired by the project. Based on the expert's recommendations, the project will either is contracted as is as		a Flood Forecasting & EWS is developed and forecasts are being disseminated to target		In early 2018 a new procurement process had to be launched for EWS. In Dec. 2018 the contract has been signed. The selection panel for the other component of the EWS and ctrangthening the
monitor extreme weather and climate change in the Cuvelai Basin	to target communities in Province of Cunene		further revisions be requested from ConsulProjecto.		Province of Cunene	Unsatisfactory (U)	capacity of INAMET and GABHIC to forecast weather and floods have finally met in December 2018.Depite that the conditions to progress toward the indicator (end-of-project target) are now better, the progress is unsatisfactory given the time elapsed and the little evolution so far.
Outcome 2: Increased resilience of smallholder farmer communities in the Basin to climate- induced risks and variabilities	Indicator 3: Percentage change in gender disaggregated household income in the 7 targeted comunas as a result of project intervention via perception based survey (VRA)	N/A at present – project will undertake a gender disaggregated VRA at project onset.	No change over baseline since field activities have not started.	25% gender disaggre gated increase of VRA score	50% gender disaggregated increase of VRA score	Unsatisfactory (U)	So far, 8 water access points has been rehabilitated that benefiting over 6000 people and their livestock. In addition, 21 community extensionists are under training (learning-by-doing-) to work with communities adopt climate resilient agricultural practices; crop germplasm has

	Indicator 4: No.	Few households	No change over baseline since	Score		been collected
	of household in	have access to	field activities have not started.	improved to 4:		throughout the basin
	targeted	resilient		By the end of		and is being analysed
	comunas	livelihood assets		the project, at		for its drought
	engaged in	and methods		least 50% of		resilience. Those
	climate	(Score=2)		targeted		activities have
	resilient			households		indicating that the
	farming			have engaged		conditions to progress
	methods and			in climate		over the indicator and
	livelihoods			resilient		end-of-project target
				farming		are enhanced.
				methods and		However and despite
				livelihoods		those activities, these
				introduced/str		don't dent the
				engthened in		indicator and end-of-
				the project.		project target is far yet.
Outcome 3	Indicator 5: CC-	Climate Change	The detailed proposal for the	CC-ENISA has		Project report: (i) The
Local institutional	Environmental	risks have not	development of the CC-ENISA is	been running		detailed proposal for
capacities for	Information	been modelled	still in preparation by CETAC.	Risk modelling		the development of the
coordinated,	System of	Angola and no		and		CC-ENISA is still in
climate-resilient	Angola (CC-	vulnerability		Vulnerability		preparation by CETAC.
planning	ENISA) is	maps have been		maps for the		(ii) The project has
strengthened	established,	developed so far		Cunene		supported the
&Capacity for	risk assessed	for Cunene		Province and	Unsatisfactory (II)	development of a new
effective	and	Province and the		the Cuvelai in	enoutonactory (e)	National Climate
community-based	vulnerability	Cuvelai in		particular have		Change Strategy that
climate change	maps	particular		been		was completed in July
adaptation	developed for			developed		2017. Civil Protection
(including	the Cunene					are working in a
traditional	Province and					detailed work plan for
knowledge	the Cuvelai in					extending the disaster
practices)	particular					preparedness plans to

improved at local	Indicator 6:	Currently, no	The project has supported the	CC flood and	the communal level, to
level	Number of	plans and	development of a new National	drought	start in early 2019. In
	National or	policies that	Climate Change Strategy that	risk/vulnerabil	this regard, MTR found
	Provincial	explicitly	was completed in July 2017. The	ity are	that the conditions to
	relevant plans	integrate climate	project has held a workshop	integrated into	progress toward the
	and/or policy	change flood and	with the Civil Protection of	at least one	indicator and the end-
	documents	drought risks are	Cunene Province in July 2017	National and	of-project target are
	that integrate	in place	and decided that Civil	one Provincial	enhanced; however
	climate change		Protection will present a	disaster	the activities were
	flood and		detailed proposal and workplan	preparedness	taking too many time
	drought risks		for extending the disaster	and	and by it self, doesn't
			preparedness plans to the	management	are enough to dent the
			communal level for a number of	Plans	indicator and the end-
			pilot communities in the Cuvelai		of-project target is far
			basin		yet.

Note that recommendation for areas marked as "Not on target to be achieved" (red) are in section 5.

Indicator Assessment Key

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

- F.15. MTR consideres that all barriers describing in the PRODOC are actives so far.
- F.16. In addition, MTR highlight the evidence related to low capabilities to implementing this project and described in the PRODOC as "roots causes" and in the description of "the problem this project seeks to address"; there were mentioned repeatedly the "lack" of technical capacity and management of governmental institutions of Angola, and their "institutional weaknesses...", as the main contextual fact that is influencing the project execution.
- F.17. These conditions have been exacerbated by the impact election campaign and post election, in the institutions performance and in the civil servant stability.
- F.18. By reviewing the aspects of the project that have potential to be successful, MTR has identified 4 key ways in which the project can achieve expected benefits:
 - Develop traditional customary law and local knowledge in relationship with national policy and modern knowledge related to each project outcome⁸.
 - Supporting a "learning-by-doing" approach;
 - Multi-disciplinary approach;
 - Gender equality;

4.3. Project Implementation and Adaptive Management

Management Arrangements

- F.19. Project management as outlined in PRODOC has not changed, but so far has not been implemented as scheduled and described in project document. The Project Implementation Unit has severe limitation in their capacities (in terms of operational decisions on technical management and financial, and knowledge about CCA/DDR and project cycle) and on the other hand, a Technical Advisor 100% dedicated to support project management with enough expertise (10 years or more) in climate change adaptation, disaster risk reduction and project cycle management, is not contracted so far.
- F.20. By reviewing the Steering Committee work, MTR found while the responsibilities and reporting lines are clear, the decision-making has been weak and evidence indicate that until recently, the Steering Committee has no had complete information to make decisions effectiveness (not all members know why the project is delayed? Why the first tender has fall down? Why has the process for designating a person responsible for signing taken almost two years? etc. Decision makers take effective decisions only under comprehensive information conditions; otherwise, when the information is partial or dosed, the steering works is erratic or static. MTR has observed that this condition is being overcome and Steering Committee has now better contextual conditions than before to make effective decision making in all levels.
- F.21. The quality of execution of the Implementing Partner, in part, is in line with the project analysis about the:
 - "11. The Government Institutions of Angola and in particular of the Province of Cunene lack the technical capacity, management capacity..."

⁸ Follow strictly the PRODOC content, e.g: about traditional leadership participation (Sobas) and the traditional knowledge on suitable technology, holistic livelihood strategy by mainstreaming traditional ecosystem-based resources and knowledge and available community traditional approaches to adaptation to extreme climate variability. A recommendable tool is applying the Toolkit for the Indicators of Resilience (http://collections.unu.edu/eserv/UNU:5435/Toolkit_for_the_Indicators_of_Resilience.pdf), which have an important tool to leverage the traditional knowledge, developed by The International Partnership for the Satoyama Initiative (IPSI) with the support of UNDP and UNU-IAS.

- "13...institutional weaknesses that do not support Government development plans..."
- F.22. However, the project problem analysis in the PRODOC left out this situation and just has focused in underlining the lack of FFEWS (as the fundamental problem that project sought to address) but not put enough attention on the capacity to execute the project. A strategic error, without doubt. In this regard, is important to highlight the support of UNDP CO in achieve some progress despite that the technical capacity and management of Angola institutions fell down, given the policy, institutional and financial context lived since 2016.
- F.23. Given the absence of a 100% project Technical Advisor from the beginning, the Implementing Agency missed one of the main drivers to support the project inception, reducing back then its institutional influence and negotiation capacities with national and local institutions. Given the new conditions by December 2018, the project reality demand to address more strong adaptive management. In this regard, the project Implementing Agency needs to take the reins strongly and support directly the execution of the project.

Work planning

- F.24. MTR found a important delay to start project operations, which were informed in the first PIR (2017) in the following manner:
 - "The project inception has been delayed; the workshop has been held in September 2016 despite a signature of the project document in February 2016 and an approval of the project by he GEF in January 2015. Delays have been caused by the difficulties of the government to schedule an inception workshop which were eventually overcome by holding the workshop without high-level political presence"
 - "Unclear procedures and delegation of authority within the IP delay or prevent signing of contracts and MoUs to expend project funds to partners identified in the PRODOC and/or through consultations by the project team on agreed activities"
- F.25. On the other hand, MTR observe that once the Implementing Agency defined a responsible person for sign contracts and MoU, the implementation has been very slow so far. In the base of the delays, are the times took for organize the implementation that imply by one hand, the time to understand the technical and financial procedures, hire the project team (that is incomplete yet) and prepare the annual work-plan. On the other hand, the main delay was influenced by:
 - Highlights the significance of the institutional transformation process of the Angola Government starting from early 2016, characterized by a wide discussion to face corruption, increasing the transparency, deepens social accountability and progressing toward decentralization. These issues has have had significant influences in all levels of Government Institutions, impacting down financial executions and the apprehensiveness lived by the civil servants with signature responsibilities, in the middle of a strong national discussion about financial transparency.
 - A strong Presidential campaign developed from end of 2016-mid 2017, which prevented project execution as expected and then, the impacts of government change, that have shaken the entire structure with important management measures toward save resources, increase the transparency and accountability in all levels.
 - In this regard, the both institutions and key civil servant related to project execution at national and provincial level, were "immobilized" by not controlled circumstances related to new policy decisions.
- F.26. It is important to highlight that during 2018, the delay was a persistent situation, which was informed in second PIR as:
 - The inability of contracted implementing partners to open bank accounts and thus to receive funds from the project (a consequence of government new financial measures adopting from 2016).

- There have also been delays by the Ministry of Environment in awarding of contracts.
- The cancellation of an awarded contract to build the early warning system in Cuvelai by the company that had been selected in 2017 for this purpose.
- F.27. The annual work-plans has been drafted with results-based approach, but is manifested that is not executed based in result-based management procedures; PMU has not enough space of autonomy to execute their responsibilities, which are clearly defined in the PRODOC and PMU has not enough expertise in CCA/DRR/DRM and project cycle, to face the challenges that pose the project complexity and the needs of actions synchronicity in the context of project delay.
- F.28. The project's results log-frame was made as suitable management tool and has no detected changes made on this since project start.

