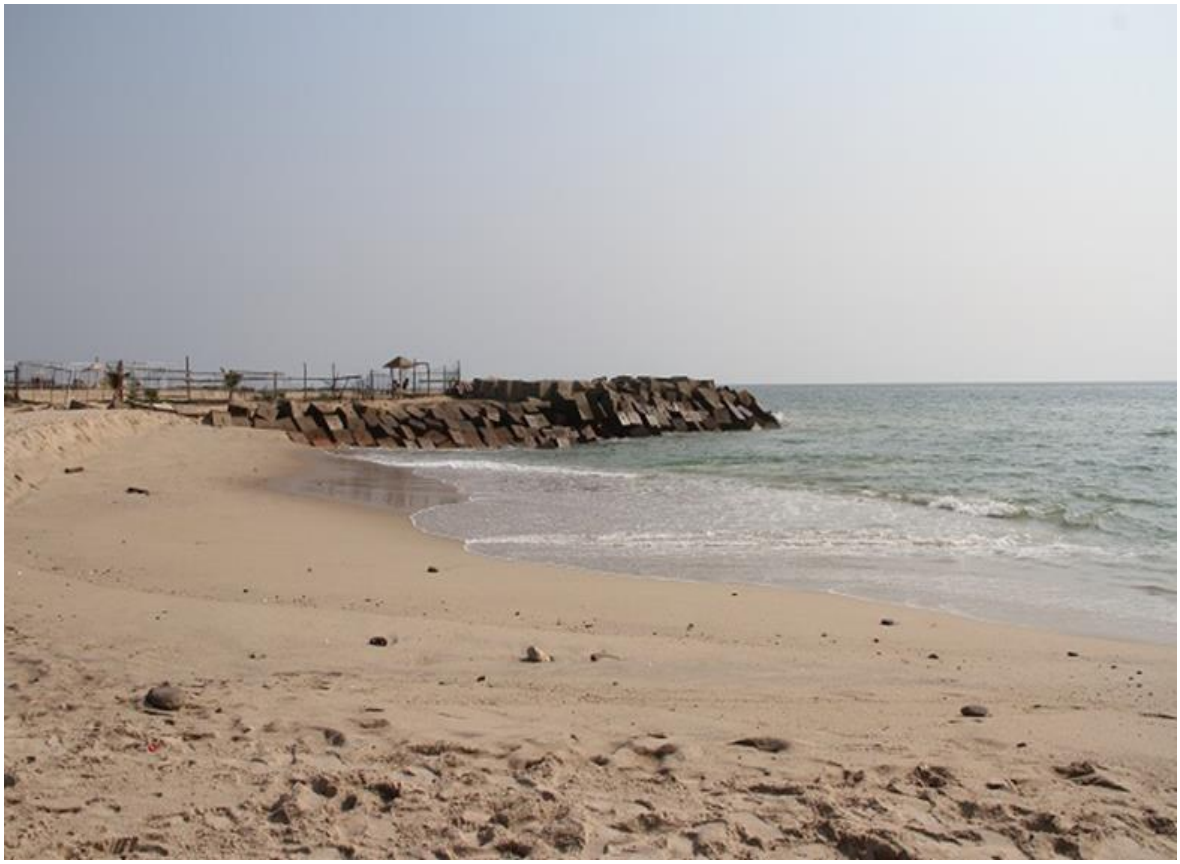
MID-TERM REVIEW OF THE UN ENVIRONMENT / UNDP / GEF-LDCF PROJECT

Addressing Urgent Coastal Adaptation Needs and Capacity Gaps in Angola



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Evaluation report

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Prepared by

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ACRONYMS

Acronym	Definition
AMAT	Adaptation Monitoring and Assessment Tool
CIBAC	Inter-ministerial Commission for Climate Change and Biodiversity (by its initials in Portuguese)
CNPCB	Civil Protection Services and Fire Brigade
CSI	Corporate Social Investment
CTA	Chief Technical Adviser
DNAAC	Directorate for Environment and Climate Action (by its initials in Portuguese)
EbA	Ecosystem based Adaptation
EWS	Early Warning System
FAO	Food and Agriculture Organization of the United Nations
GoA	Government of Angola
GABAC	Climate Change Cabinet (by its initials in Portuguese)
GCF	Green Climate Fund
GEF	Global Environment Facility
IDA	Institute of Agricultural Development
INAMET	National Institute of Meteorology and Geophysics (by its initials in Portuguese)
INIPM	National Research Institute on Fisheries and Marine areas (by its initials in Portuguese)
INRH	National Institute of Water Resources (by its initials in Portuguese)
LDCF	Least Development Countries Fund
M&E	Monitoring and Evaluation
MASFAMU	Ministry of Social Action, Family and Women's Protection
MCTA	Ministry of Culture, Tourism and the Environment (by its initials in Portuguese)
MINADER/MINAGRIPESCA	Ministry of Agriculture and Fishery (by its initials in Portuguese)
MINEA	Ministry of Energy and Water (by its initials in Portuguese)
MINPET/MIREMPET	Ministry of Petroleum
MINTRANS	Ministry of Transport
MTR	Mid-Term Review

MTS	Medium Term Strategy
NAP	National Adaptation Plan
NAPA	National Adaptation Programme of Action
NDC	Nationally Determined Contribution
NGO	Non-governmental organisation
NIM	National Implementation Modality
NPD	National Project Director
OECD-DAC	Organization for Economic Cooperation and Development, Development Assistance Committee
PIR	Project Implementation Review
PIIM	Programa Integrado de Intervenção Municipal
PM	Project Manager
PMC	Project Management Costs
PMU	Project Management Unit
POW	Programme of Work
ProDoc	Project Document
PSC	Project Steering Committee
SDG	Sustainable Development Goal
SLM	Sustainable Land Management
SRF	Strategic Results' Framework
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDRIP	UN Declaration on the Rights of Indigenous People
UNEP	United Nations Environment Programme
UNEG	United Nations Evaluation Group
UN HRBA	UN Common Understanding on the human rights-based approach
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Cooperation Framework

EXECUTIVE SUMMARY

Overview of the review project

The project “Addressing Urgent Coastal Adaptation Needs and Capacity Gaps in Angola” is a full-sized project funded by the Least Development Country Fund (LDCF), jointly implemented by the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP), and executed by Directorate for Environment and Climate Action (DNAAC by its initials in Portuguese) within the Ministry of Culture, Tourism and the Environment (MCTA by its initials in Portuguese) of the Republic of Angola. LDCF provides a USD 6,180,000 grant, which is complemented with USD 12,161,467 in co-financing.

The objective of the project is “to reduce the vulnerability to climate change of national government and coastal communities along the coast of Angola”. The project aims to achieve this objective through i) strengthening the technical capacity of government staff to analyse, predict and respond to climate change effects, access policy-relevant data and deliver relevant information to local communities (component 1), ii) transferring Ecosystem based Adaptation (EbA) technologies and climate-resilient land management techniques to coastal communities (component 2); iii) increasing inter-ministerial coordination and institutional capacity to adapt to climate change (component 3); and iv) improving awareness about climate change impacts and adaptation among non- governmental stakeholders in the country (component 4). Components 1 and 2 are implemented by UNEP and components 3 and 4 are implemented by UNDP.

The project is implemented in the coastal zone of the entire country, with specific interventions implemented in four pilot sites in four provinces: Chiloango (Cabinda Province), Benguela (Benguela Province), Longa (Kwanza Sul Province) and Bero (Namibe Province). The GEF approved it in April 2016 and actual project launch took place in March 2017. Project implementation was originally planned for a duration of 4 years with an expected completion date of December 2020 for UNDP components and March 2021 for UNEP components. In its last meeting, in June 2020, the Project Steering Committee agreed to request a 12-month unfunded extension for UNDP components (components 3 and 4) and a 36-month no-cost extension for UNEP components (components 1 and 2).

Review objectives and scope

The objective of this assignment is to conduct the Mid-Term Review (MTR) of the above-mentioned project. The MTR seeks (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, UNDP, LDCF and executing partners. The MTR assesses the project along five criteria i.e. relevance, effectiveness, efficiency, impact and sustainability (the evaluation matrix is provided in Annex 5.1). The review focuses on the implementation of the project since its launch in March 2017 until September 2020 (for general aspects and aspects related to the performance on outcomes 3 and 4 – some aspects related

to the performance on outcomes 1 and 2 will be assessed in 2021). This MTR was conducted in September 2020 – December 2020. Findings are based on desk review and interviews with stakeholders (Annex 5.2 and 5.3 provide the details). This MTR is conducted without a mission to Angola, given the COVID-19 pandemic and the absence of on the ground interventions in project sites.

Main findings

In terms of **strategic relevance**, the project is highly relevant. It is highly aligned with UNEP, UNDP and GEF priorities, and contributes to the achievement of global priorities, such as the SDGs and the objectives of Paris Agreement. Project design and implementation contribute to human rights and gender equality. The project is very well aligned with national development, environmental management and climate change priorities. The project is following a sound process to ensure that project activities are fully aligned with local priorities and needs. The project is being implemented in a complementary manner with other initiatives, most notably a project implemented in the Cuvelai region.

Project design and readiness are moderately unsatisfactory. The objective, outcomes and outputs of the project are consistent, and the project embraces a strong climate change rationale. However, there were important gaps at the design phase in terms of sectors and locations. Most importantly, the selected delivery methods are not appropriate considering the delivery capacity of implementing (UNDP, UNEP) and executing agencies (MCTA/DNAAC). The project's objective and outcomes and the corresponding targets are feasible and realistic within the budget of the project, but tight within the timeframe of the project. The project's results framework is inadequate to monitor progress towards achieving the project's objective and outcomes. The inception phase was not used to address key design shortcomings that were made more acute during the approval phase.

As of November 2020, the assessment of **effectiveness** only covers outcomes 3 and 4 implemented by UNDP – progress on outcomes 1 and 2 implemented by UNEP will be assessed in 2021. As of November 2020, effectiveness on outcomes 3 and 4 has been moderately satisfactory. More specifically, it has been moderately satisfactory at the output level and satisfactory at the outcome level. With a comprehensive approach, progress in achieving the project objective could be deemed moderately likely. **Financial management** of outcomes 3 and 4 is moderately satisfactory.

Efficiency of the project as whole is moderately unsatisfactory, as project management costs are high and there have been severe delays. **Project management** is moderately satisfactory. UNDP is providing adequate oversight and ensuring efficient implementation of components 3 and 4. DNACC provides good strategic leadership, but decision-making is slow. The PMU is responsible and hard-working, with some technical gaps that are been addressed. There is room for a more pro-active attitude to run smaller things[1]. **Monitoring and reporting** is

[1] Project management and monitoring and reporting of outcomes 1 and 2 implemented by UNEP will be further assessed in 2021.

moderately satisfactory. The SRF is inadequate and has not been revised, but reporting has mostly taken place in accordance with the M&E plan, which is good, and the quality of reports is good. **Stakeholder participation and cooperation** is moderately satisfactory, with relevant efforts on this, but room for engaging some stakeholders in a more systematic way.

As of November 2020, **sustainability** of project results seems likely, if extensions are granted, although it is too early to assess it properly. The quality and relevance of knowledge products, policy developments, increased political awareness and the continuous support of UN agencies are positive factors, and staff turnover a risk for sustainability.

Recommendations

Based on the discussions in the different sections, the mid-term review has the following recommendations:

Table 1. Summary of recommendations with responsible parties

No.	Recommendation	Responsible party
1	Continue to use lessons learned from relevant projects, including the Cuvelai project and the meta-analysis that UNEP is currently conducting of the MTR and terminal evaluations of projects implemented by them.	UNDP, UNEP and PMU
2	Continue to engage stakeholders already involved and engaged additional stakeholders in a systematic way.	DNAAC, UNDP, UNEP and PMU
3	Explore the possibility of one of the four sites being a predominantly urban site, and when working there, consider the specific challenges and opportunities related to urban settings.	DNAAC, UNEP and PMU
4	Explore ways of strengthening the links between the project interventions in coastal ecosystems with marine ecosystems and upstream basins.	DNAAC, UNEP and PMU
5	Assess risks (including COVID-19) to delivery methods for the remaining implementation time and define appropriate management measures.	UNEP, UNDP, DNAAC and PMU
6	Request project extensions, which should be considered tentative.	UNDP and UNEP
7	Revise the projects' results framework, so that indicators are SMART and it becomes an adequate tool to monitor progress towards achieving the project's objective and outcomes.	UNDP and UNEP
8	Leverage opportunities, such as the government restructuration, the increased visibility of DNAAC, the revision of key policy documents and the development of new project proposals, to improve progress towards achieving project objective and outcomes.	DNAAC, UNDP, UNEP and PMU
9	Continue to support the PMU in project management, technical aspects related to adaptation and quantifying actual co-financing.	UNEP and UNDP
10	Update the sustainability strategy included in the project document, based on the activities implemented and taking into account COVID-19's direct and indirect effects, and implement it.	DNAAC, UNDP, UNEP and PMU

1. PROJECT OVERVIEW

Angola's coastline is home to over 50% of the country's population. Rapid population growth, inadequate planning and inappropriate management practices have resulted in inadequate access to services such as water and sanitation and electricity and the degradation of the country's coastal ecosystems. This has exposed coastal settlements to natural disasters, such as flooding, and has negatively affected economically important sectors, including fisheries, agriculture, water, energy, transport and tourism, among others. Approximately two thirds of coastal Angolan communities are reliant on natural resource-based livelihoods such as agriculture and fishing for subsistence and employment.

The threats to the wellbeing of coastal communities will be further exacerbated by the current and future effects of climate change. These effects include: i) increased variability in rainfall and temperature; ii) increased frequency and severity of droughts and floods; and iii) rising sea level and increased frequency of storm surges, which results in increased beach erosion. Consequently, climate change will result in multiple negative effects on the livelihoods and health of coastal households in Angola. For example, coastal residential, water and sanitation and energy infrastructure will be damaged by increased frequency and severity of floods, storm surges and beach erosion. Additionally, increases in temperature, reduced precipitation and more frequent flooding events will negatively affect the productivity of agriculture and livestock, and human health. Increased ocean temperatures will also negatively affect fisheries. Sea level rise and increased frequency of storm surges will result in increased beach erosion which will negatively affect tourism.

Least Development Country Fund (LDCF) funds were secured to address these adaptation needs. In particular the objective of the project is "to reduce the vulnerability to climate change of national government and coastal communities along the coast of Angola" by increasing their adaptive capacity. The project aims to achieve this objective through the following outcomes and outputs:

Outcome 1: Strengthened technical capacity of government staff at local and national level to analyse, predict and respond to climate change effects, access policy-relevant data and deliver relevant information to local communities

- Output 1.1: A set of detailed sectoral (i.a. fisheries, agriculture, transport, energy, water and tourism) and localised vulnerability assessments for Angola's coastal zone.

- Output 1.2: Operational (flood and drought) Early Warning System (EWS) developed in one site

Outcome 2: Ecosystem based Adaptation (EbA) technologies and climate-resilient land management techniques transferred to coastal communities in Angola to reduce their vulnerability to droughts, rainfall variability, and extreme events.