Finance and co-finance

- F.29. The opportunity-cost of project is really high, given the delays observed and volume of budget allocated and not mobilized. The fact that the 70% of management budget has been expended without a similar proportion of progress toward the outcomes and the time lapsed vs. the progress achieved. This is the high cost of non-performed investment with an inversely proportional social cost of adaptation. In addition, the opportunity cost will be reflected as losses and damage, which could have been avoided if the investment had been made on time;
- F.30. Is surprising is the "project management" item, given it high cost and low effectiveness (table 9). In this regard, the cost-effectiveness of project management is Unsatisfactory.
- F.31. The project manage has failed and such as, there is not expected to achieve any of its endof-project targets. There is a severe risk that project outcomes as well as key outputs will not be achieved, given the time remain.

	Table 9. Cost-effectiveness of project expenditures.						
		Budget	Accumulated Expenditure by previous years				
Component Outcome As defined in the PRODOC		2016	2017	2018	Accumulated Delivery Rate since start of project (%)		
1	Enhanced capacity of national and local hydro-meteorological services, civil authorities and environmental institutions to monitor extreme weather and climate change in the Cuvelai Basin.	4.106.666,00	53.860,84	99.674,58	70.843,92	5,46%	
	TRAC FUNDS	464.160,00	26.957,65	43.990,00		15,29%	
2	Increased resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities.	2.195.166,00	40.751,32	154.509,28	473.388,15	30,46%	
3	Local institutional capacities for coordinated, climate-resilient planning strengthened &Capacity for effective community-based climate change adaptation (including traditional knowledge practices) improved at local level.	1.975.564,00	2.451,83	13.821,42	13.863,76	1,53%	
Management	PROJECT MANAGEMENT COSTS	382.604,00	44.001,14	86.528,45	142.761,07	71,43%	

F.32. So far, MTR has not observed any budget revision or changes to fund allocations.

F.33. The project have appropriate financial controls, including reporting and planning, but despite this, financial information and reporting related are not been used properly by the project

partners and managers, in order to make informed decisions regarding budget and allow timely flow of funds as been required.

F.34. The co-financing information and reporting (table 10) is not being used neither executive way or strategically by the project partners and managers, to help the objectives of the project. Despite has requested with enough time by MTR, the co-financing table was not provided duly fulfilled; there is missed key information.

	Table 10. Co-Financing compromises.						
Sources of Co- financing ⁹	Name of Co- financer	Type of Co- financing ¹⁰	Amount Confirmed at CEO endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount		
International org.	UNDP	Cash	\$ 517,000	\$ 70,947	13.7%		
International org.	UNDP	In-kind	\$ 400,000				
National Government	Ministry of Environment	In-kind	\$ 2,000,000				
National Government	Ministry of Energy and Water (MINEA) - public investment program (PIP)	In-kind	\$39,037,712				
National Government	MINEA - National Institute of Hydrologic Resources (INRH)	In-kind	\$1,000,000				
National Government	Ministry of Energy and Water (MINEA) - National Institute of Meteorology and Geophysics (INAMET)	In-kind	\$968,292				
Bilateral Aid Agency	USAID	In-kind	\$1,800,000				
Civil Society Organization	Development Workshop	In-kind	\$950,000				
		TOTAL	\$46,673,004				

F.35. The Project managers doesn't meet with co-financing partners regularly in order to align financing priorities and institutional annual work plans with project budget and actions.

Project-level monitoring and evaluation systems

- F.36. MTR has reviewed the monitoring tools currently being used in accordance with standard UNDP monitoring and evaluation practices for programmes and projects. Risks are also reviewed quarterly and updated in the Atlas Platform. As reported to MTR, quarterly and annual progress from this Project (Cuvelai River Basin), have been recorded in the UNDP Enhanced Results Based Management Platform.
- F.37. MTR has observed that standard UNDP monitoring and evaluation tools currently being used provide general information based on the project logical framework matrix, but whose frequency and level of detail are suitable at programme level. Given project management needs, those tools are too general and lacking early warning linked with adaptive management.
- F.38. In this regard, MTR has found that project managers have no specific tool (tailor made) of M&E to follow up day-by-day project execution, aligned or mainstreamed with the Implementing Partner M&E system (Ministry of Environment).
- F.39. In addition, by reviewing the risks identified in the Project Document, PIRs and the ATLAS Risk Management Module, MTR found those analytical elements, its details requested and frequency of reporting, need to be complemented with a M&E tool "tailor made" for the project, which include a module for early warning framed in the RBM.

⁹ Sources of Co-financing may include: Bilateral Aid Agency (ies), Foundation, GEF Partner Agency, Local Government, National Government, Civil Society Organization, Other Multi-lateral Agency(ies), Private Sector, Other

¹⁰ Type of Co-financing may include: Grant, Soft Loan, Hard Loan, Guarantee, In-Kind, Other

F.40. Reviewing the financial management of the project monitoring and evaluation budget, MTR found that resources being allocated to monitoring and evaluation are sufficient and has being well allocated

Stakeholder engagement

- F.41. Until recently and despite some jointly activities, the project managers have not developed enough the partnerships with direct and tangential stakeholders as described the National and Provincial Project Inception Workshops (despite the number of partners involved in the project: INAMET, INRH, GABHIC, CRF, IIA, CETAC, Civil Protection, DW, ADPP).
- F.42. In addition, and until recently, the numerous coordination and planning meetings held in Cunene (with participation of provincial government, municipal governments, traditional authorities), has had limited effectiveness in terms of project execution.
- F.43. At the moment of MTR, the new local and national government stakeholders that were placed or reconfirmed in their management positions after presidential election, showing their support to the objectives of the project in a unequivocally way and request that UNDP (as a Responsible Partner) take a more proactive role to supporting project's initiatives and increasing the effectiveness and efficiency of implementation in the framework of new Government of Angola.

Reporting

- F.44. MTR has not observed a significant adaptive management changes, but as reported in second PIR "...to overcome the issue of weak financial management capacity of the executing partners and speed up the project implementation, the UNDP and the Government of Angola agreed to use the direct payment procedure within the national implementation modality used for this project. We were hopeful that this would solve the problems of implementation delays, however, implementation is still constrained by the limited capacity of the responsible parties to procure proforma invoices and conduct other administrative tasks required to do the direct payment of the suppliers".
- F.45. The described condition is typically a situation configured by a non-centralized PMU and in fact a disperse "unity", where hired personnel (including the financial responsible) are dilutes between the work for the project objectives or working for other activities that are not directly relate to project execution or frankly, in activities that nothing have to do with the project. This condition is combinate with the emptiness along the project life, of a high-level Technical Advisor with enough experience in project management cycle related to climate change and disaster risk reduction.
- F.46. So far, the project partners fulfil GEF reporting requirements, but they have not addressed in a proactive way the poorly-rated PIRs; it means: by the progress observed so far, the measures adopted to face the poorly-rated PIRs were not effective as expected and project managers has not been able to correct the reported difficulties with the necessary force, effectiveness and efficiency.
- F.47. So far, the project partners don't identify lessons derived from the adaptive management failure process that have been documented or evidence by the reality of project's progress. So, the experience exchanges process with key partners is not happening, losing the opportunity to internalize experiences; i.e., adjust working and organizational processes and mobilize factors of impact toward capacity building (i.e., when the adjusted process that arise from the project implementation, become in a permanent modification of organizational and working process into the involved institutions).

Communications

- F.48. The internal project communication between partners is regular but until recently, it has had little effectiveness and key stakeholders have been out of communication given the low progress in the project implementation.
- F.49. Related to external project communication, MTR was informed that the project progress and intended impact to the public has been supported by the Country Office communication strategy and action plan to targeting the stakeholders and beneficiaries of the project level. The strategy foresee to communicate through channels on social media, website and television/radio, newspaper and printed materials.

So far, in the framework of Cuvelai project, has been produced a 2-page factsheet at the beginning of their implementation and contributed to UNDP Angola Newsletter to inform partners regarding to project activities, including project results and pictures was shared with RBA Communication colleagues.

F.50. Cuvelai River Basin project hasn't a "tailor made" social communication strategy related to project outcomes and benefits, despite that project component are an EWS and enhance resilience of small farmers and promote women empowerment. Five objectives need to be addressed by the communication strategy: media incidence, internal communication, awareness campaigns, gender empowerment, visibility and knowledge management.

4.4. Sustainability

F.51. Reviewing the risks identified in the Project Document, PIRs and the ATLAS Risk Management Module are important and the risk ratings applied are appropriate and up to date. However, the details analysed and frequency of risk reporting and ratings, need to be complemented with the M&E tool that need to be made "tailor made" for each project and which include a module for early warning framed in the RBM to avoid, reduce and revert those identified risk, especially those related with the sustainability of implementation and benefits.

Financial risks to sustainability

F.52. MTR observe the likelihood of financial and economic resources not being available immediately once the GEF assistance ends. However there're potential that important resources may come in the mid-term, from public funds such a "National Fund of Hydric Resources".

Socio-economic to sustainability

- F.53. MTR has not identified any social or political risks that may jeopardize sustainability of project outcomes.
- F.54. Given the priorities of new Government of Angola, are arising good conditions for key stakeholder ownership, including provincial government and other local key authorities. In this regard, MTR has observed new conditions sufficiently configured to allow for the project outcomes/benefits walking toward the continuity.
- F.55. In this regard, MTR has observed that various key stakeholders are expecting that the project benefits start to flow but is necessary to work on increasing general public and stakeholder awareness in support of the long-term objectives of the project, by tangible demonstrative actions of each project component.
- **F.56.** There are no efforts for recover and documenting lessons learned, as well as there're no shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future. Despite PIRs has an item to draft "lessons learned", this is management tool and is not enough to be a tool for documenting lessons learned from the implementation practices to be shared/transferred for replication or scaling-up. Project need

to develop a specific tool and working process to do this, answering the following questions: What have we set out to do? What has turned out? Why have things turned out in that way? To answer this question, PMU need to use the same meetings of participative M&E process (see R24) and fill specific forms to recover and documenting lessons learned as a part of social communication strategy related to knowledge management component and internal communication.

Institutional framework and governance risks to sustainability

F.57. MTR has no detected legal framework, policy, governance structures and processes that pose risks that may jeopardize sustenance of project benefits. However, MTR has no evidence about some project related mechanism for accountability, transparency, and technical knowledge transfer in place.

Environmental risks to sustainability

F.58. MTR has no detected any environmental risks that may jeopardize sustenance of project outcomes.

Gender

The MTR mission has assessed how gender considerations have been mainstreaming into a project's design, monitoring framework, and implementation, as well as points to address the potential impact of project interventions on gender equality and women's empowerment. The main findings were:

- F.59. The relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) were raised widely in the Project Document. On the other hand, there were no identified gender issues triggered by project during S&E.
- F.60. Project include gender-sensible indicators at level of project objective, of outcome 2 and activities related to output 1.3 and 3.3 corresponding with outcomes 1 and 3 (respectively).
- F.61. No all projects' results framework indicators were disaggregated by sex. Only indicator 2.1.
- F.62. MTR has no evidence about gender specialists and representatives of women at different levels, which were consulted throughout the project design and preparation process.
- F.63. By reviewing the outcomes of all Project Appraisal Committee (PAC) meetings, inception workshops and the inception report, and other stakeholder workshops or meetings that took place during the project's initiation stage, MTR found that:
 - Doesn't been addressed discussions related to potential gender equality impact of the project.
 - There not been presence of gender specialists and representatives of women groups at all levels participation.
- F.64. The project has defined indicators to capture some gender actions. In addition, since that no tailor-made M&E system for project, there low possibilities to monitor gender considerations mentioned in PRODOC paragraph 203 to 205 and in the logical framework.
- F.65. However, the Gender sensitive data that project pose to be captured not provide a contextual understanding of the needs, access conditions and potential for empowerment of women and girls and men and boys.
- F.66. In the project's results framework targets, there're not settings up quotas for male and female participation to guarantee a sufficient level of gender balance in activities.

- F.67. MTR considerer that project partners and managers, have the capacity to deliver benefits to or involve women, by including gender specialist from UNDP and Ministry of Environment to advise Project Board meetings and any technical working groups at national level.
- F.68. In addition and at provincial level, women group representatives should be invited to project planning, monitoring, reporting and project steering meetings.
- F.69. MTR observe that project partners and managers, should take strong steps have been taken to ensure gender balance in project staff at provincial level.
- F.70. MTR has not evidence about gender balance in the Project Board and/or steps taken to ensure gender balance in the Project Board.
- F.71. MTR has observed that project work-plans have not identified target beneficiaries by disaggregate sex.
- F.72. The project has an important potential to impact on gender equality in the local context and this will have success, if in all project's activities, are engaging women and girls in a suitable way. In this regard, is important to link gender actions with social communication strategy.

5. Conclusions and Recommendations

5.1. Conclusions

Related to project design

- C1. Project benefits conceived so far, will contributing to solving some baseline sustainable development problems, pointing toward adaptation to climate change impacts such as improve access to food security, fresh water availability, enhance local productivity, protect natural resources and provide early warning system.
- C2. Project design has two basic errors: first, believing that a problem exists when something is missing, assuming that if the project provides what's missing the problem will be resolved. Second, an unclear strategy in terms of defining clear and strong commitment to changes needed to achieve the project's objective.
- C3. Project strategy has been influenced by a "technocracy" approach, which assumes that provide a FFEWS is an outcome by itself.
- C4. The project's objectives and outcomes or components, need to become more results-oriented and to improve its focus on development changes and real improvements in people's lives. The project result framework, should describe the real changes that can "Enhance or improve capacity" and "Increased resilience" people's lives "to reduce" their vulnerabilities.
- C5. Cuvelai River Basin Project have a clear idea about the needs to be linked with other initiatives and how closing some identified gaps in other investments. On the other hand, project made an important effort in describing how fulfil the Angola's NAPA priority interventions and National Programme for Environmental Management, taking in account the perspectives of those institutions who could contribute information and other resources.
- C6. Although limited, project has developed ideas and specific definitions to gender approach and women empowerment. A specific strategy needs to be developed linked with social communication strategy and participative M&E process.

Related to progress towards results

- C7. Project has demonstrated important delay in starting and then, a very low execution and sometimes, the non-execution. Given the activities made, the road that remains to be travelled and the short time remaining, Cuvelai River Basin Project will not achieve the expected results by the planned end of project, and will require an extension of 24 months.
- C8. Highlights the significance of the institutional transformation process of the Angola Government from 2016, characterized by a wide discussion to face corruption, increasing the transparency and deepens social accountability. These have had significant influences in all levels of Government Institutions, slowing down financial executions and the apprehensiveness lived by the civil servants with signature responsibilities, in the middle of a strong national discussion about financial transparency.
- C9. In addition, the strong Presidential campaign along end of 2016-mid 2017, has had a huge impacted national institutions performance and in the civil servant working focus. The impacts of government change after mid 2017, has had shaken all institutional structures and the stability sense of civil servant, up to early 2018.
- C10. Without doubt, this situation has had deep impacted the project execution progress, but it's true also that was not the only one cause. The described contextual situation has been mixed with a management failures and miscalculations from both Responsible Partner and Implementing Partner.
- C11.Despite the most of PMU positions were hired (except of Technical Advisor), the team are working disperse geographically and in deferent institutions, and the personnel are dilute in tasks no related to project implementation. The unity is not working united to achieve the project objective and outcomes, in the geographical space and institutional space where the outcomes and impacts will need to be achieved.
- C12.Despite that the institutional conditions have trending to be stabilized by the 2018 first quarterly, the emptiness of PMU and project technical advisor on the ground, has been the main constrain for starting a fluent execution from early 2018.
- C13.In the institutional context, the "National Implementation Modality" was a bold decision and undoubtedly the lessons to be learnt have a high value for implementers, especially in themes such as result-based management and the early warning related to project execution. However, and given the circumstances, the UNDP should place itself in position to provide a direct service support: **Assisted NIM**.

5.2. Recommendations

Condition: There is no doubt that implementers and responsible parties will co-finance project actions as committed. In order to make visible the co-financing execution and to support Angola's government in their efforts of transparency and accountability:

R. 1. MTR recommend that Cuvelai River Basin Project will make a comprehensive accounting both of GEF/UNDP funds and also with those funds that were committed by the Government and other project actors. In this regard, the execution of co-financing funds committed, should be reported both in quarterly reports and in the PIRs.

Condition: The several contextual factors related to institutional policy adjustment, which starting in middle 2016 and continued deepens after Presidential elections, now implemented by the new Government, has had important impact in the Implementing Partner capacity to execute the project by the past two years. In this regard, MTR recommend:

R. 2. Perform a no-cost extension for two years, in order to open the opportunity for outcomes achievement with an enough degree of quality, of continuity toward sustainability and to mobilize elements of impacts.

- R. 3. It is a high priority to facilitate that a complete PMU, working together in the same geographical space and in the same institutional place. As urgent action, including a high-level Technical Advisor (at least 10 years) with enough experience in project cycle management, Disaster Risk Reduction and Climate Change Adaptation.
- R. 4. Both PMU and Technical Advisor should be placed permanently in Cunene province, with 100% financial resources available to operation, the enough capacity of decision taken and technical autonomy to execute their responsibilities with special emphasis in assure the outcomes achievements with high quality related to the benefits, sustainability and expected impacts.
- R. 5. MTR strongly recommend to Responsible Party (UNDP), modify their supporting modality made so far and focus their performance toward a "Country Direct Service Support" mode: Assisted NIM.
- R. 6. In order to save time and to simplify the management of deliverables, the PMU need to prepare tender packages and launch them as soon as possible, based on following recommendations:

	Tender Packages	STATUS	RECOMMENDATION
<u>Outc</u> extre	<u>ome 1:</u> Enhanced capacity of national and local hydro-meteorological servic eme weather and climate change in the Cuvelai Basin (<u>US\$ 3,953,333)</u>	es, civil authorities	and environmental institutions to monitor
Outpu flood f	t 1.1 : 7 Automatic Weather Stations (AWS) (6 fixed plus 1 mobile) at least 6 rainfall gauges complete w precast early warning systems (FFEWS).	vith remote data transmis	sion and archiving, are installed in Cuvelai Basin to support
1.1.1	Assess installation sites for AWS and make arrangements (equipment housing, security, personnel) for installation and testing of remote transmission system to INAMET in Ondjiva & Luanda Forecasting Center;		Tender Package 1
1.1.2	Procure, install and test 6 Automatic Weather Stations (AWS) at Mukolongondjo, Mupa, Evale, Namacunde, Cubati and Nheone and at least 6 rainfall gauges complete with remote data transmission and archiving with display systems at INAMET in Ondjiva & Luanda Forecasting Center;		
1.1.3	Procure and operationalize a mobile AWS for sensor's field calibration, integrating the Ondjiva AWS recently installed and other INAMET existing AWS and interfacing to central data collection & storage system;	Contract amount ~US\$ 360,000	R. 7. Take management foresight to oversee contract execution and ensure its 100% of success. This imply define (i) who will be in
1.1.4	Advocate for the establishment of mobile communications to allow for transmission of data between all AWS and central servers at Ondjiva and Luanda through the national telecommunication operators (UNITEL or MOVICEL) identified in the locations including agreements for the sustainable long term use for data transfers or via VHF-U systems and/or Advanced powerful Walky Talky systems ¹¹ using open UHF radio frequencies;	The contract is signed during MTR.	oversee directly the contract day-by-day, (ii) what tool of M&E will be used, (iii), how will be ordered the payment, (iv) how will be ensuring the coordination, etc.
1.1.5	Establish a protocol for sharing of data among relevant national and regional public entities (INARH, SNPCB, CETAC, etc) as well as on a cost-recovery basis to other actors (private sector, NGOs, etc.) and national internet service provider with regards to start-up costs for servers and modems as well as running bandwidth costs for internet connection to collect, analyze, exchange and archive data;		
Outp	ut 1.2: A hydrotelemetric monitoring system of 4 river gauging stations, 4 water level stations, are insta (FFEWS).	lled in Cuvelai and Miu Riv	vers to support flood forecasting and early warning system
1.2.1	Assess installation sites for automatic river gauging stations and water level stations, make		Tender Package 2
	arrangements (equipment housing, security, personnel) for installation and testing of remote transmission system;		R. 8. The worst decision is that which not taken. So, select the most suitable proposal and proceed
1.2.2	Procure, install and test 4 automatic river gauging stations and at least 4manual water level (at the Cuvelai and Miu rivers) stations, complete with remote data transmission and archiving with display systems at INAMET, Civil Protection, INARH, Provincial Government and relevant municipal and communal administrations;	Tender was launched and proposals have been received.	to contract with the enough clear safeguards that in the frame of contract rules allow adjusting some no foreseen elements in the way.

¹¹ 50 km range 400-480MHz/446MHz/350-389MHz walkie talkie.