- Output 2.1: EbA interventions, including mangrove and wetland rehabilitation, implemented in four pilot sites

- Output 2.2: Climate-resilient land management techniques appropriate to local conditions demonstrated in four selected communities

- Output 2.3: Pilot communities trained on EbA, climate-resilient land management and early warning response plans.

- Output 2.4: EbA project concept notes developed for private sector upscaling of EbA intervention (with a focus on Corporate Social Investments (CSIs) of petroleum and mining companies and related forums, such as the Petroleum Industry Steering Committee)

Outcome 3: Increased inter-ministerial coordination and institutional capacity to adapt to climate change in Angola.

- Output 3.1: Technical support and training provided to the Secretariat of the Inter-ministerial Commission for Climate Change and Biodiversity (CIBAC by its initials in Portuguese) and the Climate Change Cabinet (GABAC by its initials in Portuguese).

- Output 3.2: Policy briefs and technical guidelines produced to support the integration of climate change adaptation into relevant policies and plans, including their related budgets (including the development of coastal zone adaptation plan. Otherwise the focus is on the sectors mentioned above).

Outcome 4: Improved awareness about climate change impacts and adaptation among non-governmental stakeholders

- Output 4.1 Public awareness programme undertaken to inform non-governmental stakeholders including non-governmental organisations (NGOs), academia and private sector about climate risks and adaptation

The project geographical boundary is the coastal zone of the entire country, with specific interventions implemented in four pilot sites in four provinces: Chiloango (Cabinda Province), Benguela (Benguela Province), Longa (Kwanza Sul Province) and Bero (Namibe Province).

The project is jointly implemented by United Nations Environment Programme (UNEP), in particular its Climate Change Adaptation Unit, and the United Nations Development Programme (UNDP), in particular its Global Environment Facility (GEF) Unit and its Angolan Country Office. They support and monitor the project's implementation and ensure the proper

use of UNEP and UNDP GEF funds[2]. Components 1 and 2 are implemented by UNEP[3]. Components 3 and 4 are implemented by UNDP[4].

The project is executed by the Ministry of Culture, Tourism and the Environment (MCTA by its initials in Portuguese, the former Ministry of Environment (MINAMB)) of the Republic of Angola. It provides overall leadership for the project in close collaboration with: i) the National Institute of Meteorology and Geophysics (INAMET by its initials in Portuguese); ii) the National Institute of Water Resources (INRH by its initials in Portuguese), which is part of the Ministry of Energy and Water (MINEA by its initials in Portuguese); iii) the Ministry of Agriculture and Fishery (MINAGRIP by its initials in Portuguese); and iv) the local Governments of the target provinces, namely Cabinda, Benguela, Kwanza Sul and Namibe Provinces. Indeed, the project builds on several projects by some of these institutions which provide co-financing, which include: i) INAMET Strategic Development Master Plan funded by the Government of Angola; ii) Support to the Fisheries Sector Project funded by African Development Bank; and iii) Angola Water Sector Institutional Project funded by International Development Association and Southern African Development Community.

The project is implemented under the strategic supervision of a National Project Director (NPD) (the Director of the National Directorate for Environment and Climate Action (DNAAC by its initials in Portuguese)[5]), whose primary responsibility is to ensure that the project produces the results specified in the project document to the required standard of quality and within the specified time and cost constraints. The day-to-day management of the LDCF project is the responsibility of the Project Management Unit (PMU) under the NPD and within the DNAAC. The PMU is based in Luanda and comprises the following fulltime staff: i) National Project Manager/Coordinator (PM); ii) Finance Manager; iii) Project Administrative Assistant, all hired by MCTA. The PMU is supported by two international Chief Technical Advisers (CTAs), one hired by UNDP and based in Luanda, and one hired by UNEP and based in South Africa.

The project is funded by the GEF / LDCF through a USD 6,180,000 grant as well as USD 12,161,467 in co-financing.

The GEF approved it in April 2016[6] and actual project launch took place in March 2017. Project implementation was originally planned for a duration of 4 years with an expected completion date of December 2020 for UNDP components and March 2021 for UNEP components. In its last meeting, in June 2020, the Project Steering Committee (PSC) agreed to request a 12-

[2] UNDP Angola Country Office supports the implementation of the project from Luanda under a National Implementation Modality (NIM/NEX) with external oversite from UNDP-GEF regional and HQ units. UN Environment supports the implementation of the project from outside Angola under a Direct Implementation Modality (DIM/DEX).
[3] USD 5,180,000 is channeled through UN Environment for the implementation of these components.
[4] USD 1,000,000 is channeled via UNDP for the implementation of these components.
[5] DNAAC was created in the reorganization of the Ministry in early 2020 and substituted the Climate Change Cabinet (GABAC by its initials in Portuguese). The National Director of DNAAC is the former Director of GABAC.
[6] The Project Identification Form (PIF) was approved in October 2013. The project document was signed in December 2016.

month unfunded extension for UNDP components (components 3 and 4) and a 36-month no-cost extension for UNEP components (components 1 and 2).

2. REVIEW METHODS

The objective of this assignment is to conduct the Mid-Term Review (MTR) of the above-mentioned UNEP/UNDP/LDCF project. The review focuses on the implementation of the project since its launch in March 2017 until September 2020 (for general aspects and aspects related to the performance on outcomes 3 and 4 – some aspects related to the performance on outcomes 1 and 2 will be assessed in 2021), considering as well its design in 2014/2015 and start-up phase in 2016/2017.

The MTR has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, UNDP, LDCF and executing partners.

The review analyzes whether the project is on track, identifies potential problems and challenges and proposes corrective actions if needed. The MTR analyzes project performance to date in terms of progress against planned outputs and outcomes and the use of resources to this end. The main purpose of the MTR is to assess and analyze the causal pathways by which the project expects to drive change, and propose necessary improvements, if any. The formative purpose of the MTR involves understanding what has happened during implementation that affects results, to encourage reflection and learning by the project implementation team, UNEP and UNDP staff and other key project stakeholders, and to make required adjustments for the second half of the project implementation.

This MTR is carried out in accordance with the Terms of Reference (ToR), the UNEP Evaluation Policy, and the UNEP Programme Manual. The evaluation is also be carried out in accordance with United Nations Evaluation Group (UNEG)'s Code of Conduct for Midterm Review Consultant. The MTR assesses the project along the five criteria for aid effectiveness defined by the Organization for Economic Cooperation and Development, Development Assistance Committee (OECD-DAC), i.e. relevance, effectiveness, efficiency, impact and sustainability; and integrates the performance criteria and key strategic questions defined in the MTR ToR. The MTR provides ratings for each performance criteria. The review is primarily targeted to the PMU, MCTA, UNEP and UNDP staff and the PSC. The review is based on literature review and interviews with key stakeholders, as detailed below (information sources are also detailed below). It uses qualitative and quantitative methods.

It is important to highlight that this MTR is conducted under special circumstances. To begin with, given the uneven progress on project implementation, with more progress on outcomes 3 and 4 than in outcomes 1 and 2, and the difference in project end date and UNEP and UNDP rules to request and grant project extensions (different needs from implementing institutions), this MTR is conducted in two phases. In the fourth quarter of 2020, the evaluator has focused on general aspects and on performance on outcomes 3 and 4. This should allow UNDP to

request a project extension[7]. The evaluator will assess performance on outcomes 1 and 2 in 2021, once the final baseline report for the project and the site-specific intervention plans (developed on the basis of the site-specific climate vulnerability assessments) are available. The evaluation matrix in Annex 1 indicates which aspects will be assessed in 2020 and which ones in 2021 – some aspects will be assessed in 2020 and 2021. This makes the evaluation complex, as it is sometimes difficult to distinguish between components, given that some aspects are closely linked. This is not a major limitation for the 2020 report, but could be a limitation for the 2021 report, as the MTR will have two different analysis periods (up to September 2020 for general aspects and those related to components 3 and 4, and up to some time in 2021 for aspcts related to components 1 and 2). The evaluator will try to manage this limitation, by aggregating information only where this is methodologically sound.

Moreover, this MTR is conducted without a mission to Angola, given the COVID-19 pandemic and the absence of on the ground interventions in project sites. Most of the activities to be assessed in 2020 are normative/policy/capacity building/awareness raising/project management and can be easily done remotely. In any case, methods have been revised to ensure both a robust and a safe evaluation. In this sense, while the absence of an in-country mission could be considered a limitation, the type of progress made by the project so far implies that this is not a great limitation for this project at this stage. There have been no language barriers.

2.1. Inception

The evaluator prepared an inception report, which was based on a preliminary documentation review, and a kick-off call with UNEP, UNDP and the PM at the PMU. It aimed to clearly define the MTR framework and methodology. Annex 1 presents a review matrix. This was built around the evaluation criteria to be covered by the evaluation, namely: i) strategic relevance, including relevance to UNEP, UNDP, the GEF, global agreements (Sustainable Development Goals (SDGs)) and priorities (human rights and gender equity) and the country; ii) quality of project design, and preparation and readiness; iv) effectiveness, comprising assessment of the achievement of outputs, outcomes and likelihood of impact; iv) efficiency, including financial management, monitoring and reporting, quality of implementation and execution, stakeholder participation and cooperation; and v) sustainability, including country ownership and driven-ness and communication and public awareness (although the latter is also covered in effectiveness). As shown and further demonstrated in the evaluation matrix, the analysis of the factors affecting project performance is integrated into the other questions. This evaluation matrix includes the evaluation criteria outlined in Section 10 of ToR as well as the strategic questions listed below:

[7] For UNDP, the MTR is required to request a project extension. The initial project extension requested by UNDP o 5th June 2020 (as per UNDP policy and rules, 6 months before the project ends) was rejected for not having the MTR conducted.

- Based on the analysis of past implementation challenges, what are the main corrective actions proposed to keep project on track, accelerate implementation and ensure effective use of remaining resources?
- How relevant are the newly developed site-specific interventions plans (proposed adaptation options and implementation arrangements) to successfully address main vulnerabilities coming out of the climate vulnerability assessments?
- What are the key risks to successful implementation of the identified on-the-ground adaptation interventions coming out of those site-specific plans and key recommendations to mitigate them?
- To what extent has the project been successful in establishing effective communication and building synergies with key stakeholders including co-financing initiatives and how can this be improved in the future?
- Will the project's current sustainability strategy be sufficient to ensure long-lasting impacts of project interventions?
- How the project could improve synergies and integration between components 1 and 2 supported by UNEP and components 3 and 4 supported by UNDP, taking into consideration that UNDP activities started earlier than UNEP activities?

Some key strategic questions request recommendations. Kindly note that, following Annex 4 of the ToR, recommendations are provided in a specific section (section V.C). Recommendations are based on the findings of the analysis but do not consist in the analysis itself. In this sense, the key strategic questions and the elements of the key strategic questions that request a recommendation are not included in the evaluation matrix.

For each criterion, the matrix identifies evaluation questions and sub-questions, indicators, means of verification and sources of information. This matrix is the backbone of the MTR, from the documentation review, to the analysis and report writing.

The inception report was reviewed and approved by UNEP, UNDP, CTA and PMU, before the start of the online interviews.

2.2. Literature review

The evaluator has systematically reviewed all project-related documentation. Reviewed literature has included relevant background documentation, project design documents, annual work plans and budgets or equivalent, revisions to the project, mission reports, project reports (including six-monthly progress and financial reports), meeting minutes, as well as relevant scientific studies produced by the project, in line with Section 3 of the ToR. All the data collected through the literature review has been compiled in a data collection matrix following the structure of the review matrix (Annex 1). A list of the reviewed documentation is presented in Annex 2.

2.3. Interviews and field mission

Given Covid-19, a field mission by the international consultant has not been possible at the time of the MTR. This was discussed during the kick-off meeting, and an alternative approach was agreed whereby all interviews would be conducted remotely, with the logistic assistance of the PMU.

In October and November 2020 the evaluator conducted interviews with the UNEP and UNDP focal points, the PMU, the CTAs and relevant government ministries (e.g. INAMET, INHR, the Directorate of Spatial Planning and Urbanism. In total 10 people were interviewed. Annex 3 provides a list of the interviewees. Interviewees were selected based on their relevance on project implementation and climate change adaptation in Angola's coastal areas. Confidentiality has been protected, asking the PMU to leave the call after the introductions, and ensuring references in the report cannot be directly linked to a particular interviewee. Provincial governments and communities have not been interviewed in 2020. The relevance and suitability of interviewing provincial government representatives and communities will be assessed in 2021, when progress on outcomes 1 and 2 will be assessed. The evaluation team has adopted a gender-sensitive approach, making sure the situation and point of view of women is duly heard and taken into consideration to the extent possible. The point of view of youth (15-35 years old in Angola) has also be considered to the extent possible.

The meetings and interviews with stakeholders have been conducted based on the interview protocols. These interviews have provided information on stakeholders' perception of the project intervention.

Such as the literature review, all the information collected during the interviews has been compiled in a data collection matrix.

2.4. Analysis and reporting

The MTR has used a mix of quantitative and qualitative methods and both secondary and primary data, which have been triangulated, to come up with an evidence-based assessment.

The analysis has not only used information on the progress of implementation of each of the project outputs, but also on the context, on the role of the implementation partners, and on the institutional and political changes brought about by the project. While an MTR cannot measure final impacts, the evaluator has sought to draw a picture as to whether all the ingredients required to bring lasting change are into place, whether any risks should be addressed, or any opportunities should be seized. In this sense, the evaluator has tried to go beyond the assessment of "what" the project performance is, and has made a serious effort to provide a deeper understanding of "why" the performance is as it is, and what can be done to improve the achievement of the expected project objectives and their sustainability.

The evaluator has ensured validation and triangulation of data and findings to have robust, credible and useful conclusions and recommendations. In addition, the review has favoured

pragmatic and feasible recommendations. When writing the MTR report, the evaluator has used a clear and concise language, and followed the report template provided in the ToR.

This report has been produced in English. The project team will ensure the translation of the executive summary of the final evaluation report into Portuguese.

The evaluator has prepared a draft evaluation report. Comments from UNEP, UNDP, CTA and PMU will be dully taken into account in the preparation of the final evaluation report.

3. FINDINGS

3.1 Strategic Relevance

3.1.1 To what extent is the project aligned with UNEP, UNDP and GEF priorities?

Level of alignment between the project and UNEP's Medium Term Strategy[8] (MTS) and Programme of Work (POW)

The project is aligned with UNEP's Medium Term Strategies (MTSs) in place during the project design and implementation period. Its objectives and activities are consistent with two of the strategic focus areas of UNEP's MTS for the 2014-2017 period, which are i) climate change, and more specifically climate resilience and ecosystem-based approaches, and ii) ecosystem management, and more particularly coastal and marine issues. Similarly, the project is in tune with UNEP's MTS for the 2018-2021 period, as it is aligned with two priority areas, namely the climate change and healthy and productive ecosystems sub-programmes. The project is also coherent with the corresponding UNEP's biennial Programmes of Work (POW), i.e. 2016-2017, 2018-2019, 2020-2021, and the expected accomplishments and monitoring indicators defined for the relevant sub-programmes.