1.2.3 1.2.4 1.2.5	Identify and procure the suitable telemetry system component required for data transfer (GPRS Satellite, Circuit Switching Data (CSD) and SMS based data transmission systems), data monitoring storage server (SQL-database connection), automatic data retrieval, SMS data transmission & SMS- Alarm in case of exceeding of predefined thresholds; Explore the potential of using Satellite data (EUMETSAT METEOSAT 9) free transmission system through arrangement with WMO (INAMET) under a licence; Install high end PCs to accommodate high volume handling and satellite dish with appropriate <i>low noise block</i> -down-converter (or LNB) and make appropriate arrangements for connections toregional relevant organizations, such as SADC-HYCOS transmission network and to Namibian Hydrology Division in the Department of Water Affairs and Forestry (DWAF) for using Flood Forecast products from regional/international Hydrological Modelling Centres	Selection has not been made yet.	
0	utput 1.3: At least 50 officers from MINAMB, INAMET, Provincial government, Civil Protection, INRH, CE monitoring infrastructure and assist dissemination and res	TAC and other relevant ponse mechanisms of the	institutions are trained to operate, maintain climate- FFEWS.
1.3.1	Establish partnership with WMO Regional/International Meteorological Centers (UK, South Africa, Portugal & Brazil) for regional/international or in-country gender sensitive capacity development	Те	nder Package 3 High priority
	 of Meteorologists, Meteorological Technicians and Hydrologists and; Train 5-10 potential candidates amongst the most experienced Meteorological Technicians with Maths & Physics advanced studies for a 12 months meteorological training programme; Train 5-10 potential candidates amongst the most experienced hydrologists to for a 12 months in operational hydrological modeling and sector tailored hydrological forecasting techniques and information packaging for Early Warning System; Develop an in-service capacity programme in downscale forecast techniques and sector tailored weather forecasting and information packaging for all INAMET meteorologists and INARH Hydrologists; Develop, and implement, capacity programme for at least 2 INARH technicians in operating modelling software and flood risk warning development; 	Project is developing a ToR for 12 months training courses in country	 R. 9. It is highly recommended that the contract modality should be clear by January of 2019 to launch the announcement as late in march 2019, in order to start the contract as late in May 2019. R. 10. In the framework of a long-term response mechanism of FFEWS, the agriculture adaptation to climate change is a strategic action. In this regard, support the local germplasm improving is strategic actions related to food security and diversify the production, such as has been posed by Paris agreement. So, it is highly recommended that professional skills in this regard, should be developed, in base of this output 1.3 and allocated resources
1.3.2	20 Provincial government officers from the following sectors: water, IT & Communications,	Те	nder Package 4 High priority
	Climate Change/Variability and management of Flood Forecast and Early Warning System dissemination and response operations;	Includes also activity 3.3.1	R. 11. It is highly recommended that the contract modality should be clear by January of 2019 to launch the announcement as late in
1.3.3	20 Civil Protection officers in Cunene Province and MINAMB officers to be trained as managers of the Flood Forecasting and Early Warning issuing, dissemination and response actions;	developing ToR	march 2019, in order to start the contract as late in May 2019.

1.3.4	In partnership with FAO/GSA ¹² /INAMET/CETAC develop capacity development for decision makers in the Cunene Province to use Agromet information and seasonal food security forecast for Early Warning System planning and response.		
Outpu	It 1.4: A comprehensive Flood Forecasting & Early Warning System (FFEWS), – based on interagency har warnings made accessible to Disaster Management structure in Cunene Province as well as relevant	rmonized agreements and public institutions to ena	l international standards and protocols – are developed and ble appropriate planning and response measures.
1.4.1	Establish a multidisciplinary Task Force (FFEWS-TF) including INARH, INAMET, SNPCB, MINAMB		Tender Package 5
	& GoCP to study/plan/propose integration of communication channels and mechanisms for delivery of EWS products;		
1.4.2	Strengthen INAMET Forecasting Centre by providing: i) necessary IT infrastructure (fibre optics communication systems) -to be connected to data monitoring and collection network (WMO GTS), to enable transmission, analyses, exchange and archive of data from multiple systems and end users; ii) advanced workstations (fast, high memory capacity and high resolution) to acquire global products to downscale to Angola and Province of Cunene locations and conditions and produce accurate tailored forecast and analysis; iii) Renewal/purchase of Numerical Prediction Models and operation licenses required;	Tender was launched and proposals have been received. Selection has not been made yet.	R. 12. The worst decision is that which not taken.
1.4.3	Setup/strengthen the INARH Flood Forecasting Centre by providing: i) necessary IT infrastructure to be connected to data monitoring and collection network, to enable transmission, analyses, exchange and archive of data from multiple systems and end users including WHYCOS (World Hydrological Cycle Observing System) and SADC-HYCOS ¹³ ; ii) advanced work stations to acquire global products to downscale to Angola and Province of Cunene locations and conditions and produce accurate tailored forecast and analysis; iii) Renewal/purchase of hydrological modelling licenses (e.g the MIKE 11/BASIN, MIKE FLOOD WATCH ¹⁴ and USGS Geo-spatial flood forecasting models);		So, select the most suitable proposal and proceed to contract with the enough clear safeguards that in the frame of contract rules allow adjusting some no foreseen elements in the way.
1.4.4	Develop, install and operationalize in INAMET a Nowcast based, Medium, Short term and seasonal forecasting system of quantitative rainfall and other extreme weather events for Cuvelai Basin in Cunene Province in close partnership with: (i) Regional and International Meteo Centres (including WMO SARFFGS ¹⁵ , WMO Regional Centers products, ACMAD, FAO), (ii) SARCOF ¹⁶ _Southern Africa Regional Climate Outlook Forum, (iii) Joint Research Centre _ Institute for Environment and Sustainability (JRC_IES) and (iv) Namibia Meteorological Service		

¹²Gabinete de Segurança Alimentar

 ¹³SADC Hydrological Cycle Observing System (SADC-HYCOS) was conceived as a regional component of WHYCOS - World Hydrological Cycle Observation System.
 ¹⁴MIKE FLOOD WATCH is also a robust decision support system for Flood Forecasting and Early Warning and real time operations of water resources infrastructure systems.
 ¹⁵The SARFFGS is a WMO flash flood forecast improvement initiative project for southern Africa and is based at South African Weather Service in Pretoria. The SARFFGS products would include calibrated maps or tables of threshold rainfall (Flash Flood Guidance (FFG)) in specific sub-regions or areas.

¹⁶SARCOF is a regional climate outlook prediction and application process adopted by the fourteen countries comprising the Southern African Development Community (SADC) Member States: Angola, Botswana, Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe in conjunction with other partners.

1.4.5	Enable communication channels and procedures for issuing warnings (through both governmental	
	and non-governmental agencies) and dissemination (e.g. radio, newspapers, mobile phones,	
	television, etc) are enabled.	

	Indicative activities	STATUS	RECOMENDATION			
<u>Outc</u>	Outcome 2: Increased resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities. (US\$ 2,041,833)					
Outpu	t 2.1: Locally-appropriate climate proofed germplasm resources are accessed by regional agricultur	al and water technicians	and amongst communities in the Cuvelai Basin.			
2.1.1	The Centre for Plant Genetic Resources (CRF) and CETAC will collect more climate-resilient germplasm resources locally in the traget communities of the Basin for further reasearch and application;	R. 13. It is recomm 2.4 in just on	Under implementation. Hended to package this output together with the output the action and budget.			
212	The CDE is in the with the CETAC will identify from their surrent database lessly environmented	Contracted to a consortium of CRF, IDA, IIA and CETAC	R. 14. This is a very important action in the framework			
2.1.2	crop varieties with climate-resilient characteristics for identification process in the Basin Communities;		actions will be increased their effectiveness if the project add more resources to develop			
2.1.3	Through a partnership among the CRF, CETAC and EDA's establish (with the support of local community members in a "cash-for-work" scheme) at least three demonstration sites in farmer's plots in the Basin for <i>in-situ</i> caracterization of climate-resilient crop varieties;		technical capacities and professional skills in improving the collected germplasm from Cuvelai River Basin. In the time framework of			
2.1.4	Promote dissemination of seed packets of characterised climate-resilient crops for subsequent multiplication by smallholder farmer groups/Cooperatives/Women Associations.		3 years, the expected impact of this action will observe in increasing production and diversification, and food security.			
			R. 15. It is highly recommended that from output 1.3 at least 4 professionals from CFR and IIA, can be awarded with a 12 month of training program related to improving seeds in the framework of a climate change impact using the germplasm			
			 R. 16. Links this contracted actions to Output 2.4 (included its budget) related to drought resilient vegetable farming, installation and management of small-scale irrigation systems 			

¹⁷These will be locally-specific, climate-resilient, open pollinated varieties of drought- and flood-resistant seeds (particularly for sorghum and food crops) that are suited to ecological conditions in the Basin. The NPGRC hasalreadycollected more than 3,500 accessions of local crop varieties from more than 80% of the municipalities in the country, including some 62 varieties from the Province of Cunene.

and farmer's capacity bui							
Outnu	CI OP/Seeu Stol age Inclinous.						
Basin (Mukolongondjo, Mupa, Evale).	e risks and resilience agric	and the communities in support varies able communities in suveral				
2.2.1	Work with the Ministry of Agriculture to establish tailored agricultural extension services to master/access agricultural techniques (seed/plant resistant to drought, irrigation	Contracted to a	Under implementation,				
	management) adapted to increased climate variability in Province of Cunene;	consortium of IDA	from Line 6 (capacity building) by up to				
2.2.2	Support the Ministry of Agriculture to deliver a Climate Change Based Extension Training (CC_BET) programme to mainstream/integrate the climate change component into the current extension services allowing the adoption of extension techniques to deal with climate change risks and impact management within EDA's	and ADPP in Sept. 2017	 \$200,000 in order to: Continuous training in climate resilient agriculture of IDA staff, extensionists, communities and local government 				
2.2.3	With the collaboration with the Ministry of Agriculture install water pumps, drip irrigation systems, water reservoirs for the delivery of practical irrigation training to Extension Officers in relevant EDA's;		 Develop Standard Operation Procedures (SOP) between IDA, CRF, IIA, GSA and CETAC in order to develop content and coordination of work for 				
2.2.4	In partnership with IIA, GSA (Food Security Cabinet), CETAC and INAMET support the Ministry of Agriculture to identify adaptation-related elements (crop planting calendar, planting densities, herbicide and pesticide management, crop harvesting and storage techniques, etc.) of subsistence farming system of Cuvelai Basin communities to be incorporated into Climate Based Extension Services (CBEDA's);		 Climate Based Extension Services (CBEDA's). It is highly recommendable use "learning-by-doing" methods to develop the SOP. 				
2.2.5	With collaboration of the IIA, GSA, CETAC and INAMET support the Ministry of Agriculture to identify and map climate change induced soil/water Cuvelai Basin's specific risk trends (evolution of soil water deficit & soil erosion potential) to incorporate into CBEDA's training programme.						
Outpu Openin	t 2.3: Water access and quality that mitigate climate change vulnerability are improved by pil	oting technologies, throu a or remedial work on exis	gh partnerships with Provincial Government and INARH (e.g. sting horeholes)				
2.3.1	Make an inventory of communities' water needs by collecting, through extension agents, health	Current contract close to completion					
	workers and local government officials, information about the impact of droughts and floods on food security and health hazards in Province of Cunene;		K				
2.3.2	Through participatory approach and in partnership with UNICEF, INARH, and local NGO's evaluate water-related risk communities face and help communities through training and awareness campaign to plan for and manage threats to water supply and quality;		R. 18. Increase funding for this actions, from budget lines 24, 29 (up to \$630,000) for:				
2.3.3	Support efforts of Provincial Government, including through establishment and/or strengthening Groups of Water and Sanitation (GAS) in the Cunene Province for making available clean, safe water in communities subject to extreme weather events including rehabilitation/construction of waters reservoirs (<i>Chimpacas</i>);	Total of \$550,000 has been contracted for rehabilitation of water points and	 Rehabilitate further water points and sanitation in communities with improved water access. Linkage this action with the Climate Based 				
2.3.4	In partnership with Provincial Delegation of Energy and Water (<i>Direcção Provincial de Energia e Águas-DPEA</i>) develop and deliver community-based education and awareness campaign on the importance of proper hygiene and water treatment in disaster response plans to build the capacity of health managers in the target <i>comunas</i> (Mukolongondjo, Mupa, Evale, Nheone, Namacunde, Cubati, and Ondjiva) and improve communities' health and resilience to extreme weather events;	organization of communities in Water and Sanitation Groups (GAS).	 Extension Services (CBEDA's) and its Standard Operation Procedures. Consolidate the water management group and support their ideas to sustain continuous water supply. 				
2.3.5	Support efforts of INARH and the GoCP to expand the number existing wells and borehole network trough construction and/or rehabilitation of not less than six boreholes						