Level of alignment between the project and UNDP's overall global strategy and country programme document

The project is aligned with UNDP's global strategies in place during the project design and implementation period. Its objectives and activities are in line with the thematic priority of climate and disaster risks of the global strategy 2014-2017 and with the third development outcome of the global strategy 2018-2021 aiming at building resilience to shocks and crises in vulnerable countries.

The project is also consistent with the UNDP Angola Country Programme Action Plan for the 2015-2019 period, and more specifically with the fourth priority area related to environmental sustainability for disaster risk reduction and economic advancement. The project's expected results and activities are well in line with the two specific outputs defined for the country under this priority area No. 4, aiming at strengthening both "the legal and regulatory frameworks and

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

institutions to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources", and "the preparedness systems to effectively address the consequences of and response to risks posed by natural and man-made disasters". By strengthening institutions and coastal communities for climate-resilient and contingency planning and implementation, information management and EWS, as well as internal coordination, the project falls within these two specific sub-objectives.

Level of alignment between the project and the United Nations Sustainable Cooperation Framework in Angola

The project is linked to priorities reflected in the Partnership Framework defined between the Government of Angola and the United Nations System for the 2015-2019 period (the United Nations Sustainable Development Cooperation Framework (UNSDCF)), and more particularly to result 3.2. related to environmental sustainability, climate change and the reduction of risks and disasters. The UN's objective was to "strengthen, by 2019, the environmental sustainability through an improved management of energy, natural resources, access to green technology, climate change strategies, biodiversity conservation, and systems and plans for risk and disaster reduction".

The project is also aligned with the UNSDCF established with the Government of Angola for the 2020-2022 period. It responds to outcome 3 related to environment and resilience of the vulnerable population, which aims "by 2022 to strengthen the resilience of the vulnerable population to climate change and the risk of disasters, having an inclusive and sustainable production; with planning and management of the territory, cities, natural resources and the environment".

The interviews conducted confirm that the project is consistent with both the former and the new United Nations Development Assistance Framework (UNDAF). They point out that the former UNDAF focused more on disaster risk reduction, which was a prominent issue compared to climate change adaptation at that time. The new UNDAF rebalances the importance given to the two themes, which are intrinsically linked.

Level of alignment between the project and the GEF strategic priorities.

The project is consistent with various priorities defined in the GEF programming strategy on adaptation to climate change for LDCF for 2014-2018, including coastal zone management, natural resources management, disaster risk management, climate information services, and to a lesser extent agriculture and food security, water resources management, and infrastructure (including transport and energy).

The project is also clearly aligned with the current GEF programming strategy for LDCF projects, for the period 2018-2022. The project activities and components fall within the 3 specific objectives and entry points defined to guide the LDCF's operational activity[9].

The project thus contributes to many objectives defined in the results framework of the LDCF in the new GEF programming strategy, as show in the table below:

Table 2. Alignment of project outcomes with LDCF outcomes 2018-2022

LDCF outcomes 2018-2022	Project outcomes
Outcome 1.1: Technologies and innovative solutions piloted or deployed to reduce climate-related risks and/or enhance resilience	Outcome 2: EbA technologies and climate-resilient land management techniques transferred to coastal communities in Angola to reduce their vulnerability to droughts, rainfall variability, and extreme events
Outcome 2.1: Strengthened cross-sectoral mechanisms to mainstream climate adaptation and resilience	Outcome 3: Increased inter-ministerial coordination and institutional capacity to adapt to climate change in Angola
Outcome 3.1: Climate-resilient planning enabled by stronger climate information decision-support services, and other relevant analysis	Outcomes 1 and 3
Outcome 3.2: Institutional and human capacities strengthened to identify and implement adaptation measures	Outcome 1: Strengthened technical capacity of government staff at local and national level to analyze, predict and respond to climate change effects, access policy-relevant data and deliver relevant information to coastal communities

3.1.1 To what extent is the project aligned with global priorities?

Level of alignment between the project and SDGs

The project contributes towards the Sustainable Development Goals (SDGs), especially SDG 11[10] on sustainable cities and communities, SDG 13[11] on climate action, SDG 14[12] on conservation and sustainable use of the oceans, seas and marine resources and SDG 15[13] on conservation and sustainable use of terrestrial ecosystems and more indirectly to SDGs 1 and 2 on poverty and hunger eradication, by improving livelihood and food security in coastal intervention sites through EbA interventions.

[9] Which are: 1) Reduce vulnerability and increase resilience through innovation and technology transfer for climate change adaptation; 2) Mainstream climate change adaptation and resilience for systemic impact; 3) foster enabling conditions for effective and integrated climate change adaptation.
[10] Specifically to target 11.b.
[11] Specifically to targets 13.1, 13.3 and 13.b.
[12] Specifically to target 14.2.
[13] Specifically to target 15.3.

Level of alignment between the project and the Paris Agreement

The project is fully in line with the adaptation component of Angola's Nationally Determined Contribution (NDC), which describes the country's commitments in the global fight against climate change and more specifically its intended contribution to the Paris Agreement. The project makes progress on adaptation on all the intervention areas prioritized in the NDC, to a greater extent in i) coastal zone, ii) agriculture and iii) land-use, forests, ecosystems and biodiversity, and to lesser extent in iv) water resources and v) health. The project is even mentioned in the list of the ongoing projects that contribute to the country's effort to adapt to the impacts of climate change. Interviews suggest that the project will be even more aligned with the revised NDC for the period 2020-2025, which will have a stronger adaptaiton component, partly thanks to information generated by this project.

3.1.2 To what extent has the project applied the UN Human rights based approach (HRBA) and the UN Declaration on the rights of Indigenous People (UNDRIP)?

Although some groups of people can be considered indigenous in Angola, they are not necessarily present in the coastal regions, which concentrate the highest population density and economic activity. In this sense, while the UN Human rights-based approach (HRBA) is definitely relevant for this project, the UN Declaration on the rights of Indigenous People (UNDRIP) is not particularly relevant in this case.

According to the environmental and social safeguards checklist completed at the project design stage, all project interventions had been developed in accordance with internationally proclaimed human rights, including indigenous people rights, and in conformity with UN guidelines, namely the UN Human rights based approach (HRBA) and the UN Declaration on the rights of Indigenous People (UNDRIP). It is also reported that all activities were developed together with various stakeholders to ensure that no rights or laws had been infringed by the proposed activities.

During implementation, work at the national level has been conducted in conformity with UN HRBA. Component 4 on public awareness raising about climate change impacts and adaptation is designed to integrate all relevant coastal groups, in conformity with this UN guidelines. It is still too early to assess the respect of human rights in the implementation of the two components managed by UNEP, since field activities have not started yet. UNEP will need to pay particular attention to that aspect in the deployment of activities, both in the realization of the CVAs and the identification and implementation of climate-resilient and EbA interventions in the targeted sites[14].

[14] This will be analysed in 2021.

3.1.3 To what extent have the project design, implementation and monitoring taken into account gender inequalities and differentiation?

The project was designed in 2014/2015, before UNEP's policy and strategy for gender equality and the environment was approved in 2015, and before the GEF gender equality policy was revised in 2018 – in 2015 GEF required a gender analysis, but not the completion of a specific gender action plan, which became a GEF requirement only in 2018. Although the requirements related to these policies were not yet set, project design complied with them.

At the design stage, the two project documents developed by UNEP and UNDP integrated a brief analysis on the differentiated vulnerability to the impacts of climate change between women and men in Angola, more specifically in coastal areas, based on the different roles and responsibilities they play in society and economic activities. If the analysis could have been further developed, it however made it possible to identify points of vigilance and initial types of action to be put in place to address this differentiated vulnerability. The project documents also specify the general gender approach of the project and how the different components plan to take these aspects into account, defining gender-sensitive measures, in particular regarding training and awareness raising. Moreover, the project results framework includes some gender-disaggregated indicators, especially for training activities, although there was room for improvement on this.

Regarding implementation, gender issues seem to be fairly well integrated into the project activities under the various components. Gender aspects have been considered in the climate change impact studies in strategic sectors and the initial coastal adaptation strategy. There is an intention to also considered gender aspects in the development of the policy briefs under component 3 and in the choice and development of communication channels and materials planned under component 4 for the outreach activities, in order to ensure similar access to information between women and men.

As for components 1 and 2, it is still too early to assess the integration of gender-sensitive measures, since activities on the ground have not been defined yet. However, in its last Project Implementation Review (PIR), based on the information provided by the PMU, which was involved in the mission, UNEP indicates that the consultative process led at the community level in the first targeted sites for the Climate Vulnerability Assessments (CVAs) has ensured the balanced participation of women and men (CVAs have been conducted in two provinces for the moment). It can also be pointed out that the terms of reference for the CVA consultancy mention that gender aspects should be captured and integrated to the different outputs expected and that special attention should be given to women participation and engagement during the whole process. The CVA consultancy will also realise the baseline study of the project and is expected to review the project monitoring indicators and make them more gender-responsive. The effective consideration of gender aspects in the implementation of field activities will be analysed in more detail in a second phase of the MTR.

3.1.4 To what extent is the project responding to the national and sub-national environmental needs and priorities? (To what extent is the problem addressed by the project relevant to its context?)

Level of alignment between the project and national needs and priorities, as highlighted in national development plans, poverty reduction strategies, climate change strategies and other environmental agreements

Half of the Angolan population and key economic activities are concentrated along the coast, which is vulnerable to slow on set climate changes and related changes, particularly sea level rise, as well as to extreme climate events, mainly droughts but also heavy rains and storm surges. According to Angola's National Adaptation Programme of Action (NAPA) of 2011, projected climate change in coastal zones, including sea level rise and increases in the frequency and severity of both flood and drought events, is likely to affect the living conditions of coastal communities and to have negative effects on the main socio-economic sectors, including infrastructure, housing, agriculture, fisheries, tourism and human health, among others.

Adaptation to climate change is therefore a priority at the national level, to ensure the sustainability of development gains. The project, which aims to better prevent and limit the negative impacts of climate risks on coastal economic sectors and to improve coastal communities' livelihoods, is thus well aligned with a wide range of national policies, strategies and legislation on development and environmental management, among which: i) Angola 2025: Long Term Development Strategy (2007); ii) the National Development Plan 2013–2017 and iii) Angola's Development Programme for 2012–2017.

The project was more specifically developed in alignment with Angola's NAPA to support its implementation, as highlighted in the project documents. It meets at least 4 of the 15 adaptation priorities identified in the NAPA:

- priority 2: promote sustainable land management (SLM) for increased agricultural yields (corresponding to project's output 2.2)
- priority 6: revise sectoral laws for proactive adaptation (corresponding to project's outcome 3 and more specifically to the output 3.2)
- priority 7: create an EWS for flooding and storms (corresponding to project's outcome 1 and more specifically to the output 1.2)
- priority 8: national institutional mechanism for adaptation planning and mainstreaming (corresponding to project's outcome 3, and more specifically to the output 3.1).

As noted above, the project is also in line with the country's NDC. Even though the project was designed well before, it is worth noting that it is also consistent with the National Strategy for Climate Change 2018-2030, which includes the protection of coastal areas as a key priority. The objectives set for 2025 in this sector include setting up a coastal monitoring system, carrying out vulnerability studies in the coastal provinces, and conducting awareness campaigns on the risk of sea level rise, which are fully consistent with the project activities.

The National Strategy for Climate Change is under revision at the time of writing. The revision includes strengthening the adaptiaton component and adjusting the time horizon to 2020-2035. A key factor contributing to this high level of alignment was the close involvement of relevant stakeholders, especially the director of the DNAAC, during project design, which made it easier to identify gaps and needs on climate change adaptation, and respond to them, for instance in terms of guidelines and training for the development of CVAs, and the establishment of an EWS. The project is also aligned with sectoral strategies. For instance, it is in tune with the National Water Plan of 2018 that prioritized the development of EWS.

Level of alignment between the project and local needs and priorities, as highlighted in sub-national development plans, poverty reduction strategies, climate change strategies and other environmental agreements

Available information suggests that the project is in general terms aligned with local needs and priorities. The four target provinces were selected based on a robust analysis taken into account the information available during project design. This considered the level of vulnerability to climate change, as well as the level of community vulnerability (poverty, access to basic services…).

Available analyses, including the project document, show that coastal communities in Chiloango (Cabinda), Benguela (Bengo), Longa (Kwanza Sul) and Bero (Namibe) depend strongly on activities underpinned by ecosystem services for their livelihoods (artisanal fishing, subsistence agriculture). However, ongoing environmental degradation, exacerbated by the negative effects of climate change, is reducing the capacity of coastal ecosystems to provide these services and consequently threatens the livelihoods of these coastal communities. Environmental degradation is mainly being caused by: i) destruction of natural ecosystems as urban centres expand; ii) poor land uses practices resulting in overgrazing and erosion; iii) degradation of forest and woodland for fuelwood and charcoal production resulting in increased erosion and decreased water supply; and iv) pollution from nearby settlements. Moreover, ongoing poverty, low levels of education, a lack of alternative livelihood options and the lack of integration of climate change adaptation into coastal development plans limit the local adaptive capacity of these communities. The project activities mentioned in the project document address most of these issues. Indeed, as noted below, these activities were identified with various stakeholders, including provincial authorities.

The project is following a sound process to ensure that project activities are fully aligned with local priorities and needs. Under component 3, the project has conducted national and sectoral climate vulnerability assessments that provide useful inputs. More importantly, under component 1, the project is currently developing provincial and site-specific CVAs, which will inform the development of site-specific intervention plans to be implemented under component 2. While the specific alignment between project activities and site-specific interventions can thus not be assessed in detail at this stage, the process suggests this will likely be high.

It is worth noting that each province and municipality needs do elaborate a development plan and land-use plan, in the framework of the decentralization process in Angola. The Programa Integrado de Intervenção Municipal (PIIM) is supporting municipalities to develop the former. Not all target provinces and municipalities have a development and a land-use plan yet. Interviews suggest Benguela already has a development plan and all municipalities in the province have a land use plan, and Cabinda and Namibe are developing their development plans. Project interventions should ensure consistency with the provincial and municipal development and land-use plans, if any. Provincial CVAs seem to be reviewing provincial development and investment plans.

Level of complementarity between the project and other existing initiatives

At the design stage, the project documents exhaustively identified the list of ongoing national and donor-funded projects on climate change adaptation and/or ecosystem restoration with which the project could develop complementarities and synergies, in order to avoid duplication of efforts and to share lessons learned.