(Mucolongondjo, Oshatotua and Evale) ¹⁹ to reduce vulnerability of Province of Cunene Communities to extreme drought conditions. Output 2.4:Small-scale adaptation initiatives are set as a safety net to strengthen resilience of Province of Cunene communities' livelihoods to extremes of climate variability. 2.4.1 Set up Communal Centres for Agro-pastoral Resources Transformation (CCART's) to promote community based adaptation initiatives including the establishment of campa activities; small-scale drought resilient vegetable farming activities; small-scale fish aquaculture production, fruit-based products, honey, etc. and/or cattle products (milk, cheese, tannery) to improve Communities livelihoods for target comunas (Mukolongondjo, Mupa, Evale, Nheone, Namacunde, Cubati, and Ondjiva); R. 20. Increase budget for capacity building of communities' livelihoods in the poorest drought and flood stricken communes of the Cuvelai Basin; Total of \$52,000 was used for purchase of apiculture equipment to be used collaboration with local EDA's support the CCART's in farmer's capacitance in installation and management of small-scale irrigation systems to lessen the impact of drought crop/seed storage methods; R. 20. Increase budget for capacity building of community based adaptation initiatives including the establishment of a collaboration with crop/seed storage methods;				
Output 2.4-Small-scale adaptation initiatives as a safety net to strengthen resilience of Province of Cunene communities' livelihoods to extremes of climate variability. 2.4.1 Set up Communities' livelihoods in the poorest drought and flood stricken communities' livelihoods in the poorest drought and flood stricken communes of the curelai Basin; R. 19. Is highly recommended that this Output 2.1, including the remaining budget. 2.4.2 Support and promote the establishment of small-scale artisanal craft and pottery industry to enhance communities' livelihoods in the poorest drought and flood stricken communes of the curelai Basin; Total of \$52,000 was used for purchase of aportation with local EDA's support the CCART's in farmer's capacitance in resilient crop/seed storage methods; R. 20. Increase budget for capacity building of communities by up to \$200,000 from Line 6, in order to enhance apiculture and perform actions linking with Output 2.1, especially with regard to: 2.4.3 In close collaboration with local EDA's support the CCART's in farmer's capacitance in resilient crop/seed storage methods; To al of \$52,000 was used for purchase of apiculture equipment to be used collaboration with local EDA's support the CCART's in farmer's capacitance in resilient crop/seed storage methods; To al of \$52,000 was used for purchase of apiculture equipment to be used collaboration with local EDA's support the CCART's in farmer's capacitance in resilient crop/seed storage methods; To apiculture equipment to f small-scale drought resilient or systems to lessen the impact of drought or vegetable farming activities; 2.4.4 In collaboration with local EDA's support the CCART's in farmer's capacitance in resilient crop/		(Mucolongondjo, Oshatotua and Evale) ¹⁸ to reduce vulnerability of Province of Cunene		
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Farmer's capacitance in resilient crop/seed				farming activities;
				• Farmer's capacitance in resilient crop/seed
storage methods;				storage methods;

	Indicative activities	STATUS	RECOMENDATION	
Outc	ome 3: Local institutional capacities for coordinated, climate-resilient p	lanning strengthe	ned &Capacity for effective community-based	
clima	ate change adaptation (including traditional knowledge practices) impro	oved at local level (<u>US\$ 1,822,232)</u>	
Outpu	t 3.1: A CC-Environmental Information System of Angola (CC-ENISA) is established to allow systema	tic storage and mainstrea	ming of digital information to support decision making in sector	
planni	ng.			
3.1.1	Establish and operationalize a Climate Change Environmental Information System of Angola (CC-ENISA) at Climate Change Unit-MINAMB with appropriate advanced workstations and GIS	Tender Package 6.		
	facilities to function as National CC information Portal to allow systematic storage, analyses and incorporation of climate and environmental data in the conceptualization and implementation of strategies, policies and programmes at national level		R. 21. Both Output 3.1 and Output 3.2, should executed as one action, joining together the activities and budget. The concept for this	
3.1.2	Establish partnership between MINAMB CC-ENISA (at national level) and GoCP (at Provincial level) for systematic data sharing and streamlining of digital information, to develop CC risk/vulnerability GIS based information, to support integration CC risks into national policies and plans;	No yet implemented	joined action, is not focused on disaster management (for wich already exist a master plan), but is focused on Sustainable Development-based risk reduction, natural	

¹⁸ See Conclusions of the Report (Annex 5) of Field Mission undertaken by the National Consultant in December 2013 in the Cuvelai Basin target communities.

3.1.3	Launch and support a national multidisciplinary and multisectorial campaign of data recovery and gathering to feed CC-ENISA by making use of ACMAD data recovery programme and by providing CLIMSOFT facilities for data treatment (digitalization) and quality control to partner institutions;		resources management and climate change adaptation, preferably developed from a bi- national approach of Cuvelai River Basin Management Strategy
3.1.4	Establish partnerships to develop capacity for systematic GIS data handling, for the development of national Climate Change Vulnerability, flood and drought Risk Mapping, particularly for the Province of Cunene and in particular the Cuvelai Basin;		
3.1.5	Develop relevant geospatial participatory mapping (using GIS/MIS) of vulnerability to flood and droughts, livelihoods assessment and create an online registry system of the spatial density and location of all smallholder farming communities for DRR long-term strategies and preparedness plans for Province of Cunene		
Output the Pro Namad	t 3.2: Capacity and inter-sectoral framework for mainstreaming weather and climate resilience in wince of Cunene Master Plan is built for target communities (Mukolongondjo, Mupa, Evale, Nheone, unde, Cubati, and Ondjiva).		
3.2.1	Link with Output 2.1 activities and support co-production between local communities and scientists of Climate based flood and drought risk mappings and assessments to improve the accuracy and utility of the climate risk information produced;	No yet implemented Provincial master	
3.2.2	Convene cross-ministerial and cross sectoral meetings to agree on the information repository development and identification of current data gaps for climate risk reduction and flood and drought adaptation planning in the Province of Cunene;	situations exists, municipal plans will be developed under	
3.2.3	Support and assist Cunene Provincial Government to develop climate change based Provincial Development Plans (CC-PDPs), based on the Vulnerability and risk mapping and assessment obtained from Outputs 2.1 and Activity 3.2.1 of the Province of Cunene;	the EU funded FRESAN project. Therefore, the	
3.2.4	Develop methods for integrating CC risk, adaptation planning and mainstreaming CCA into existing plans/strategies and/or establish new instrument(s) (e.g. in land-use and settlement planning guidance and regulations for flood plains) as well as a related raising awareness campaign is implemented;	the development of communal emergency preparation (see	
3.2.5	Carry out identification of priority Plans/areas/sectors for CC risk (including flood and drought risk/vulnerability), and procure and hire technical advisory services to support the mainstreaming CCA measures into the National, Provincial and District disaster preparedness and management Plans particularly for the target <i>comunas</i> .	Outputs 3.3 and 3.4, implemented by Civil Protection.	
Outpu	t 3.3: The existing dissemination/response system under the Serviço Nacional e Provincial de Protec	ção Civil e Bombeiros (SN	PCB) is strengthened to support FFEWS.
3.3.1	Develop deliver training programme for gender sensitive civil protection commanding officers, field officers and Local Disaster Risk Management Committees (LDRMC's) in the Province of Cunene to harmonise agreements and interagency protocols;		Tender Package 7 R. 22. Both Output 3.3 and Output 3.4, should
3.3.2	Develop and establish a FFEWS two-way communication and dissemination systems tailored to the needs of target communities using the already established Local Disaster Risk Management Committees (LDRMC) structure and providing at least 7 (two for Ondjiva) mobile SMS-Frontline technology equipment;	No yet implemented	executed as one action, joining together the activities and budget. This Output should be linked but not depending on Output 1.2.