Given the delays experienced by the project between its design and the start of activities, some of the complementary projects identified in the project documents were no longer active when the project started. However, the project is being implemented in a complementary manner with other initiatives, most notably with another LDCF-funded UNDP-implemented project entitled “Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angola’s Cuvelai river basin” (2015–2019), now extended to August 2021. The Cuvelai project aims to enhance the capacity of hydro-meteorological services and networks to predict climatic events and associated risks and to develop a more effective and targeted delivery of climate information including flood and drought early warnings in the Cuvelai River Basin, through technology transfer and capacity building of national hydro-meteorological services and communities in Cunene province. While there is no spatial overlap between the two projects, the logic of intervention is partially similar (the Coastal project is more comprehensive, but the EWS component is very similar). It was intended that both projects would be implemented simultaneously when they were designed. This has not been possible in the end because of the Coastal project delays. This has allowed the Coastal adaptation project to benefit from the lessons learned of the Cuvelai project. Lessons learned have been integrated into the design of the Coastal adaptation project and used on EWS equipment processes and procurement. The project is also benefiting from trainings organized by the Cuvalai project.

The project is also complementary to a national project led by INAMET on EWS, which aims to install weather stations along the entire coast, including the targeted provinces of the Coastal adaptation project, and to improve climate modelling. INAMET, which is providing cofinancing to the Coastal adaptation project, will benefit from the climate data generated by the project.

Finally, there are important complementarities with a project currently being developed by UNEP. This UN agency is supporting the Government of Angola (GoA) develop a Green Climate Fund (GCF) proposal on the National Adaptation Plan (NAP) process in Angola. The NAP proposal is still in draft form, its two main outcomes being the development of climate risk assessment tools and capacity building of both national and local authorities to mainstream climate change adaptation into planning, decision-making and budgeting processes. The NAP proposal is building on the lessons of the Coastal adaptation project, and will address some of the aspects not covered by it.

3.2 Quality of project design

3.2.1 How effective is the selected strategy to achieve intended results?

Level of coherence between objective, outcomes, outputs and activities

Overall, the objective, outcomes and outputs of the project are consistent. Outputs contribute to achieve outcomes, and these contribute to achieve the objective. Overall, the project design complements well national and local level activities, and types of activities, integrating capacity building, interventions on the ground and knowledge generation and dissemination.

There are however some important shortcomings in terms of sectors, locations and stakeholders. Regarding the sectors, the project document focuses on six sectors: agriculture and livestock, fisheries and aquaculture, water and sanitation, energy, transport and tourism. All of them are relevant. Nevertheless, although the project comprises the development of a coastal zone adaptation plan, which is very positive, little attention is paid to cross-sectoral planning, such as land use planning, which is critical in climate change adaptation. Some important sectors, such as housing or industry and services sectors, are also not well covered. Outputs 1.1, 3.1 and 3.2 would be stronger including these cross-sectoral and sectoral processes and players. The Theory of Change (ToC) of the project shows this. According to the ToC, poor land and urban planning are drivers of ecosystem degradation, and there is a risk that the ecosystem restoration actions will not be effective if uncontrolled settlements and/or large-scale infrastructure development takes place. Indeed, one of the solutions in the ToC is that land use and urban planning takes climate change into account. This is however not prominent in the outcomes, outputs and activities included in the project document. As discussed in more detail later on, stakeholders on land use planning have not been sufficiently engaged.

Regarding locations, the project combines national level actions with on the field pilot activities. The four pilot actions undertaken in outputs 1.2, 2.1, 2.2 and 2.3 prioritise rural and peri-urban areas. This is partly explained because when this project was being designed the GoA and UNEP had the idea of developing a specific LDCF proposal on EbA in urban areas. For a project that is pilot in nature, that is, that seeks to improve the knowledge and the practice and

draw lessons to scale up interventions, this is an important limitation in a geographic area (i.e. coastal areas) where a significant percentage of the population lives in urban areas, and when these areas are very vulnerable, as demonstrated in the CVAs on sectors related to the built environment (i.e. water and sanitation, energy and transport).

It is worth highlighting that while rural areas were prioritized, the nature of the project sites is complex. As of November 2020 two of the four sites have been confirmed. CVA have been conducted in two of them. One site (the site in Benguela province) is rural in nature and is not close to densely populated areas. The other site (in Namibe province) is a peri-urban site and is close to a densely populated area. The site in Cabinda province has been pre-identified (it is rural area, not close to densely populated areas), but not confirmed. The site in Kwanza Sul province has not yet been defined. The project is considering two options, both close to cities (Porto Amboim or Sumbe - the second is larger, more densely populated and with more degraded ecosystems).

It would be important to choose an urban site, either in Kwanza Sul and/or Cabinda. This is particularly relevant as the urban EbA LDCF project will not move forward, as Angola's LDCF envelop has already been assigned[15] and Angola will graduate to middle income status in 2021. While some elements of the urban EbA LDCF proposal will be included into the NAP GCF proposal, it would be good that this pilot coastal adaptation project tests the EbA approach in an urban area. The intervention plans yet to be developed should factor in the differences in the nature of the sites. This would be good not only for Angola, but also for UNEP, which has regional urban EbA projects both in Latin America and the Caribbean and Asia, but not in Africa, where its implementing relevant urban EbA initiatives in Mozambique and Rwanda.

Moreover, coastal adaptation, particularly through EbA approaches, requires a broad ecosystem approach, covering the links between marine ecosystems (e.g. coral reefs and sea pastures), coastal ecosystems (e.g. wetlands) and further in-land ecosystems (upstream basins). This project mostly focuses on a narrow fringe of coastal ecosystems, overlooking the importance of the links with marine ecosystems and upstream basins. Although interviews suggest the limited geographical scope of the project in terms of coastal areas will be expanded, considering a broader fringe of coastal ecosystems, which is very positive, the consideration of other ecosystems and the links with them seems limited. Indeed, the sustainability strategy only considers sharing management plans with upstream water users in agriculture and petroleum sectors as a way to educate them, which could not be enough.

Some of these elements are explained by the availability of funds. Given available financial resources, the project necessarily has a limited scope in terms of number and extension of sites. During project design, working in 4 sites was considered a good compromise given that

[15] A project identification form was developed. The idea was to provide information, strengthen the capacity of municipalities and work in 3 or 4 cities. However, the Government of Angola decided in the end to use the remaining LDCF funds on a biodiversity project.

Angola has seven coastal provinces and there are diverse microclimates in the coastal zone (seven sites were initially considered). While there are good reasons to select diverse microclimates, the number of sites could have perhaps been reduced further to increase the area covered in each site, further integrating marine, coastal and terrestrial resources. This is an important lesson learned from coastal EbA projects in other countries. The point about urban areas does not refer to the number of sites, but to their nature.

Stakeholders are discussed in sections 3.2.3 and 3.4.4. below.

The ProDoc included a ToC, which presented a general problem tree and general solution tree, as well as diagrams for each of the four outcomes. The general diagrams use different colours, but it is unclear what they represent, for instance, whether any of them corresponds to the assumptions. The diagrams at outcome level explicitly detail the assumptions, but it is again unclear what represents what, as it is unclear what are the barriers and what the solutions. In this sense, the ProDoc did not include a solid ToC[16].

During implementation the shortcoming regarding sectors has been partially addressed. The CVA conducted at the national level and the policy briefs under development consider eight sectors, adding urbanization, building construction and health to the 6 sectors mentioned in the ProDoc. Moreover, as of of November 2020, production, transformation and services are being considered in agriculture and livestock, fisheries and aquaculture, and cross-cutting themes, such as integrated water and land use planning, are covered, although with limitations, as discussed in more detail below. Furthermore, the CVA work at provincial and local levels is cross-sectoral.

Extent to which selected methods of delivery are appropriate to the development context

The delivery methods, in terms of institutional arrangements, selected in the project document are not appropriate considering the delivery capacity of implementing and executing agencies. As noted, the project document distinguishes between outcomes 1 and 2 and 3 and 4. Outcomes 1 and 2 are implemented by UNEP and executed by the GoA, more specifically by MCTA. In practice, this means that GoA would be responsible for procurement of all goods and services related to these two components, including payments, while UNEP would provide oversight and support, but would not be the day-to-day responsible for procurement. Outcomes 3 and 4 are implemented by UNDP and executed by the GoA, and more specifically by MTCA, under the National Implementation Modality (NIM). MCTA is responsible for procurements and contracting while UNDP CO provides oversight and makes direct payments, especially where these have to be made in foreign currency.

[16] The inception report of this MTR provides a reconstructed ToC.

Implementation has proved this delivery structure to be ineffective given the delivery capacities of GoA/MCTA. It is important to note that this is partly explained by a change in context between project design and project approval. At project design, the GoA could procure goods and services to be paid in international currency (other than the national currency, Kwanza). This was no longer possible by the time the project got approved and was ready to start implementation. The Angolan economy was (and still is, although less so) very dependent on oil export and oil prices had fallen dramatically, leading to a severe devaluation of Kwanza. By the time the project got approved and was ready to start implementation, procurement of goods and services involving payments in currencies other than Kwanza had to be made by UNEP. This UN organization does not have light procurement processes, as the model is not to run direct procurement, but to provide support and oversight while building national capacities on project management and climate change adaptation, while national institutions execute. As a result of this, many goods and services had to be procured by UNEP. The procurement of a firm to conduct the provincial and site-specific CVAs took about a year. UNEP does not get any resources from the project to cover procurement processes. The budget allocated for the CTA to provide support to the PMU was limited in project design.

As mentioned, this situation cannot be fully attributed to a shortcoming in project design. During project design, stakeholders that developed the project document could not predict a drop in oil prices. The project document considered the high dependence on oil prices and recognized that it could result in national financial instability. The analysis of the impact of this risk considered that this could result in cuttings in national budget which would in turn undermine climate integration into national budgets. However, the project document did not realize that this could affect the capacity of the government to procure goods and services for the project and did not identify a management strategy, for instance transferring procurement of certain goods and services of components 1 and 2 to UNDP or to the United Nations Office for Project Services (UNOPS), which although time-consuming seem to be faster. This was considered during implementation (e.g. the CTA has been recruited and contracted by UNOPS), but could have been foreseen and agreed on during design as a risk management strategy.

The delivery structure is related to the sequence of activities. Outcomes 3 and 4, but especially outcome 4, are expected to build on outcomes 1 and 2. However, the delivery capacities of the institutional structures in charge of delivering the different outcomes in this project resulted in a more effective delivery in outcomes 3 and 4 than in outcomes 1 and 2. In outcome 2, the nature of the component is also an important factor -UNDP faced challenges in the implementation of the EWS of another project in Angola. IAs explained in detail below, delivery of outcomes 3 and 4 will likely be completed two years before outcomes 1 and 2, therefore breaking the planned sequence of activities. As discussed below, this has affected the effectiveness and efficiency of the project as whole, including UNDP components.

It is important to point out that the delivery structure was already defined in the Project Identification Form (PIF), so this shortcoming goes back a long time, well before the

development of the project documents. However, as noted, this issue should have been raised and managed during the development of the project document.

It is important to stress that this analysis refers to the effectiveness of the delivery methods during the implementation of the project. In the long term, beyond the project lifespan, procurement by the GoA/MCTA helps build its capacity, and is more appropriate to the development context. While in some LDCs direct implementation arrangements work very well and ensure both a strong ownership and a good delivery rate, in LDCs there is often a trade-off between the short and long term at this regard.

Beyond the issues of delivery capacity during project implementation, the distribution of components between UNDP and UNEP overall makes sense. Both UNDP and UNEP have extensive experience in the project tasks, so the distribution is more a matter of choice from the government. Given UNDP's experience in the country on EWS through the Cuvelai project, it may have made more sense for UNDP to implement output 1.2. In all components, GoA/MCTA has a key role in project delivery in terms of decision-making, as all procurement processes (ToRs, selection of suppliers and contracts), deliverables and payments have to be approved by GoA/MCTA. This a good practice, an obligation rather than a choice, and appropriate to the development context. That being said, slow decision-making at GoA/MCTA has resulted in important delays. Despite this, project design was right at recognizing GoA/MCTA's ownership of the project.

Evidence of planning documents utilizing lessons learned/ recommendations from previous projects as input to planning/strategy process

The project documents mention that the project is informed by lessons from the Cuvelai project and that it would be informed by lessons from two projects: the regional project "Building Capacity for Coastal Ecosystem-based Adaptation in Small Island Developing States (SIDS)", implemented by UNEP and funded by the European Commission from 2014 to 2016, and the national project "Land Rehabilitation and Rangelands Management in Smallholders Agro-pastoral Production Systems in South Western Angola" implemented by the Food and Agricultural Organization of the United Nations (FAO) and funded by LDCF from 2014 to 2018. However, the project document does not indicate what the lessons from these projects are and how exactly they inform the design of this project. Interviews suggest that lessons from other projects were considered during project design, in particular from a UNDP 2005-2007 project on the strengthening of the hydrometeorological network.

During implementation, as mentioned, the project has used lessons from the Cuvelai project implemented by UNDP, regarding institutional capacity building, EWS and the inclusion of the health sector. As noted, the Cuvelai and Coastal areas project were supposed to run in parallel, but implementation of the former is much more advanced -it will be completed by August 2021, while the coastal areas project may require an extension up to 2024. However, some important lessons, such as having provincial project coordinators hired by the project, are not being considered, mostly due to the financial implications.

In a more general way, the project is also using lessons from other UNEP projects, particularly those implemented on Lusophone countries (i.e. Mozambique and Sao Tome and Principe) and on EbA. UNEP convenes webinars every quarter around one theme and organizes a 3-day exchange exercise with project coordinators (e.g. Carla Silva) every 2 years to discuss technical matters regarding adaptation and project management. Moreover, UNEP is currently conducting a meta-analysis of the MTR and terminal evaluations of projects implemented by them in order to draw conclusions and recommendations, which could inform the implementation of this project, particularly if it is extended 3 years.

Extent to which the project goes beyond the business as usual development approach to embrace a strong adaptation rationale and if not why.

The project embraces a strong climate change rationale. In this sense, while some project activities may be similar to those in regular development projects, the entry point of the project is climate risk and vulnerability and climate change adaptation, with a clear rationale in this regard. This is the case for capacity building, knowledge management, EWS and EbA activities.

The project document is based on a sound analysis of current and future climate change threats and impacts, based on the existing documentation when it was developed, most importantly the NAPA. Based on this analysis, the project document addresses the root causes of vulnerability, although, as discussed above, there are important shortcomings in terms of sectors and sites.

During implementation, the project has generated significant scientific information and knowledge on current and future climate threats and impacts and the vulnerability of Angola to them at the national, sectoral, provincial and site-specific levels. The CVA work at the national and sectoral level has been completed. Findings will be disseminated through policy briefs, radio programs, workshops or other events and will inform the development of a national coastal adaptation plan, which will fully and systematically integrate climate change adaptation, addressing the root causes of vulnerability, hopefully overcoming the shortcomings mentioned above in terms of sectors and sites.

CVA work at provincial and site-specific level is on-going. This work will inform the site-specific intervention plans. In principle, although it is too early to confirm this, these plans will fully and systematically integrate climate change adaptation, addressing the root causes of vulnerability hopefully overcoming the shortcomings mentioned above in terms of sectors. This will be assessed in 2021.