3.3.5 Support the Provincial SPCB department to conduct regular national drills involving all actors of future FFEWS and in particular women and youth associations of target communities to test effectiveness and readiness of the system. Output 3.4: Community based FFEWS (CBFFEWS) network is developed in target areas to enhance and test its impact on risk reduction in sectors and population. 3.4.1 Establish CBFFEWS elements at Mukolongondjo, Mupa, Evale, Nheone, Namacunde, Cubati, and Ondjiva with at least 6 (excluding Ondjiva) community managed rainfall gauges, 6 manned hydrometric rulers; 3.4.2 Develop capacity and make provision to install adequate technology (equipment/Energy supply [solar or wind]) in target comunas to strengthen FFEWS nowcast and warning dissemination service to community groups (farmers and women association); 3.4.3 Establish with a strong participation of women and youth a community-based community based radios and newspapers) for climate and hazards predictions/dissemination; 3.4.4 Advocate with national mobile phone provider and other relevant institutions to develop community based warning dissemination systems, including toll-free mobile number and toll-free text and pictorial "sms"; 3.4.5 Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM).	3.3.3 3.3.4	Strengthen Civil Protection at Provincial level communication network for FFEWS response operations and disaster information management with provision of at least 50 VHF radios; Support Civil Protection at Provincial level in pilot communication and dissemination of disaster preparedness and response plans at local level, conduction of awareness training for	
 3.4.1 Establish <i>CBFFEWS</i> elements at <i>Mukolongondjo, Mupa, Evale, Nheone, Namacunde, Cubati, and Ondjiva</i> with at least 6 (excluding Ondjiva) community managed rainfall gauges, 6 manned hydrometric rulers; 3.4.2 Develop capacity and make provision to install adequate technology (equipment/Energy supply [solar or wind]) in target <i>comunas</i> to strengthen FFEWS nowcast and warning dissemination service to community groups (farmers and women association); 3.4.3 Establish with a strong participation of women and youth a community-based communication and information sharing tool using local languages (community media: TV, local community based radios and newspapers) for climate and hazards predictions/dissemination; 3.4.4 Advocate with national mobile phone provider and other relevant institutions to develop community based warning dissemination systems, including toll-free mobile number and toll-free text and pictorial "sms"; 3.4.5 Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM). 	3.3.5	vulnerable communities on adaptation responses; Support the Provincial SPCB department to conduct regular national drills involving all actors of future FFEWS and in particular women and youth associations of target communities to test effectiveness and readiness of the system. t 34: Community based EFEWS (CBEFEWS) network is developed in target areas to enhance and	
 3.4.2 Develop capacity and make provision to install adequate technology (equipment/Energy supply [solar or wind]) in target <i>comunas</i> to strengthen FFEWS nowcast and warning dissemination service to community groups (farmers and women association); 3.4.3 Establish with a strong participation of women and youth a community-based communication and information sharing tool using local languages (community media: TV, local community based radios and newspapers) for climate and hazards predictions/dissemination; 3.4.4 Advocate with national mobile phone provider and other relevant institutions to develop community based warning dissemination systems, including toll-free mobile number and toll-free text and pictorial "sms"; 3.4.5 Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM). 	<i>test its</i> 3.4.1	<i>impact on risk reduction in sectors and population.</i> Establish <i>CBFFEWS</i> elements at <i>Mukolongondjo, Mupa, Evale, Nheone, Namacunde, Cubati, and Ondjiva</i> with at least 6 (excluding Ondjiva) community managed rainfall gauges, 6 manned hydrometric rulers;	
 3.4.3 Establish with a strong participation of women and youth a community-based communication and information sharing tool using local languages (community media: TV, local community based radios and newspapers) for climate and hazards predictions/dissemination; 3.4.4 Advocate with national mobile phone provider and other relevant institutions to develop community based warning dissemination systems, including toll-free mobile number and toll-free text and pictorial "sms"; 3.4.5 Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM). 	3.4.2	Develop capacity and make provision to install adequate technology (equipment/Energy supply [solar or wind]) in target <i>comunas</i> to strengthen FFEWS nowcast and warning dissemination service to community groups (farmers and women association);	
 3.4.4 Advocate with national mobile phone provider and other relevant institutions to develop community based warning dissemination systems, including toll-free mobile number and toll-free text and pictorial "sms"; 3.4.5 Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM). 	3.4.3	Establish with a strong participation of women and youth a community-based communication and information sharing tool using local languages (community media: TV, local community based radios and newspapers) for climate and hazards predictions/dissemination;	
3.4.5 Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM).	3.4.4	Advocate with national mobile phone provider and other relevant institutions to develop community based warning dissemination systems, including toll-free mobile number and toll-free text and pictorial "sms";	
	3.4.5	Gather lessons learnt and communities' traditional knowledge through a participatory video and community radio shows to share successful community-based adaptation approaches for FFEWS and knowledge feeding using mechanisms such as but not limited to the UNDP Adaptation Learning Mechanism (ALM).	

- R. 23. Project need to identify possible, legal, cultural, or religious constraints on women's participation in the project and define specific actions to enhance gender benefits arise from project execution, given that the issues addressed by the project are particularly relevant to women and girls. For each action planned or in execution, should be compulsory demonstrate its gender sensitive, which must be reflected in all reporting documents.
- R. 24. UNDP activities to monitoring and evaluates project execution is too general to day-by-day management at PMU level, and not allow to Project Manager follow-up in an effective way, the progress of different contracts (contract activities, milestones, indicators and deliverables). In addition, UNDP M&E tool manage by the CO, not has an early warning procedure to help Project Manager in apply measures of "adaptive management" in a timely way. Project needs a "tailor made" M&E tool with clear protocols and procedures to oversee the contracts, including a participatory tool were the final beneficiaries can be involved in the process: this mean a M&E linked with a accountability.

A tailor made M&E system or project tracking tool tailored for day-by-day management purposes, need to define milestones (for each activity), protocols to collect data and participative procedures of analysis, and reflect the results in a reporting form, which should be the base (jointly with finance report) to quarterly report of progress (factors of success, achievements, difficulties, benefits and challenges), and decide the correspondent disbursement. For this project, MTR suggest that the frequency of data collection and analysis with involved stakeholders (beneficiaries and outputs generators), should be held quarterly without exception.

Example of a form of M&E or project tracking tool: The form, identify the following items Indicator, outcome and output, and then is divided into 8 columns:

1. Activity: in this column the activity described.

2. Milestones: In this column the milestones formulated.

3. Until: Date established for milestone compliance.

4. Current situation: This column describes the current situation to be able to compare with the milestone formulated.

5. Evaluation: The evaluation column analyzes the extent to which the current situation coincides with the milestone formulated. In case of non-compliance the milestone danger, explain the situation that prevents milestone compliance.

6. Semaphore: Semaphore is a quick preview of the evaluation and working as a project execution early warning system:

Unsatisfactory (U)	The milestone can not be achieved or very high risk of not meet the activity (or
	indicator)
Moderately	The milestone is significantly delayed or there is a significant risk of not meeting
Unsatisfactory (HU)	the sub-result
Moderately	The milestone is slightly delayed or there is a slight risk of not meeting the
Satisfactory (MS)	milestone, or other conditions that make it necessary to revise the milestone.
Satisfactory (S)	The milestone can be reached within the established time frame.

7. Intervention needs: In case of non-compliance the milestone or risk of, the corrective actions are described.

8. Observations: Any observations that are important to include.

Ind. 1		
Baseline		
Means of verification	Responsible:	Monitoring date:

Outome 1:							
Activity	Milestones	Until (mm/yy)	Current Situation	Evaluation		Intervention needs	Observations
Output 1:							
Activiy 1							
Activity 2							
Etc							

- R. 25. Project needs a "tailor made" social communication strategy and actions, in order to develop awareness campaigns related to EWS, Climate Change and agriculture adaptation measures and tools.
- R. 26. Steering Committee, should take measures toward make feel their decisions at institutional and in ground execution in the order to ensure that they are leading to efficient and effective project implementation and adaptive management. In this regard, a strong PMU is a key factor when is focused in following the management arrangements, work planning, finance and co-finance, monitoring and evaluation systems, and in ensuring the stakeholder engagement, reporting, and communications.

6. Annexes

6.1 MTR ToR (excluding ToR annexes)

Introduction:

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full -sized project titled Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin (PIMS #5166) implemented through the Ministry of Environment of the Government of Angola, which is to be undertaken in 2018. The project started on February 11th, 2016 and is in its second year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance_Midterm%20Review%20_EN_2014.pdf).

Project Background information

The project is funded by the Least Developed Countries Fund (LDCF) to implement a Full-Size Project in Angola, specifically in the region of Cuvelai River Basin (province of Cunene). The project focuses on two of the national priorities presented in Angola's National Adaptation Programme of Action (NAPA) submitted to the United Nations Framework Convention on Climate Change (UNFCCC), namely priorities 7 (Create an early warning system for flooding and storms) and 13 (Climate monitoring and data management system). Angola, particularly the Southern region of Cunene Province, is vulnerable to increasing frequency and severity of droughts, floods and severe storms and these events impact sectors such as agriculture and livestock, water resources, rural development and food security, as well as soil erosion, built infrastructures and livelihoods. Of particular concern are the Cuvelai River Basin communities and sectors such as agriculture, livestock and water resources which are an important component of the economy in the region and form the basis of rural livelihoods in Cuvelai Basin.

The development of the Province of Cunene's capacity to adapt to climate-related hazards is therefore an urgent priority to mitigate the negative impacts of climate change and address the region's socio-economic and

developmental challenges effectively. A large proportion of Cunene Province's population is ill-equipped to adapt to climate change. Climate change impacts are likely to be particularly negative on Cuvelai's rural population because of their high dependence on rain-fed agriculture and natural resource-based livelihoods. One way to support effective adaptation planning – in particular for an increase in intensity and frequency of droughts, floods and severe storms – is to improve climate monitoring and early warning systems. For Angola's region of the Province of Cunene to improve the management of these climate-related hazards it is necessary to:

- Enhance the capacity of hydro-meteorological services and networks to predict climatic events and associated risks;
- Develop a more effective and targeted delivery of climate information including flood and drought forecast early warnings;
- Build skilled human resources to guarantee long-term sustainability of hydro-meteorological services and the Flood Forecasting and Early Warning System;
- Support improved and timely responses to forecasted climate-related risks by strengthening the capacity of the Civil Protection Services; and
- Strengthen the technical capacity of the agriculture extension services to increase resilience of smallholder farmer communities in the Basin.

Barriers that need to be overcome to establish an effective FFEWS in the Province of Cunene and promote climateresilient development to enhance adaptive capacity of Communities to withstand disaster risks include the following: i) limited knowledge and capacity to fully assess risks posed by climate change to disaster risks in the Province of Cunene; ii) lack of capacity of the extension network to enhance responsiveness and adaptability of subsistence agriculture in the Province of Cunene; and iii) poor intersectoral coordination and weak policy framework to respond to change risks.

Other obstacles in the path include obsolete and inadequate weather and climate monitoring infrastructure, which limits data collection, analysis and provision of meteorological and hydrological services and the absence of an operational Climate Change Environmental Information System in Angola to allow systematic storage and mainstreaming of digital information to support decision making in sector planning. This LDCF-financed project, implemented by the Ministry of Environment, is:

- Enhancing the capacity of national and local hydro-meteorological services, civil authorities and environmental institutions to monitor extreme weather and climate change in the Province of Cunene;
- Increasing the resilience of smallholder farmer communities in the Basin to climate-induced risks and variabilities via access to locally-appropriate climate data and germplasm resources;
- Strengthening local institutional capacities for coordinated, climate-resilient planning; and
- Improving the capacity for effective community-based climate change adaptation (including traditional knowledge practices) at local level.
- The project is articulated around three components:
- Component 1: Transfer of appropriate technologies and related capacity building for climate and environmental monitoring infrastructure;
- Component 2: Enhanced human and institutional capacity for increased sustainable rural livelihoods among those communities' areas most prone to extreme weather events (flooding and drought) in the region;
- Component 3: Increased understanding of climate change adaptation and practices in climate-resilient development planning at the local community and government levels.