For the interventions on the ground the rationale is that not just of an adaptation project, but of an EbA project, in the sense that the project considers an impact chain that analyses first order impacts on ecosystem and then second order impacts on socio-economic conditions,

and addresses socio-economic vulnerability to climate change by restoring ecosystem services and building adaptive capacity.

3.2.2 Were perspectives from all relevant stakeholders taken into account during project design?

The project document (e.g. section 2.5 and Annex 16 of the UNEP project document) shows that extensive consultations were carried out during project design. Consultations included an inception workshop, meetings and remote interviews with international, national and local level stakeholders, and a validation workshop. Interviews suggest that the Ministry of Environment was very involved and that the project built closely on INAMET's and INRH's needs.

The project document (i.e. section 6) planned a highly participatory approach to project implementation. It planned active collaboration with government institutions, community cooperatives, NGOs, academia and the private sector. Considered government institutions included CIBAC, DNACC within the MCTA, INAMET, INRH, Civil Protection Services and Fire Brigade (CNPCB by its initials in Portuguese), MINAGRIP, the Institute of Agricultural Development (IDA by its initials in Portuguese), MINEA, the Ministry of Transport (MINTRANS by its initials in Portuguese), as well as the Ministry of Ministry of Natural Resources, Petroleum and Gas (MIREMPET by its initials in Portuguese – former Ministry of Petroleum (MINPET)) and the Ministry of Social Action, Family and Women's Protection (MASFAMU). Such an approach to stakeholder integration would not only help integrate local and traditional knowledge in the activities, but would also help establish ownership and foster long-term sustainability.

While the stakeholder participation plan is quite comprehensive, some important stakeholders were not considered in the ProDoc. To begin with the Ministry of Economy and Planning and the Ministry of Spatial Planning and Housing were not considered relevant players, despite their crucial roles in coordinating sectoral planning and the vulnerability of housing in coastal areas. Similarly, the health sector was overlooked, when climate change has important impacts on human health. In addition, the municipal level was not considered, in part because of the mostly rural focus of the project sites and in part because the decentralization process in the country was not yet strong.

Moreover, the approach to the private sector was narrow. The private sector is mentioned in outputs 2.4 and 4.1. In particular, the project document refers to petroleum and mining companies and corporate social investment (CSIs) within them. When it comes to dissemination, the project refers exclusively to petroleum related forums. This is too narrow. The project should have considered also companies in the housing, industry and services sectors, as well as the 6 initial sectors targeted by the project. This is important for outputs 2.4, 1.1, 3.1, 3.2 and 4.1.

These omissions are partly explained by the context. In 2014 and 2015, when the project was designed, some of the institutions mentioned above were not considered key players in the climate change arena. While this can be true for health and perhaps housing and the municipal level, economic planning and spatial planning should have definitely been included, as basic cross-sectoral tools. Regarding the private sector, it is important to recognize that oil was the main economic sector when the project was designed, particularly in the coast, where oil companies were making significant corporate social responsibility investments. In this sense, the project document reflects the economic environment of the country at that time. The economy has changed since then. The oil industry is still very prominent, but other sectors are gaining visibility, including agriculture and tourism, and diversification of the economy has become a political objective.

3.2.3 How clear, practical and feasible are project's outcomes and objectives? How realistic are the targets and timeframes?

The project's objective and outcomes and the corresponding targets are feasible and realistic within the budget of the project. While feasible, the project's objective and outcomes and the corresponding targets are tight within the timeframe of the project (4 years). The timeframe is tight for a project that needs the ownership of an LDC country, which has limited institutional capacity, including slow decision-making and procurement processes. The timeframe is particularly tight if external shocks affect the project, such as changes in the procurement capacity of the country (i.e. not being able to procure goods and services to be paid in international currency due to a drop in oil prices), institutional restructuring and/or global pandemics (i.e. COVID-19). Note that this refers to the implementation of activities, and not to the expected results, particularly regarding public awareness and rehabilitation of ecosystems, which are long term processes well beyond the lifespan of projects, even if more time than usual is allocated (e.g. for instance, 6 years). Anecdotal evidence suggests LDCF did not authorize projects longer than 4 years in 2015, assuming no-cost project extensions would need to be granted during implementation. Due to the factors mentioned above, and some inefficiencies on the part of implementing partners, no-cost project extensions are being or will be requested: 1 year for UNDP components and 3 years for UNEP components.

On the other hand, some of the targets could have been more ambitious, particularly regarding beneficiary populations and number of hectares covered. The understanding of a coastal area was very narrow, overlooking relevant contiguous areas. Interviews suggest targets on people and hectares under restoration will probably be increased.

3.2.4 How effective are the logframe's indicators, baselines and targets to measure effects from the project?

A project strategic results framework (SRF) is included in the project documents, and comprises the objective, outcomes, indicators, baselines, end-of-project targets and means of verifications. Mid-term targets were not established. The results framework has been used in

PIRs. The only change in 2019 consisted in changing the location of the indicator related to the establishment of an EWS (from Barra do Dande to Benguela). This was formally approved by the PSC in 2019. The reason for the change was that the government plans to develop a big infrastructure in Barra do Dande. Table 3 below shows the project-level objective and outcomes and the corresponding indicators, baselines and targets as defined per the 2019 results framework.

Overall the system of indicators, baselines and targets is inadequate to monitor progress towards the objective. The objective level indicator considers only the work on the ground, disregarding the national level work. Moreover, it is not specific enough, as it does not clarify how people on the four sites would be less vulnerable to climate change as result of the project. The indicator refers to beneficiaries, but it is unclear what the benefits of the project would be and how they would be measured.

The outcome level indicators are mostly output level indicators. While they are able to show whether most outputs have been achieved (some of them (e.g. output 2.4) are not reflected in the results framework), these indicators do not necessarily show whether outcomes are in the process of being achieved or have been achieved. Some indicators (1.3, 1.4, 2.4, 3.1, 3.2 and 4.1) are in this sense not very relevant. Moreover, some other indicators (1.1, 2.1 and to a lesser extent 3.1) are not specific enough, as they do not indicate how would capacity and the health of ecosystems be measured, what were the baseline levels and/or what is the target level. The results framework is not significantly gender-sensitive. Very few indicators are disaggregated by gender. Table 3 provides a detailed analysis of each indicator.

Table 3. Planned project's objective and outcomes and corresponding indicators, baselines and targets

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
Objective To reduce vulnerability to climate change of national government and coastal communities along the coast of Angola	1. Total number of direct beneficiaries (and % of which are women) of the project's EWS and EbA activities.	0	At least 2500 direct beneficiaries (50% of which are women), including: 750[17] beneficiaries of the EWS and 1800[18] beneficiaries of EbA and climate-resilient land management interventions.	The indicator is standard. It would be important to clarify what makes a person a beneficiary of the project in these locations. More specifically, it would be important to know which benefits would beneficiaries receive and how these would be measured. It is important to note that the indicator is not comprehensive, as it refers only to outputs 1.2 and 2.1-2.3, disregarding national level actions (outputs 1.1, 3.1, 3.2 and 4.1).

[17] There are 1540 people living in and around Benguela, the site of the EWS installation. It is assumed that at least half of this population will benefit from the EWS.
[18] There are a total of 3678 people living in the four project intervention sites. It is assumed that at least half of this population will benefit from the project's EbA and climate-resilient land management interventions.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
Outcome 1: Strengthened technical capacity of government staff at local and national level to analyse, predict and respond to climate change effects, access policy-relevant data and deliver relevant information to coastal communities (overseen by UNEP)	1.1[19] Number of relevant government staff within each targeted national and local institution (INAMET, local government at Chiloango, Benguela, Longa and Bero) with the technical capacity to analyse and respond to climate change effects.	Low. Few government technicians have the capacity to analyse climate change information and develop appropriate adaptation responses.	At least 15 relevant government staff within targeted institutions (3 within INAMET, 3 each within local government at Chiloango, Benguela, Longa and Bero) have the technical capacity to analyse and respond to climate change effects by the end of the project.	The indicator, the baseline and the target are not specific. It is unclear how technical capacity to analyse and respond to climate change effects will be measured, what was the baseline level and what is the target level by the end of the project. Baseline values were supposed to be quantified during the baseline assessment, but these are not included in the 2020 PIR. The target should also be quantified using a recognized methodology. The indicator should also clarify how capacity from these 5 institutions would be aggregated. In addition, the selection of national level institutions is not sound, overlooking other relevant national institutions.

[19] Indicators are not numbered in the project's results framework. They have been numbered here for ease of reference.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
	1.2 Number of detailed sectoral and localised climate change vulnerability assessments produced.	No climate change vulnerability assessment specific to Angola's coastal zone or coastal sectors have been completed. A biodiversity vulnerability assessment of Angola's coast has been produced. Climate change vulnerability assessments have been undertaken in major cities including Luanda and Benguela	At least 1 climate change vulnerability assessment for Angola's coastal zone completed and at least 4 detailed sectoral climate change vulnerability assessments (which may include the agricultural, fisheries, energy, water and tourism sectors) completed by the end of the project.	The indicator, baseline and target are mostly appropriate, although it would have been good to indicate which sectors would be the focus of the sectoral assessments.
	1.3 A flood early warning system operational at Benguela	There is presently one hydrometeorological station installed at each of the following watersheds: Cavaco; Catumbela and Coporolo, in the Province of Benguela. However, these stations are not fully functional and do not feed into an early warning system.	1 operational flood early warning system is established at Benguela by the end of the project, comprised of at least 5 weather stations and 4 hydrological monitoring stations.	The indicator, baseline and target are appropriate, although they are output level indicators rather than outcome level indicators.
	1.4 An early warning community response plan developed.	An early warning community response plan has been developed at Benguela	1 early warning community response plan has been developed by the end of the project.	The indicator, baseline and target are appropriate although they are output level indicators rather than outcome level indicators.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
Outcome 2: EbA technologies and climate-resilient land management techniques transferred to coastal communities in Angola to reduce their vulnerability to droughts, rainfall variability, and extreme events (overseen by UNEP)	2.1 Number of people (and % of women) at Chiloango, Benguela, Longa and Bero who have been trained and are practicing EbA interventions and climate-resilient land management	EbA interventions and climate-resilient land management have so far not been implemented in the target communities.	At least 500 people, 30% of which are women, at Chiloango, Benguela, Longa and Bero who have been trained in and are practicing EbA interventions and climate-resilient land management by the end of the project.	The indicator is relatively clear, assuming that it ultimately refers to number of people practicing EbA interventions (and not just trained). The target seems a bit low for a 4 year project, given that 3,678 people live in the four project intervention sites and 1,800 beneficiaries are targeted. The percentage of women seem also low.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
	2.2 Number of hectares of wetland rehabilitated using EbA interventions at Chiloango, Benguela, Longa and Bero	0 hectares of wetland have been restored. There are currently 400 hectares of degraded wetland in Chiloango, 10 hectares in Benguela, 41 hectares in Longa and 110 hectares in Bero	By the end of the project, at least 400 hectares of wetland rehabilitated using EbA interventions in Chiloango, at least 10 hectares of wetland rehabilitated in Benguela, at least 41 hectares of wetland rehabilitated in Longa and at least 110 hectares of wetland rehabilitated in Bero	The indicator is not very precise, as it does not indicate how rehabilitation will be measured, what was the baseline and what is the target. In this sense, it is not enough with indicating that wetlands were degraded and they will be rehabilitated. What does it mean that they were degraded (which indicators showed that)[20]? And what does it meant that they are rehabilitated (which indicators will show that)? On another hand, it is good that specific numbers of hectares are given. Interviews suggest these targets could have been more ambitious.

[20] Section 2.6 of the project document presents the baseline situation. Pages 32-34 describe the situation in the four project sites. Drivers of environmental degradation are mentioned, but the scale of degradation is not detailed. For example, information is not provided for indicators such as water quality (acidity (pH), colour, dissolved oxygen, turbidity (or suspended particles in the water), salinity), soil quality (e.g. salinity), tree density/forest cover, Normalized Vegetation Index, and Floristic and Faunistic Composition / Biodiversity. Information is not provided either for connected marine and in-land ecosystems.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
	2.3 Number of climate-resilient land management techniques adopted at Chiloango, Benguela, Longa and Bero	No climate-resilient land management techniques are being implemented at the project intervention sites	At least 3 climate-resilient land management techniques adopted per pilot site. This will include *inter alia*: i) climate-resilient agriculture crops and techniques; ii) waste management interventions to promote ecosystem and human health; and iii) subsistence hunting and harvesting practices to promote sustainable livelihoods under climate change	The indicator is not very precise. It is unclear who would adopt these techniques. It is understood that the target is that communities in each of the 4 pilot sites adopt at least 3 of the mentioned techniques. The indicator, baseline and target are consistent.
	2.4 Number of local community members (and % of women) trained on the implementation and maintenance of EbA interventions and climate-resilient land management	0 local community members from the project intervention sites have been trained on implementation and maintenance of EbA interventions and climate-resilient land management	At least 400 local community members (30% of which are women) trained on the implementation and maintenance of EbA interventions and climate-resilient land management by the end of the project.	The indicator is not relevant. The indicator should refer to changes in capacity, not people that have been trained. The target seems low.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
Outcome 3: Increased inter-ministerial coordination and institutional capacity to adapt to climate change in Angola	3.1 Degree to which institutional capacity and arrangements to lead, coordinate and support the integration of climate change into relevant policies and plans is strengthened – for CIBAC and the CIBAC secretariat assessment using the Adaptatiion Monitoring and Assessment Tool (AMAT) score criteria.	Current estimated level of overall institutional capacity is 4 (out of 10). CIBAC was established in 2012 to coordinate climate change at an inter-ministerial level. The committee is attended by Ministers of various climate-sensitive or relevant ministries and therefore includes some authority over sector-specific budget allocations. However, the Secretariat of CIBAC has not yet been properly constituted and does not have a clear mandate. The committee is therefore not functioning optimally and climate change adaptation has not been fully integrated into sectoral strategies and plans.	CIBAC and the Secretariat of CIBAC has progressed by at least 3 steps in their institutional capacity and arrangements score assessment framework by the end of the project.	The indicator, the baseline and the target are mostly adequate. It would be important to clarify whether the indicator refers to CIBAC, to its Secretariat or to both, and how scores would be combined. It would also be important to clarify whether the target is 7. In addition, as discussed below, the AMAT tool is unclear – it is unclear how institutional capacity was measured at inception and how it could be measured throughout implementation.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
	3.2 Number of proposed revisions to integrate climate change into existing policies/strategies/plans included on the agenda of CIBAC meetings.	0 proposed revisions to integrate climate change into existing policies/strategies/plans have been included on the agenda of CIBAC to date.	2 proposed revisions to integrate climate change into existing policies/strategies/plans included on the agenda of CIBAC meetings by the end of the project	The indicator is clear and specific, but not relevant. It would be important to assess not only whether proposed revisions were included on the agenda of CIBAC meetings, but whether the policies/strategies/plans were actually revised (the revisions were formally approved by government). Indeed, this should not be an assumption, as in the ToC, but something on which the project should actively work.
	3.3 A permanent secretariat of CIBAC established, with a clearly defined role/mandate.	The secretariat of CIBAC is currently convened on an *ad hoc* basis. The composition of members varies and it does not have a clearly defined mandate.	A permanent secretariat of the CIBAC is established with a clearly defined role/mandate by the end of the project.	It would be important to clarify what establishment means here: whether it refers to a document formally creating it or to a secretariat actually in place with the corresponding financial resources and clear responsibilities.
	3.4 Economic impacts of climate change on Angola's coastal zone assessed, disaggregated by sector.	0 economic assessments of climate change impacts on Angola's coastal zone have been conducted.	An assessment of the economic impacts of climate change, disaggregated by sector, on Angola's coastal zone produced by the end of the project.	It is assumed that the sectors considered are the 6 mentioned above. It would be good to clarify it. In any case, the indicator, baseline and target are appropriate.