The Project duration is 4 years starting on 11 February 2016 and ending on 10 January 2020 with an overall budget of US\$8,200,000 and co-financed by UNDP (\$517,000 (cash) + \$400,000 (in-kind); MINAMB (\$2,000,000); MINEA – PIP (\$39,037,712); MINEA-NDHR (\$1,000,000); INAMET (\$968,292); USAID (\$1,800,000); DWA (\$950,000).

The project is nationally implemented (NIM) by the Ministry of Environment (MINAMB) with UNDP Country Office support, in line with the Standard Basic Assistance Agreement (SBAA of 18 February 1977) and the UNDP Country Programme Action Plan (CPAP 2009-2013 of 14 May 2009) signed between the UNDP and the Government of Angola. The project is implemented in close collaboration with the Government of the Cunene Province, the Ministry of Energy and Water through the National Institute of Water Resources (INRH) and the Cabinet for the Administration of the Cunene River Basin (GABHIC), the Ministry of Telecommunications and Information Technologies (MTTI) through the National Institute for Meteorologist (INAMET), the Ministry of Interior through

the Civil Protection (SPCB), the Ministry of Agriculture (MINAGRI) through the Agrarian Development Institute (IDA), the Institute of Agronomic Research (IIA), The University Agostinho Neto through the Center for Phytogenetic Resources (CRF), and the Center for Tropical Ecology and Climate Change (CETAC). **Objectives of the MTR:**

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

MTR approach & methodology

The MTR must provide evidence based information that is credible, reliable and useful. The MTR consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR consultant will review the baseline GEF focal area Tracking Tool UNDP-GEF MTR ToR Standard Template 1 for UNDP Procurement Website 4 submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR consultant is expected to follow a collaborative and participatory approach1 ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.2 Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to MINAMB; INRH; GABHIC; INAMET; SPCB; IDA; IIA; CRF; CETAC; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR consultant is expected to conduct field missions to Ondjiva town (Cunene Province, Angola), including project sites (i.e. Cuvelai, Cunhama and Namacunde municipalities).

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

Detailed scope of the MTR:

The MTR team will assess the following four categories of project progress. See the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for extended descriptions.

Timeframe

• The total duration of the MTR will be approximately 30 days over a time period of 12 of weeks starting September, and shall not exceed five months from when the consultant(s) are hired.

MTR arrangements

- The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Angola.
- The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR consultant. The Project Team will be responsible for liaising with the MTR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

Team composition

An independent consultant will conduct the MTR - (with experience and exposure to projects and evaluations in other regions globally). The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The MTR consultant will consist of one independent consultant that will conduct the MTR (with experience and exposure to projects and evaluations in other regions globally).

The MTR consultant will first conduct a document review of project documents (i.e. PIF, Project Document, Project Inception Report, PIRs, Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.) provided by the Project Team and Commissioning Unit. Then s/he will participate in a MTR inception workshop to clarify their understanding of the objectives and methods of the MTR, producing the MTR inception report thereafter. The MTR mission will then consist of interviews and site visits to Luanda and project sites (i.e. Cuvelai, Cunhama and Namacunde municipalities).

The MTR consultant will assess the following four categories of project progress and produce a draft and final MTR report. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/mid-

term/Guidance_Midterm%20Review%20_EN_2014.pdf for requirements on ratings. No overall rating is required.

6.2 MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology).

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what exter towards expected results.	nt is the project strategy relevant	t to country priorities, country o	wnership, and the best route
What are the Development problems where the project seeks to impact?	Target development problems.	Project documents, national policies/strategies, UNDAF, websites.	Document analysis.
What are the specific problematic situations where the project seeks to intervene?	Target problems	Project documents. Key stakeholders.	Document analysis and interviews.
Have you observed some change in this problematic situation?	Change in problems addressed by the project.	National level stakeholders, UNDP CO.	Interviews and/or meetings.
Were perspectives of those who would be affected by project taken into account during project design processes?	Groups consulted	Project documents.	Interviews and/or meetings. Document analysis.
Were lessons from other relevant projects properly incorporated into the project design?	Lesson incorporated in project design.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
How the project outcomes are fitting into National and/or Sectorial priorities and Plans?	Actions-bridging to development.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
Who could affect the outcome and how?	Actors and affections on outcomes.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
Who is contributing with information and/or resources to achieve outcomes?	Stakeholder contributions.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
How were they integrated on project?	Level of responsibility.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
The progress to achieve outcomes, have catalysed beneficial development effects? (i.e. income generation, gender equality and women's empowerment, improved governance, etc)	Beneficial development effects	Local and National stakeholders, project team, community groups.	Interviews, meetings or workshop.

Evaluative Questions	Indicators	Sources	Methodology			
The catalysed beneficial	Beneficial development	National stakeholders,	Interviews, meetings or			
development effects should be	effect indicators.	project team.	workshop.			
included in the project results						
framework and monitored on						
an annual basis?						
	Gender	equity				
Were relevant gender issues	Relevant gender issues.	Project documents.	Document analysis.			
raised in the Project						
Document?	Dudget genden velevent	Ducio at do aumonto	De sum ant an alusia			
funding for gonder relevant	Buuget genuer-relevant.	Project documents.	Document analysis.			
outcomes outputs and						
activities?						
Were gender specialists and	Number of gender specialist	Project team national and	Interviews meetings or			
representatives of women at	and/or women's groups in	local stakeholders IINDP	workshon			
different levels consulted	the project	gender focal point	workshop.			
throughout the project design	lie projecu	gender local point				
and preparation process?						
The broader development and	Comprehensive adaptation	Project team, project	Interviews, meetings or			
gender aspects of the project	Monitoring and Assessment	document, Tracking Tool.	workshop. Document			
are being monitored	Tool.		analysis.			
effectively?			5			
Which 'development'	Sex-disaggregated indicators	Project document, project	Interviews, meetings,			
indicators, including sex-	of development benefits.	team.	document analysis.			
disaggregated indicators and	_		-			
indicators that capture						
development benefits, can be						
included in the project?						
Progress Towards Results: To	what extent have the expected or	itcomes and objectives of the pro	oject been achieved thus far?			
Are the project's objectives,	SMART rate.	Project documents.	Document analysis.			
outcomes and outputs clear,						
practical, and feasible within its						
time frame?	CMADE	D 1 1 1	D			
Are the project indicators	SMART rate	Project documents	Document analysis.			
enough SMART to guide the						
achievement and to allow						
monitoring & evaluation with						
suitable accuracy?						
Do the Indicators System need	SMART rate	Project documents	Document analysis			
to be adjusted by modify			2000			
existing indicators or						
replacement some of them or						
added new others?						
Has been provided community	Topic of training	Documents, community	Interviews, meetings,			
training?		groups.	document analysis.			
What are the progress		Stakeholders, project	Interviews, meetings,			
reported by PIRs and/or	Project indicators and End-	documents, infrastructures,	document analysis, visit			
quarterly reports compared	of-project targets.	equipment and materials	sites.			
with field observation and	1					
accuments evidences?	douting Management March	mainst haan immission to 1 . 60 .	anti-19 agat off- the last			
heen able to adapt to any change	Project implementation and Adaptive Management: Has the project been implemented efficiently ¹⁹ , cost-effectively, and					
reporting and project commu	nications supporting the project	's implementation?	ing and evaluation systems,			
Has there been an economical	Economical use of resources.	Financial reports. ATLAS.	Data and document			
use of financial and human		PIRs.	analysis.			
resources?						
In which extent the resources	Resources allocated on	Project documentation.	Data and documentation			
(funds, human resources, time.	strategic milestones.	ATLAS, Tracking Tool.	analysis.			
expertise, etc.) are being used		, , ,	5			
to produce the intended						
outputs?						

¹⁹ Measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

Evaluative Questions	Indicators	Sources	Methodology	
Do the achieved justify the	Rate of cost/benefit.	Project documentation.	Data and documentation	
costs?		ATLAS. Tracking Tool.	analysis, interview and	
		project team.	meetings.	
Could the same achievements	Balanced point.	Stakeholders, project team.	Interview and meetings.	
be attained with fewer	Duranteeu ponne	Stantonionació, project teann	inter their and incomiger	
resources?				
Have activities supporting the	Rate of cost/benefit.	Project documentation.	Data and documentation	
strategy been cost-effective?	· · · · · · · · · · · · · · ·	ATLAS. Tracking Tool.	analysis.	
		project team, stakeholders,	y y y y	
How resources could be used	Point of efficiencv ²⁰ .	Stakeholders, project team.	Interview and meetings.	
more efficiently to achieve the				
intended results?				
Are the products timely	Time of delivered.	National and local	Interview, meetings	
delivered as was needed?		Stakeholders, local	and/or workshop.	
		communities, project team.	, 1	
Why some initiatives are	Time of implementation.	National and local	Interview, meetings	
implemented more quickly		Stakeholders, local	and/or workshop.	
than others?		communities, project team.	, ,	
How is structured the cost-	Position in the outcome	National and local	Interview, meetings	
sharing measures and	chain.	Stakeholders, project team.	and/or workshop.	
complementary activities?				
Is there a clear understanding	Results chain system.	Steering committee, project	Interview, meetings	
of the roles and responsibilities		team, local stakeholders.	and/or workshop.	
by all parties involved?				
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining				
long-term project results?				
Are there any social or political	Socio-political risk.	National and local	Interview, meetings	
hazards that may jeopardize		stakeholders, project team.	and/or workshop.	
sustainability of project				
outcomes?				
Are stakeholders enough	Stakeholders' counterpart.	National and local	Interview, meetings	
interested in outcomes, to		stakeholders, project team.	and/or workshop.	
allow for the project benefits to				
be sustained?				
Lessons learned are being	Number of meetings to	National and local	Interview, meetings	
documented by the Project	exchange experiences.	stakeholders, project team.	and/or workshop.	
Team continuously and are				
shared with stakeholders who				
could learn from the project?			• . •	
Do the current legal	Level of risk.	National and local	Interview, meetings	
frameworks, policies,		stakeholders, project team.	and/or workshop.	
governance structures and				
processes, may jeopardize the				
sustenance of the project				
Ano those any environmental	Lovel of rick	National and local	Intomiour mostings	
Are there any environmental	Level of Fisk.	stalvahaldara project teem	and (or workshop	
sustenance of the projects		stakenoluers, project team.	anu/or workshop.	
outcomes?				
Do the project interventions	An ovit stratomy	Project documentation	Data and documontation	
have well designed and well	An east strategy.	nroject team national and	analysis interview and	
nlanned evit strategies?		UNDP CO	meetings	
What could be done to	Additional and /or	National stakeholders	Data and documentation	
strengthen exit strategies and	adjustment measures	nroject team UNDP CO	analysis interview and	
sustainability?	aujustment medsules	project team, on Dr Co.	meetings.	