Project objective and Outcomes	Description of indicator	Baseline level	End-of-project target	Comments
Outcome 4: Improved awareness about climate change impacts and adaptation among non-governmental stakeholders	4.1 Number of people (and % of women) who are informed about climate change impacts and adaptation through the project's awareness programme.	No awareness raising programme on climate change has been undertaken.	At least 1000 people (of which at least 50% are women) are informed about climate change and adaptation through the public awareness programme by the end of the project. This will include: 250 people from NGOs; 250 people from the private sector; 250 people from academia; and 250 people from CBOs	The indicator is not very precise and relevant: what does it mean that they were informed? What difference does it make? The indicator should focus on the actual impact: increased awareness. The project could have considered using surveys to measure changes in awareness.

3.2.5 Were appropriate measures taken during the inception phase to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation?

As noted, there were important shortcomings in project design regarding the delivery methods of the project. Changes in context between project design and approval made these shortcomings more prominent. In particular, by the inception phase, GoA/MCTA could no longer lead the procurement of goods and services to be paid in international currency. Under the new circumstances, UNEP would need to lead the procurement and management, including payment, of key goods and services, including the EWS equipment and the CVA. However, during the inception phase, the delivery capacity of GoA/MCTA, including decision-making processes, and of UNEP was not assessed. Challenges in this regard were not properly identified and appropriate management measures were not identified, discussed and implemented during the inception phase. The inception phase itself demonstrated the importance of this analytical, planning and management exercise. It took almost a year for the PMU to be appointed and attributed specific power and authority for project implementation. These measures could have been, for instance, more formal and regular exchanges with high-level officials to speed up decision-making at GoA/MCTA; establishment of very clear deadlines and actions; strategies to speed up procurement at UNEP; creating a lighter parallel government structure; transfer of delivery of some UNEP elements (e.g. EWS) to UNDP or UNOPS, or increasing the budget for the CTA to provide a more regular support, to name just some potential measures. The sequence of outcomes 1 and 2 and 3 and 4 could have also been revised strategically at this stage in view of the different delivery capacities. Some of these strategies were embraced later on during implementation, such as UNEP working with UNON in development of system contracts that would facilitate future recruitment of experts (the issue is that the signature of system contract itsefl was delayed), transferring procurement of the CTA and EWS equipment to UNOPS or establishing very clear deadlines and actions. Transferring procurement of the EWS equipment to UNDP was also considered, alhtough it was not approved by UNDP based on their experience with the Cuvalai procurement that witnessed considerable delays. Other UNEP projects in the country, such as the NAP project proposal, propose a more direct implementation from UNEP, which from design is in charge of procurement of big consultancies.

3.3 Effectiveness

3.3.1 Has the project been effective in achieving its expected objectives, outcomes and outputs?

This section assesses progress against end of project targets when 43 months of the planned 48 months have been completed (that is, when 90% of official implementation time has been

completed). In June 2020 the PSC requested a one-year extension for UNDP components and a three-year extension for UNEP components.

It is important to note that this assessment refers to progress in achieving targets, and is not an assessment of the performance of implementing and executing agencies. Barriers to implementation are discussed below – some of them are external shocks that are very difficult to manage for any organization. The performance of implementing and executing agencies is analysed in section 3.4.3.

The project's results framework does not include output level indicators. However, outcome level indicators are mostly output level indicators[21], although progress on all outputs (i.e. 2.4) is not reflected in the results framework. UNEP PIRs explicitly report on progress in the delivery of outputs, but this is not explicitly done in UNDP PIRs.

As of November 2020, this report only assesses progress regarding outcomes 3 and 4. Progress on outcomes 1 and 2 will be assessed in 2021.

Of the three outputs related to outcomes 3 and 4, progress has been satisfactory in two three outputs and unsatisfactory in one outputs. More specifically, progress has been highly satisfactory in output 3.2, satisfactory in output 3.1, and moderately unsatisfactory in output 4.1. Table 4 justifies these ratings.

The quality of the outputs delivered so far, basically the national and sectoral CVA and the technical support provided to CIBAC and DNACC, is good. They are relevant and technically robust.

The project's results framework includes 13 outcome level indicators – of these 5 are related to outcomes 3 and 4. Progress has been satisfactory in 4 indicators and unsatisfactory in 1 indicator related to outcomes 3 and 4. More specifically, progress has been highly satisfactory in two indicators (3.2 and 3.4), satisfactory in two indicators (3.1 and 3.3) and moderately unsatisfactory in one indicator (4.1). This assessment is based on assumptions, particularly on indicator 3.1, where the original assessment was quantitative and the most recent one is qualitative. Per outcome, progress has been satisfactory in outcome 3 and moderately unsatisfactory in outcome 4.

The project's results framework includes one objective level indicator. As noted in section 3.2.4, this indicator is inappropriate to measure progress in achieving the project objective. The indicator considers only the on the ground level work and disregards the national level

[21] The link is the following: output 1.1 can be linked to indicator 1.2 in the results framework; output 1.2 to indicators 1.1, 1.3 and 1.4; output 2.1 to indicator 2.2; output 2.2 to indicator 2.3; output 2.3 to indicators 2.1 and 2.4; output 3.1 to indicators 3.1 and 3.3; output 3.2 to indicators 3.2 and 3.4; and output 4.1 to indicator 4.1. Note that the correspondence of indicators 1.1 and 3.2 is not straightforward. Indicator 1.1. is broad, but reporting links it to training on meteorology. Indicator 3.2 could be linked to outputs 3.1 and 3.2.

work. Using the indicator in the project's result framework, progress in achieving the project objective is unsatisfactory (the target would unlikely be met by the end of the project), given that interventions on the ground have not yet started – indeed they have not been defined yet. If the national level work is considered, progress in achieving the project objective could be deemed moderately satisfactory (the objective would moderately likely be achieved), given the satisfactory progress on national and sectoral level CVA and technical support to CIBAC and DNAAC.

Table 4. Progress Towards Results Matrix (Achievement of Outcomes against End-of-Project Targets)

Project objective and Outcomes	Description of indicator	Baseline level	Progress as of September 30, 2020	End-of-project target (December 2020)	Rating	
					Justification	Rating
Objective To reduce vulnerability to climate change of national government and coastal communities along the coast of Angola	1. Total number of direct beneficiaries (and % of which are women) of the project's EWS and EbA activities.	0	0 While preliminary work has been done to identify the necessary EWS equipment and EbA interventions, these have yet to be implemented.	At least 2500 direct beneficiaries (50% of which are women), including: 750 beneficiaries of the EWS and 1800 beneficiaries of EbA and climate-resilient land management interventions.	Interventions on the ground have not started.	U

Outcome 3: Increased inter-ministerial coordination and institutional capacity to adapt to climate change in Angola	3.1 Degree to which institutional capacity and arrangements to lead, coordinate and support the integration of climate change into relevant policies and plans is strengthened – for CIBAC and the CIBAC secretariat assessment using the AMAT score criteria.	Current estimated level of overall institutional capacity is 4 (out of 10). CIBAC was established in 2012 to coordinate climate change at an inter-ministerial level. The committee is attended by Ministers of various climate-sensitive or relevant ministries and therefore includes some authority over sector-specific budget allocations. However, the Secretariat of CIBAC has not yet been properly constituted and does not have a clear mandate. The committee is therefore not functioning optimally and climate change adaptation has not been fully integrated	Progress towards this indicator has been good and it is on track; however, without adequate process implemented to measure the exact level of capacity improvements against the baseline. UNDP project team is working closely with the Ministry's climate change team (GABAC until beginning of April 2020, from 8 of June, National Directorate of Environment and Climate Action - DNAAC) and with UNEP colleagues on a weekly basis to strengthen its capacity to coordinate and implement GEF climate change projects and associated activities. Evidence of the strategic support that UNDP has been providing to GABAC on climate change policies include the following: 1) Elaboration of National Climate Change Strategy in 2017. (This activity was co-funded by UNDP and did not use GEF funds). The strategy was revised in 2019 and now is still pending overall approval from the National Assembly of Angola´s Government.	CIBAC and the Secretariat of CIBAC has progressed by at least 3 steps in their institutional capacity and arrangements score assessment framework by the end of the project.	The progress is very difficult to assess, as the indicator, the baseline and the target are quantitative, and use a complex and unclear methodology, and reporting is qualitative and not comprehensive. Moreover, reporting focuses on the activities carried out but not on their impact in terms of capacity. Available information suggests that there has been progress, but the end of the project target may not be that close. The institutional restructuring may negatively affect the achievement of the end of the project target.	S

		into sectoral strategies and plans.	2) Completion of the following studies: I) Studies of biophysical impacts of climate change in main socio-economic sectors; II) Studies of approximate economic evaluation of the impacts of climate change and cost-benefit analysis of the identified adaptation measures; III) online GIS prototype with information from these two studies. IV) Study of the integration of climate change adaptation interventions into national policies and budgets. Around 35 policy documents were analyzed to see if they include climate change, identify some vulnerabilities related to climate change, and identify adaptation measures. The study covered 12 sectors: agriculture, fisheries, transport, water, energy, urbanism, infrastructures, tourism, health, education, planning and economy. V) Development of Costal Adaptation Plan for Angola. The document is just pending the incorporation of information from		Overall, progress can be considered satisfactory.	

Project objective and Outcomes	Description of indicator	Baseline level	Progress as of September 30, 2020	End-of-project target (December 2020)	Rating	
					Justification	Rating
			the provinces and its overall validation to get finalized. The visibility of climate change adaptation in the ministry has clearly increased since the project start. On 26 March 2020 the government of Angola formally announced several changes in their structure, including the fusion of MINAMB with the Ministry of Culture and Ministry of Tourism, creating the new Ministry of Culture, Tourism and Environment (MCTA). Therefore, a new government structure is being set up since April and has not been yet finalized. Under the new Ministry, GABAC has been extinguished and a National Directory for Climate Action is been created. UNDP is still waiting to formally know the final Ministry structure and the personnel assigned to direct the project and mobilize the climate change agenda in the country.			

	3.2 Number of proposed revisions to integrate climate change into existing policies/strategies/plans included on the agenda of CIBAC meetings.	0 proposed revisions to integrate climate change into existing policies/strategies/plans have been included on the agenda of CIBAC to date.	3 revisions to integrate climate change into existing policies/strategies/plans have been discussed in CIBAC meetings: 1) Ratification of Paris Agreement; 2) the National Climate Change Strategy (ENAC 2019-2030); and 3) a Coastal Adaptation Strategy was drafted during the period. In the agenda of CIBAC meetings were discussed the importance of approving the National Climate Change Strategy (ENAC) to legally promote and support the integration of climate change into national development and sectoral policies in the country, it was also discussed the importance of ratifying the Paris Agreement and the preparation and submission of the revised INDC document (which currently ongoing under other GEF project). At CIBAC are also discussed the COP agendas and preparations to participate in the COP organized by the UNFCCC With the support of Get2C consultancy, as part of the development of a Coastal Adaptation Plan, 35 national and sectoral policy instruments (Laws, policies, strategies, programs, plans) have been revised to see if they integrate climate change considerations and adaptation measures.	2 proposed revisions to integrate climate change into existing policies/strategies/plans included on the agenda of CIBAC meetings by the end of the project	The target has been exceeded (3 revisions against 2). Note that attribution here is problematic: i) The organization of CIBAC meetings may also be the result of efforts different to the project; and ii) the Paris Agreement and the ENAC are not a result of the project. The Coastal Adaptation Strategy is a result of the project. Note as well that it is unclear whether the ratification of the Paris Agreement is a revision of existing policies.	HS

	3.3 A permanent secretariat of CIBAC established, with a clearly defined role/mandate.	The secretariat of CIBAC is currently convened on an *ad hoc* basis. The composition of members varies and it does not have a clearly defined mandate.	The climate change cabinet (GABAC, from 8 June 2020 DNAAC) has been effectively acting as permanent secretariat of CIBAC until end of March 2020, moment at which a major government restructuring took place merging the Ministry of Environment with the Ministry of Culture and the Ministry of Tourism. This restructuring is ongoing at present. The first week of June 2020, GABAC was replaced by the new National Directorate of Environment and Climate Action (DNAAC) which has assumed the role of GABAC within a wider mandate. The UNDP project team is working closely with the government climate change team (GABAC/DNAAC) and the national project coordinator on a weekly basis to strengthen its role and capacity to coordinate and implement projects on behalf of CIBAC. This support includes technical advice and quality assurance of work of consultants, strategic planning, facilitate administrative, procurement process to implement activities, assist in project reporting, monitoring and evaluation, financial management, etc.	A permanent secretariat of the CIBAC is established with a clearly defined role/mandate by the end of the project.	The CIBAC has had an effective secretariat until March 2020. The project contributed to this. It is not clear whether its role/mandate has been clearly defined. As of October 2020, it is unclear whether this secretariat will be permanent or will be acting effectively in a permanent way. There has not been a formal communication about it.	S

Project objective and Outcomes	Description of indicator	Baseline level	Progress as of September 30, 2020	End-of-project target (December 2020)	Rating	
					Justification	Rating
	3.4 Economic impacts of climate change on Angola's coastal zone assessed, disaggregated by sector.	0 economic assessments of climate change impacts on Angola's coastal zone have been conducted.	An assessment of the economic impacts of climate change on Angola's coastal zone has been completed. The assessment provide disaggregated information for 7 sectors: urbanization, building and construction; transport, water & sanitation, energy, agriculture & livestock, fisheries and aquaculture, tourism and health. The study also provides cost-benefit analysis of the identified adaptation measures.	An assessment of the economic impacts of climate change, disaggregated by sector, on Angola's coastal zone produced by the end of the project.	The end of the project target has been exceeded (assessing 7 sectors instead of 6).	HS

Project objective and Outcomes	Description of indicator	Baseline level	Progress as of September 30, 2020	End-of-project target (December 2020)	Rating	
					Justification	Rating
Outcome 4: Improved awareness about climate change impacts and adaptation among non-governmental stakeholders	4.1 Number of people (and % of women) who are informed about climate change impacts and adaptation through the project's awareness programme.	No awareness raising programme on climate change has been undertaken.	0. ZERO people were informed. The project seeks to raise awareness through provincial workshops, policy briefs, a video and a website. There has been progress in all fronts, although none of them have been completed. The project has prepared PPT presentations based on completed studies and dates for workshops had been fixed (May and June 2020). However, the Covid-19 global pandemic has impeded to conduct the events that were planned. A general policy brief has been completed. The sectoral policy briefs are under development. TOR for the development of a video documentary on climate change adaptation in the coast of Angola and a TOR for the development of a government website on climate change are developed and just wait new government approval to organize the public bidding process.	At least 1000 people (of which at least 50% are women) are informed about climate change and adaptation through the public awareness programme by the end of the project. This will include: 250 people from NGOs; 250 people from the private sector; 250 people from academia; and 250 people from CBOs	The project has made progress on strategies to raise awareness, although awareness raising activities have not been completed.	MU

3.3.2 Un-intended consequences

Some un-intended consequences have been identified. All of them are positive. The number of beneficiaries will increase as a result of the change of site from Barra do Dande to Benguela. The new site covers three river basins (Catumbela, Coporolo and Cavaco) instead of one and is more densely populated. The site was changed because the government developed plans for a big infrastructure in Barra do Dande.