6.3 Example Questionnaire or Interview Guide used for data collection

²⁰ Is the **point** at which the input cannot increase output, without lowering the expected of outcomes.

Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results.

- 1. What are the Development problems where the project seeks to impact?
- 2. Have you observed some change in this problematic situation?
- 3. How the project can contribute to solve this Development problem?
- 4. Which is the most effective route towards expected results?
- 5. Were lessons from other relevant projects properly incorporated into the project design?
- 6. How the project outcomes are fitting into National and/or Sectorial priorities and Plans?
- 7. Who could affect the outcome and how?
- 8. Who is contributing with information and/or resources to achieve outcomes?
- 9. How were they integrated on project?
- 10. The progress to achieve outcomes, have catalyzed beneficial development effects? (i.e. income generation, gender equality and women's empowerment, improved governance, etc...)
- 11. The catalysed beneficial development effects should be included in the project results framework and monitored on an annual basis?

Gender.

- 1. Were relevant gender issues raised in the Project Document?
- 2. Does the project budget include funding for gender-relevant outcomes, outputs and activities?
- 3. Were gender specialists and representatives of women at different levels consulted throughout the project design and preparation process?
- 4. The broader development and gender aspects of the project are being monitored effectively?
- 5. Which 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits, can be included in the project?

Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?

- 1. Are the project's objectives, outcomes and outputs clear, practical, and feasible within its time frame?
- 2. Are the project indicators enough SMART to guide the process toward outcome achievement and to allow monitoring & evaluation with suitable accuracy?
- 3. Do the Indicators System need to be adjusted by modify existing indicators or replacement some of them or added new others?
- 4. How many villages and/or Councils have design CCA plans to enhance resilience?
- 5. Are the CCA actions based on these plans?
- 6. How many villages and/or councils are in process of implementation?
- 7. What mean "high quality early warning"? What is "a timely manner? What are the "multiple communication lines"?
- 8. How is expressed the "Integrated coastal zone management framework incorporating resilience though climate change adaptation"? Please give some examples.
- 9. How these expressions of "resilience though climate change adaptation" have been supported by appropriate sectoral and cross sectoral policy and legislations? Please give some examples.

Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far?

- 1. To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?
- 2. Has there been an economical use of financial and human resources?
- 3. In which extent the resources (funds, human resources, time, expertise, etc.) are being used to produce the intended outputs?
- 4. Do the achieved justify the costs?
- 5. Could the same achievements be attained with fewer resources?

- 6. Have activities supporting the strategy been cost-effective?
- 7. How resources could be used more efficiently to achieve the intended results?
- 8. Are the products timely delivered as was needed?
- 9. Why some initiatives are implemented more quickly than others?
- 10. How is structured the cost-sharing measures and complementary activities?
- 11. How has the steering or advisory committee contributed to the success of the project?
- 12. Is there a clear understanding of the roles and responsibilities by all parties involved?
- 13. Is the monitoring and evaluation systems that project have in place helping to ensure effective and efficient project management?

Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?

- 1. Are there any social or political hazards that may jeopardize sustainability of project outcomes?
- 2. Are stakeholders enough interested in outcomes, to allow for the project benefits to be sustained?
- 3. Lessons learned are being documented by the Project Team continuously and are shared with stakeholders who could learn from the project?
- 4. Do the current legal frameworks, policies, governance structures and processes, may jeopardize the sustenance of the project benefits?
- 5. Are there any environmental risks that may jeopardize the sustenance of the projects outcomes?
- 6. Do the project interventions have well designed and well planned exit strategies?
- 7. What could be done to strengthen exit strategies and sustainability?
- 8. What changes if any should be made in the current partnership (s) in order to promote long term sustainability?

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)				
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".		
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.		
4	Moderately	The objective/outcome is expected to achieve most of its end-of-project targets but with significant		
	Satisfactory (MS)	shortcomings.		
3	Moderately	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.		
	Unsatisfactory (HU)			
2	Unsatisfactory (U) The objective/outcome is expected not to achieve most of its end-of-project targets.			
1	Highly Unsatisfactory	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any		
	(HU)	of its end-of-project targets.		

6.4 Ratings Scales

Ratings for Project Implementation & Adaptive Management: (one overall rating)					
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".			
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.			
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.			

3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)				
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future		
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review		
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on		
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained		

6.5 MTR mission itinerary

- November 19/2018, meetings in Luanda.
- November 20 to 23/2018, visit sites in Cunene province (Namacunde and Evale).
- November 26 to 29/2018, several meetings in Luanda.

6.6 List of persons interviewed

- Mr Henrik Larsen, UNDP Country Director.
- Mr Giza Gaspar Martins, General Director of Climate Change Office, Ministry of Environment
- Mr Götz Schroth, Program Specialist Environment
- Ms Olivia Felicio Pereira, Sustainable Development Officer
- Sr. José Bonifácio Kaupu, Project Coordinator
- Sr. Porfirio Samaneulu, IDA
- Sr.Paulo Calunga, Proteção Civil.
- Mr Porfirio Samaneulu, IDA,
- Mr Geraldo Chevalae ONG ADPP
- Mr Vice-Governador para o Sector Tecnico e Infra-estruturas, na presenca dos Directores do Ambiente, de Infra-estruturas, da Agricultura, do Desenvolvimento Integrado, Comandante dos Bombeiros e da Administradora Municipal do Cuanhama.
- Nasso Soares ONG DW local
- Sr. Allan Cain (Diretor) ONG DW local
- Sr. Cupi Batista (gestor de projeto) ONG DW local
- Sr. Carolino Mendes (Diretor) GABHIC
- Sr. Carlos Andrade (ponto focal) GABHIC
- Sr. Narciso Ambrôsio (ponto focal) INRH
- Sr. Domingos Nascimentos (Diretor) INAMET
- Sr. Armando Valente (Diretor) IIA
- Sr. Antonio David (ponto focal) IIA
- Sr. Pedro Moçambique (Diretor) CRF
- Sr. José Pedro (ponto focal) CRF
- Sr. Evaristo Waya (focal point) NOG ADPP
- Encontro com extensionistas.
- Encontro com o comité local de gestão de risco de desastre.

6.7 List of documents reviewed

– Proposta Protecção Civil_Completa_18.03.07

AWS

- ToR_Rede de Monitorização_17.11.08.pdf
- RELATORIO MISSAO. CUNENE1.2018-novo.doc
- Proposta Técnica.pdf
- Contrato ADASA_18.08.24.docx
- Acta_Comissão Avaliadora_24 Abril 2018.pdf
- Acta_Comissão Avaliadora_23 Maio de 2018.docx

EWS

- TR_Rede de Monitorização de Cheias_26Maio2018_Prorrogação do fecho da selecção.pdf
- Resposta ConsulProjecto do Produto 1_17.11.03.pdf
- Produto 1_Angola Cuvelai Project Relatório Técnico T C Ferreira 240UT17.pdf
- Carta_Cuvelai_ConsulProjecto desiste_18.03.26.pdf

Forecast center

- ToR INAMET_18.08.27.docx
- Angola Cuvelai Project Objectivo 3 Relatório Técnico T C Ferreira 2JULHO 2018 (004).docx
- Training need assessment: 29_ANG_Annex TNA FINAL Report 20March2018 -V2.pdf

Water access for rural communities

- 11_Produto 3_Plano de Reabilitação dos Oito Furos.pdf
- 10_Produto 2_Plano de Reabilitação dos Oito Furos_18.02.15.pdf
- 9_Produto 1_ Relatorio- Plano de Implementação Detalhado DWA 2017.pdf
- 8_ToR Melhorada resiliencia nas comunidades tema Agua NGOs.pdf
- 24_Proposta apicultura UNDP -FAO .docx

Improved Seeds

- 12_Sementes melhoradas_PLANO DE TRABALHO DA COMPONENTE RESILIÊNCIA.doc
- 13_Contrato_CETAC_assinado_Agosto 2017.pdf
- 14_Contrato_CRF_Assinado_Agosto 2017.pdf
- 15_MoU MINAMB e IIA_assinado.pdf
- 16_MoU_IDA_Assinado_17.10.04.pdf
- 17_Relatorio da visita a P. Cunene Versão final (IIA)010818.pdf

Community needs on Sanitation

- DRAF DO RELATÓRIO DO LEVANTAMENTO DE NECESSIDADES DE AGUA E SANEAMENTOO EM CUVELAI.doc
- 25_TR_Saneamento_Levantamento_18.01.19.docx
- 26_Revisto. 23.07.2018 Cronograma de Trabalho para o Levantamento das Necessidades em Agua e Saneamento em Cuvelai (15).xls
- 27_REV.07.03.2018 Orçamento da Avaliação em Cuvelai.xls

Agriculture extension

- 23_MoU_MINAMB_IDA_Extensão Agrária_signed_17.11.06.pdf
- 22_Produto 1_Descriçãodo Extensão Agraria na bacia de Cuvelai.pdf
- 21_Contrato_Extensão Agrária_ADPP_Assinado.pdf
- 20_Carta_IDA_Salário_Extensionistas_Julho 2018.pdf
- 19_Plano Cuvelai Extensao Agricola_IDA_rev_9 Out 2017.docx
- Relatório CRF_MISSÃO DE COLHEITA CUNENE.PDF
- RELATÓRIO DE TRABALHO DE EXTENSÃO REFERENTE AO MÊS DE SETEMBRO 2018_18.11.09_Aprovado.pdf
- Relatorio workshop de formação dos extensionistas_18.11.09_Aprovado.pdf

Management docs.

- PIRs and PRODOC
- Annual work plans
- Steering Committee documentation

6.8 Signed UNEG Code of Conduct form

Evaluators/Consultants:

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

MTR Consultant Agreement Form

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

Name of Consultant: Antonio Carlos Javier Arenas Romero

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

Signed at December 14, 2018 (Place) on Barcelona, Spain

Signature:

6.9 Signed MTR final report clearance form

Midterm Review Report Reviewed and Cleared By:				
Commissioning Unit				
Name:				
Signature:	Date:			
UNDP-GEF Regional Technical Advisor				
Name:				
Signature:	Date:			

Annexed in a separate file: Audit trail from received comments on draft MTR report

Annexed in a separate file: Relevant midterm tracking tools (METT, FSC, Capacity scorecard, etc.)