In addition, the work on CVA has been expanded. It now covers four levels (i.e. national, sectoral, provincial and local) while in the project document it covered two levels (i.e. sectoral and local). The delay on output 1.1 meant that work on output 3.2 moved forward, freeing up some resources on output 1.1, which are being used to conduct CVA at provincial level. Likewise, the scope of the CVA guidelines has been expanded, covering now both national and sub-national levels, instead of just the national level.

Finally, procurement has resulted in engaging Brazilian and South African consultancy services. This raises the awareness of the opportunities for South-South cooperation.

3.3.3 What are the main barriers to address and the main opportunities to leverage based on current progress towards results[22]?

Progress in delivering outputs and towards achieving project outcomes and objective was negatively affected by substantial barriers. Since the very beginning and up to October 2020, decision-making has been slow in the GoA, within MCTA but also within other partners[23]. The approval of procurement (ToRs and contracts) and payments has often taken very long at the GoA. The establishment of the project management structure took almost a year and the hiring of the Chief Technical Advisor took 18 months. One of the main reasons for this is that the GoA is quite centralized and hierarchical, so decisions have to be made by high-level officials that are very busy and do not have much time. There is limited delegation and the project coordinator and the project assistant do not have autonomy to run smaller decisions.

Moreover, in 2020, the project has been negatively affected by a government restructuring. At the end of March the government formally announced several changes in its structure, including the fusion of MINAMB with the Ministry of Culture and the Ministry of Tourism, creating the new Ministry of Culture, Tourism and Environment (MCTA), with a new Minister in charge and other changes in functional roles. Under the new Ministry, GABAC was

[22] As of November 2020, this section focuses on barriers to progress on outcomes 3 and 4.
[23] Note that this does not refer to procurement itself, but rather to decision of government to move with procurement.

extinguished and a National Directory for Climate Action (DNAAC) was created, taken over its roles and mandate. This restructuration resulted in not having clear responsible for the approval of project ToR, payments and activities for some time. During this process, government procurement processes were also put on hold, and this negatively affected the procurement of necessary goods and services within the project. During this period the project account was not accessible and the salaries of project staff could not be paid.

As of October 2020, the restructuration is almost complete. The national project director and the provincial directors of environment have been reappointed. However, procedures still need to be defined, as it is still not completely clear who is authorised to sign what. DNACC's internal organigram has not yet been formally defined. For instance, as of October 2020, the required addenda to the contract with the consultancy firm in charge of completing the policy briefs has been waiting for approval since June compromising the delivery of the sector specific policy briefs. In principle, the restructuring should be complete by the end of 2020. Moreover, the minister has been replaced. It is still uncertain how this will affect the project but to date no changes have been noted.

In addition, in 2020 project performance has been affected by the COVID-19 pandemic, which has resulted in restrictions on national and international travel and social gathering. On 19th March Angola closed its aerial space and international borders and on 26 March declared the state of emergency. As a result of this, in the second and third quarters of 2020, planned data collection, outreach and awareness raising on the ground have been stopped. This has affected output 4.1. As of October 2020, the situation in Angola and globally has not significantly improved. In Angola the number of cases is low, but there are still severe travel and social gathering restrictions. These will likely remain for some time in Angola, although at the moment there is a process to start normal functioning. International travel will likely be postponed or cancelled.

Some of these aspects are external to some stakeholders. Slow decision-making at GoA and the institutional restructuring are external to UNDP and to certain extent to the PMU, but are not external to the GoA in general and MCTA in particular, especially the former (slow decision-making). The COVID-19 pandemic is external to GoA, MCTA, PMU and UNDP. Management responses are discussed below.

There are some important opportunities to leverage to improve progress towards achieving project objective and outcomes. While on the shorter term the government restructuration has affected and is affecting the project negatively, on the longer term it bears many opportunities for better policies and greater action in the environment and climate change field in Angola (and for synergies with culture and tourism policies). The revision of Angola's NDC and the National Climate Chante Strategy represents an opportunity to highlight the importance of coastal adaptation, commit to reduce the vulnerability of coastal areas and mobilize funding to support this, thus sustaining, scaling up and/or replicating the work undertaken by the project.

3.4 Efficiency[24]

3.4.1 Financial management

Is the rate of disbursement consistent with the work plan, the length of implementation to date and the outputs delivered?

As of October 2020, the project had spent USD 983,724. Total actual expenditure as of October 2020 represented 16 per cent of total GEF funding, when 90 per cent of the implementation time had been spent - the project had spent 43 months of the 48 moths of implementation time (for details kindly see tables 5 and 6).

It is important to distinguish between UNEP and UNDP components. As of October 2020, UNDP had spent USD 490,757, which represents 49% of its total project planned budget. In components 3 and 4, it had spent USD 474,257, that is, 48% of its planned budget for these components. Disbursement in component 3 had been above those in the project document (116%), while disbursement in outcome 4 had been low (18%), due to the pandemic and the government restructuring. Per year, financial performance improved gradually.

To what extent is the project leveraging its planned co-financing? (To what extent has the project been successful in building synergies with key stakeholders, in particular regarding co-financing?)

The evaluator has not had access to clear evidence on the amount of co-financing materialized. Some of the co-financing projects included in the project documents had already finalized by the time this project started. Available information suggests there has been in-kind co-financing, but this has not been properly quantified. UNDP has provided office space. The GoA, particularly DNACC, the target sectors, has provided co-financing in terms of human resources that have supported the development of studies and the dissemination of their results. The PMU has limited capacity to track and report actual co-financing, although UNEP and the CTA have provided support.

Does the project comply with financial reporting and/or auditing requirements/ schedule, including quality and timeliness of reports?

Available evidence suggests financial management and reporting of outcomes 3 and 4 implemented by UNDP has been adequate. Funds are managed directly by UNDP, with no disbursement to the GoA. However, interviews suggest that 13% of the salary of the project coordinator should be paid by UNDP, but this has not been disbursed since the beginning of the project. It is worth noting that the funds (USD 36,000) are available and untouched (budget

[24] As of November 2020, this report focuses on outcomes 3 and 4 implemented by UNDP.

lines 2 and 12 of the UNDP implemented components) and could have been disbursed anytime. However, this requires GoA to share the contract of the project coordinator with UNDP and request the payment, none of which has happened.

3.4.2 Cost-effectiveness

To what extent are the outputs being achieved in a cost-effective manner?

As of October 2020, Project Management Costs (PMC) (including M&E costs) amounted to USD 121,781, that is, 12% of the actual project implementation costs. This percentage is greater to the one planned in the project document (9%), but below the one planned in the budget revisions (15%). Importantly, it is above the ceiling currently set for this type of project by the GEF[25], which is 5%.

The main reason for this high PMC rate has been the limited spending in project activities. PMC are fixed costs that are paid regardless of the progress of the project. Office rent and salaries of the PMC are paid even if there is little progress on project implementation, for internal or external reasons. In this project delays in implementation of key activities have resulted in PMC representing most of expenditure. While this would improve once on the ground activities start, and spending on project activities becomes more dynamic, as the latest UNEP PIR indicates, the project will need to find ways to reduce PMC costs if the project is extended. As of October 2020, PMC represent 21% of the planned PMC for the whole implementation period. The PIR suggests for example that the GoA could provide co-finance or in-kind contributions to reduce PMC costs, in terms of staff salaries and/or office operating expenses - office rent is the single most important allocation of PMC costs.. In any case, it is likely that an unfunded/no-cost extension will further increase PMC and make it difficult for the project to be below the current GEF ceiling or even the rate planned in the project document.

Are the timing and sequence of activities contributing to or hindering efficiency?

As noted, the project has witnessed severe delays. The reasons are explained in section 3.3. In fact, UNDP has requested a one-year unfunded extension and UNEP is planning to request a 3-year no-cost extension.

As mentioned, the planned sequence of activities did not take into account the risks associated with the implementation modalities of UNDP and UNEP. Some of the potential risks have materialized. As a result of this, delivery of outcomes 1 and 2 has been slower than delivery of outcomes 3 and 4, when the project was planned the other way around. This has negatively affected and will negatively affect efficiency, as there will be some duplication, for example on

[25] The GEF management cost policy distinguishes projects by their size: it differentiates between projects less than or equal to and more than USD 2 m. For the GEF, in projects over USD 2 m, management costs should not exceed 5%; in medium-size projects, of less than or equal to USD 2 m, management costs may be higher than 5% but should not exceed 10%. GEF Guidelines on the project and program cycle policy. GEF/C.52/Inf.06/Rev.01 (2017).

public awareness. It would indeed be reasonable to have some duplication if the project is extented. For example, UN Enviornment may want to conduct some public awareness activities at the national level in 2023 when it has information from the field thus duplicating in a way the work done by UNDP in 2021 on public awareness at the national level. This is not about limited coordination at the moment, but the result of the delays and different delivery pace. Uneven delivery pace has also affected effectiveness, because public awareness activities under component 4 will be conducted without building on lessons learned from interventions on the ground under components 1 and 2.

The uneven implementation pace has also affected the timing of this MTR, which has been postponed to almost the end of the planned allocated time (over 95% of the time allocated to UNDP had been consumed – 90% for UNEP), mostly because of limited progress on components 1 and 2. This has in turn affected the request of project extensions, particularly for UNDP. UNDP requested a project extension in June 2020 (six month before the planned end of its components), but this was not granted because a MTR had not been completed. UNEP is responsible for procuring the MTR. UNEP and UNDP thought that UNDP could, as it is the case for UNEP, request an extension without the MTR if necessary. Once this was learned, UNEP procured the MTR, with an innovative process to fit the needs of both UNDP and UNEP.

On the other hand, delays have also resulted in increased efficiency in some aspects. In particular, the project will conduct CVA at four levels, when only two levels were initially planned with the same resources.

How is the project enhancing its cost- and time-effectiveness? Is efficiency likely to change before the end of the project?

The main strategy to enhance cost-effectiveness is the coordination between GoA, UNEP and UNDP. As noted, there have been synergies in training of meteorologists. Cost-effectiveness is likely to improve once activities on the ground start (PMC will represent a smaller percentage of the funding). Time-effectiveness will improve once the major contracts (i.e. EWS equipment and implementation of site-specific intervention plans) are signed. It will be important however to take time-effectiveness into account when selecting firms, choosing firms with solid track record of efficient delivery.

Table 5. Cumulative finance of the project[26]

	Cumulative (March 2017 - 30 September 2020)				
	Planned		Actual	Percentage	
	Prodoc	Revision		Over Prodoc	Over Rev
Outcome 1	1,580,000	845,500	168,369	11%	20%
Outcome 2	3,080,000	464,998	219,318	7%	47%
Outcome 3	326,268	563,805	379,930	116%	67%
Outcome 4	514,464	207,089	94,327	18%	46%
PMC	542,000	372,075	121,781	22%	33%
UNDP PMC	22,000	110,500	16,500	75%	0%
UNEP PMC	520,000	261,575	105,281	20%	40%
PM	382,000	203,358	82,328	22%	40%
M&E	138,000	58,217	22,953	17%	39%
Total	6,180,000	2,532,704	983,724	16%	39%

Table 6. Finance per year

[26] Please note that financial information regarding outcomes 1 and 2 implemented by UN Environment are provided here only with the intention to provide insights on overall financial delivery. Financial information regarding outcomes 1 and 2 will be confirmed and assessed in more detail in 2021.

	2017					2018					2019					2020 (30 September 2020)				
	Planned		Actual	Percentage		Planned		Actual	Percentage		Planned		Actual	Percentage		Planned		Actual	Percentage	
	Prodoc	Revision		Over Prodoc	Over Rev	Prodoc	Revision		Over Prodoc	Over Rev	Prodoc	Revision		Over Prodoc	Over Rev	Prodoc	Revision		Over Prodoc	Over Rev
Outcome 1	1,109,300		39,410	4%	4%	424,700	212,060	84,648	20%	40%	46,000	355,000	26,397	57%	7%	-	278,440	17,914		6%
Outcome 2	665,481		-	0%		1,067,245	146,913	93,009	9%	63%	670,712	136,000	86,446	13%	64%	676,562	182,085	39,863	6%	22%
Outcome 3	4,500	4,500	-	0%	0%	102,000	142,000	501	49%	35%	219,768	417,305	300,191	137%	72%	137,268	79,237	79,237	58%	100%
Outcome 4	39,000	39,000	-	0%	0%	91,926	51,926	5,428	6%	10%	211,769	35,732	8,469	4%	24%	171,769	80,431	80,431	47%	100%
PMC	113,500		27,596	24%		152,000	66,120	35,224	23%	53%	119,000	178,701	37,037	31%	21%	157,500	121,754	21,924	14%	18%
UNDP PMC	5,500	5,500	-	0%		5,500	5,500	5,500	100%	100%	5,500	94,000	5,500	100%	6%	5,500	5,500	5,500	100%	100%
UNEP PMC	108,000		27,596	26%		146,500	60,620	29,724	20%	49%	113,500	84,701	31,537	28%	37%	152,000	116,254	16,424	11%	14%
PM	62,500		15,848	25%		106,500	40,404	26,000	24%	64%	106,500	68,700	27,918	26%	41%	106,500	94,254	12,561	12%	13%
M&E	45,500		11,748	26%		40,000	20,216	3,724	9%	18%	7,000	16,001	3,619	52%	23%	45,500	22,000	3,862	8%	18%
Total	**1,931,781**	**49,000**	**67,006**	**3%**		**1,837,871**	**619,019**	**218,810**	**12%**	**35%**	**1,267,249**	**1,122,738**	**458,540**	**36%**	**41%**	**1,143,099**	**741,947**	**239,368**	**21%**	**32%**

3.4.3 Quality of project implementation and execution

Have UNEP and UNDP provided adequate technical backstopping and supervision?

UNDP is providing adequate oversight and ensuring efficient implementation of components 3 and 4, following GEF and UNDP standards. With its country presence and a large portfolio of climate change projects in the country, UNDP provides GoA with a lot and regular support and technical backstopping, not all of it in relation or as part of this project.

Coordination between UNEP, UNDP, DNAAC/PMU was weak in the first stages of implementation. Coordination was mainly done through the PSC and with the CTA (from UNEP). UNDP has had weekly interactions with the project director since the beginning, but had limited interactions with PMU in the first stages of implementation. The main reason was that activities implemented by UNEP were not moving. The priority was to put the project on track.

Coordination has improved since 2019. At the beginning of 2019 they had some calls but few and on particular subjects. Since March 2020, after a joint mission, coordination is very good, with a standardized process. The three institutions have a weekly call (a Skype call every Thursday at mid-day) to coordinate and plan project activities and identify barriers and potential solutions and synergies. The project director (and DNAAC director) participates from time to time, given his busy agenda. UNEP (i.e. the task manager and the CTA) are revising products delivered under UNDP components 3 and 4 (i.e. the policy briefs) and UNDP are revising products delivered under UNEP (i.e. the ToR for EWS and the CVAs), and UNDP even joined the team in a visit to project sites in Benguela and Namibe. UNEP's ongoing CVAs studies are complementing some data gaps related to information from the provinces that will help to improve the Coastal Adaptation Plan. The synergies on EWS training is another good example of good collaboration between UNEP and UNDP even beyond this project (Cuvelai project implemented by UNDP and component 1 of this project implemented by UNEP). Discussions are ongoing on how best to coordinate efforts between UNEP, UNDP and GOA thorugh the PMU going forward, given the uneven pace of implementation between the two parts of the overall project.

Have MINAMB/MCTA and the PMU provided quality and timely project management?

DNACC provides good strategic leadership, and ensures synergies with national priorities and between projects. Although the director is hard-working, he is very busy, which does not ensure quick feedback or his regular presence in coordination meetings and contributes to the delays. UNDP's weekly meetings with him to coordinate the UNDP climate change portfolio,

of which Orla Costeira is one of the projects[27], is helpful, although this could no longer exist once the UNDP components are completed and 2-3 more years remain for the UNEP components. The relevance of this would depend on how the project evolves and encounter of any blockages.

The PMU is responsible and hard-working, and is available to project partners when needed. Yet there are some technical gaps on project and financial management (see above) and on technical matters regarding climate change adaptation, bringing the climate change angle to the fore. This has improved over time, as, with support, capacity building and training from implementing entities, the PMU has gained knowledge and confidence. The performance of the PMU is negatively affected by the hierarchical and bureaucratic structures of the MCTA, although there is room for a more pro-active attitude to run smaller things. The budget for support from the CTA is limited – the PMU could benefit from increased support from the CTA, particularly to support the implementation of outcomes 1 and 2. This would require a greater budget allocation for the CTA function.

3.4.4 Stakeholder participation and cooperation

Are the stakeholder communication and consultation mechanisms effective and inclusive of differentiated groups? (To what extent has the project been successful in establishing effective communication with key stakeholders?)

To what extent were effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region? (To what extent has the project been successful in and building synergies with key stakeholders?)

According to the project document, the Project Steering Committee would be composed of the representatives from MINAMB/MCTA, INAMET, Ministry of Energy and Water (i.e. INRH), MINADER/MINAGRIP (agriculture and fisheries) and representatives of the four targeted provincial governments (i.e. Provincial Directors of Environment, Waste Management and Community Services and Solid Waste), UNEP and UNDP.

During implementation, new players have been added when their relevance has been identified. The regulations of the PSC were drafted and revised in May 2019, although a PSC meeting had already taken place in May 2018. These regulations substituted MITADER by two institutions specialized on agriculture and fisheries (i.e. the Agriculture Development Institute (IDA by its initials in Portuguese) and the National Research Institute on Fisheries and Marine areas (INIPM by its initials in Portuguese)[28]. These regulations also added new

[27] The idea was to do the same between UN Environment and the director but the online format was of limited success due to competing scehdules of the director.
[28] IDA is part of the Minsitry of Agriculture and Rural Development and INIPM, part of the Ministry of Fisheries. Presently both have merged and it is now designated MINAGRIP.

members: the Ministry of Economy and Planning, the Ministry of Interior (i.e. Civil protection), the Ministry of Tourism and the Agostinho Neto University. Two other academic institutions (Academia de Pescas e do Mar do Namibe and Instituto Superior Politecnico de Namibe University of Mandube) and a NGO (i.e. Development Workshop) were added as permanent attendants, but not members[29].

Although the addition of members is a good practice, and has to be highlighted, some important stakeholders have not been added to PSC. In particular, the PSC does not comprise representatives from sectors that were prioritized such as energy and transport; cross-sectoral players that were not identified, such as physical/spatial planning (now the Ministry of Public Works and Spatial Planning, and more specifically the National Directorate of Spatial Planning), and some important sectors that were not identified during project design, such as housing and health.

The PSC meeting minutes of 2019 and 2020 do not provide a clear attendance list[30]. In 2018 the PSC meeting was attended by the institutions mentioned in the project document, in addition to the institutions on agriculture and fisheries (i.e. IDA, INIPM and IPA), Civil protection and a NGO (i.e. Development Workshop), although the two latter ones were not official members of the PSC at that time.

Beyond the PSC, the project has tried to engage more stakeholders. Eight sectors have been involved in the policy briefs and national level CVA exercise, adding urbanization, housing/building and construction, and health to the six sectors prioritized in the project document[31]. MCTA via the DNACC has convened meetings and organized workshops calling to stakeholder in order to participate in the meetings held with the consultants.

Engagement has been very good on EWS. The project has established a technical group comprised of representatives from INAMET, INRH and Civil protection to guide the establishment of the EWS. This group has reviewed key supporting documents including EWS equipment specifications and ToRs for the procurement process.

So far the project has done a good job in engaging stakeholders at the sub-national level. As noted, the Provincial Directors of Environment, Waste Management and Community Services and Solid Waste of the four target provinces are members of the PSC. They are very involved and have actively participated in the selection of the sites. The project team has visited the four project sites to introduce the project : Benguela in July 2018; Cuanza Sul and Namibe in

[29] UN Environment 2020 PIR also mentions the following members: Ministry of Telecommunications, Information Technology and Social Communication, Ministry of Transport. However, these are not mentioned in PSC meeting minutes.
[30] The 2019 minutes do not provide an attendance list. The 2020 minutes provide an attendance list, but this is useless, as it only indicates the names (often only the first name) and does not indicate the institutions they represent and their position (and in some case their full names).
[31] The number of sectors and their nature is not always clear in project reporting, which sometimes mentions 7 and sometimes 12, and presents them in different ways. Sometimes infrastructure, education, planning and economy are also mentioned.

April 2019, and Cabinda in May 2019. The project team has visited Benguela 3 more times, twice to visit the EWS locations (once with INRH, INAMET and a consultant of SPCB, and once with the International meteorologist) and once in 2020 for the CVA activity. In 2020, Cabinda was also visited for the CVA activity. This visit also sought to establish relationships with relevant local institutions (e.g. provincial directorates of environment, and agricultural and veterinary research institutes) and identify potential implementation partners. During these visits, Angola's cultural and social protocols were followed. Interviews suggest that spatial planning has been considered in CVAs, and that there is an intention to engage with spatial development units during implementation. However, the National Directorate of Spatial Planning does not know about the project and is not familiar with the CVAs.

It is too early to assess engagement of local stakeholders in outcomes 1 and 2. This is particularly the case regarding involvement of local communities. UNEP has identified useful measures to promote adequate interest, participation and engagement of beneficiary communities, including selecting communities based on interest and availability. The intervention plans should further detail this not only developing a list of potential partners, existing initiatives and key stakeholders to coordinate with and involve, but indicating in detail in which matters and how coordination will take place, beyond coordination meetings. The project plans to have one or two key partners per site that are very well settled in the province.

It is worth noting that the involvement of stakeholders at the provincial and local levels has been compromised by the low implementation of the project. These stakeholders have been engaged sporadically and have not seen a lot happening, which can reduce their interest and faith and constitutes a risk for buy in of the project interventions on the ground.

In addition to national and sub-national institutions, the project has engaged consultant firms. Hiring Brazilian and South Africa suppliers contributes to South-South Cooperation. As noted, there has been a good partnership with the Cuvelai project.

Despite all this, there is room for engaging some key stakeholders in a more systematic way, including institutions in charge of cross-sectoral physical planning, some sectors originally identified in the project document (i.e. energy and tourism) and some sectors not included in the project document (e.g. housing and health). The private sector could be further engaged, in addition to expanding the target audience when working on output 2.4 (this is planned once there are results from the field), including for example chambers of commerce. If a urban site is selected, as proposed in this MTR, it may be relevant to include the corresponding municipality in the PSC. As noted, Angola has recently undertaken an institutional restructuring. The PSC has been updated. This a good opportunity to further strengthen it.

3.4.5 Monitoring and Evaluation (M&E) System

Is the monitoring plan well-conceived, and sufficient to monitor results and track progress toward achieving project outputs and direct outcomes?

The project document includes an M&E plan in accordance with the established procedures of GEF, UNEP and UNDP. The plan defines clear roles and responsibilities and specifies the tasks to be conducted, with appropriate timeframes. These tasks include an inception report, where the SRF could be reviewed; and quarterly and annual monitoring and reporting, through the GEF templates (Project Implementation Reports (PIR), considering July- June)". The M&E plan also includes annual field visits. The M&E plan in the project document comprises as well an MTR and a terminal evaluation. The M&E plan also includes audits, to be conducted annually. The M&E plan, which was not modified during the inception workshop, is comprehensive and robust. The use of the GEF Tracking tool is not integrated however in the plan. Sufficient financial resources are allocated to implement the plan: USD 140,000 through GEF.

As noted in section 3.2.4, the project's SRF does not allow to properly monitor results and track progress toward achieving the project outputs and direct outcomes. The objective level indicator does not reflect the nature of the project and is not specific enough. The outcome level indicators are mostly output level indicators. While they are able to show whether most outputs have been achieved, these indicators don't necessarily show whether outcomes are in the process of being achieved or have been achieved. Some indicators are not very relevant. Moreover, some other indicators are not specific enough, as they do not indicate how would capacity and the health of ecosystems be measured, what were the baseline levels and/or what is the target level (see Table 3 for details). The results framework is not significantly gender-sensitive.

Is the monitoring plan operational and effective?

As of October 2020, the SRF of the project has not been significantly changed – only the reference to one of the sites has been modified. At this point the results framework should have been improved based on the results and recommendations of a comprehensive baseline report. However, a baseline assessment has not been completed.

During project design, in 2014/2015, a baseline assessment was conducted for institutional capacity at the national level following GEF's Adaptation Monitoring and Assessment Tool (AMAT). This baseline was unclear on which institution was being assessed (CIBAC and/or GABAC/DNAAC) and most importantly on the details of the methodology that was used to conduct the assessment and therefore on its results. A clear document explaining how the AMAT methodology works is not available to UNDP, the PMU, UNEP or the evaluator[32]. The institutional capacity assessment should have been updated during the inception phase of the project through the baseline study, just before starting to support to CIBAC and GABAC/DNACC, in 2017. This was not done. The main reason for this is that UNDP was reluctant to do it, because it felt it was not sensitive to assess the capacity of institutions with

[32] A specific template to assess annual progress in institutional capacity at country level was not provided either in the project document.

which they would be working closely on a daily basis. The institutional capacity of CIBAC and DNACC will be assessed soon, as the 2020 government restructuration is seen as an opportunity. ToRs have already been prepared. This assessment will provide useful information, and could be used to strengthen the capacity of these institutions, but it will not be an M&E tool of the project, in the sense that it will not contribute to assess project's performance, as it will use a different methodology. GEF has changed its approach to assessing institutional capacity and is no longer using the AMAT framework. UNDP should try to ensure some sort of commensurability, to the extent possible, checking for example the methodologies now being used by GEF or the UN system for capacity needs assessment.

As of October 2020, the project has not completed a baseline assessment of the situation on the sites where EbA and SLM activities will be carried out. This assessment is currently ongoing. A final baseline report is planned for early 2021. The project plans to revise the project's SRF based on the baseline report and the findings and recommendations of this MTR. This assessment was delayed due to low decision-making and procurement processes. Although it is certainly very late, the impact of this delay is not very significant as interventions on the ground have not started. In this sense, while the timing is bad, the sequence is appropriate, implementing activities on the ground once a baseline study has been conducted and based on its findings. Adding this task to the CVA work is also cost and time effective saving both time and funds as only one data collection mission would be conducted for both processes. The quality of this baseline is yet to be assessed. The baseline should be detailed in documenting the level of socio-economic vulnerability and ecosystem degradation, with clear indicators. The ToR for the baseline is fine, although could be more specific on that particular point.

Does the project comply with the progress documentation and monitoring reporting requirements/ schedule, including quality and timeliness of reports?

Monitoring and reporting has taken place in accordance with the M&E plan included in the project document and agreed in the inception workshop. UNDP and PMU with support from UNEP produced PIRs in 2018, 2019 and 2020, covering the period July 1st – June 30th. In addition, UNDP produced a report for the year 2019 and UNEP produced half year reports (covering the July December period) in 2018 and 2019. Beyond this, UNDP uses an additional activity level monitoring tool.

Overall, quality of reports is good with room for improvement on certain aspects. UNDP's PIRs could be more concise and to the point in section C, explaining more clearly changes against the baseline. For instance, in indicator 3.1, information on the nature of CIBAC and GABAC/DNACC and the number of meetings does not add much value. This is partly explained by shortcomings of the SRF. On some occasions (e.g. sectors covered in the CVA and the policy briefs), reporting is inconsistent. The PIR should provide more information on stakeholder engagement, although not specifically requested in the UNDP PIR template or the guidance provided by regional advisors. For example, the 2020 PIR indicates that the project works with the private sector and that it had supported South-South Cooperation and/or

Triangular Cooperation efforts in the reporting year, but it does not explain with who and how. Similarly, it indicates that additional stakeholders have been engaged but it does not indicate who they are and how they have been engaged.

As noted, UNDP is using a tool to monitor progress at activity level. This was not included in the M&E plan in the project document. Its use following recommendations to another project speaks very well of the interest of UNDP to manage the project closely. It is also a useful tool. Notwithstanding this, there is room for improvement in the structure of the tool. More specifically, it would be good to break activities into sub-activities or steps, indicate which sub-activities or steps have been completed and which ones not, and add a column for next steps, indicating planned completion dates to use as a reference in future monitoring and reporting.

PSC meeting minutes report well the discussions undertaken and the agreements reached, but do not provide complete and clear attendance lists.

What (if any) corrective actions were taken in response to monitoring reports

The role and procedure of PSC are clear, but they were approved only 2019, when the project officially started in 2017. The PSC is providing good oversight and guidance, and has allowed adaptive management, in response to monitoring reports, for instance in terms of moving sites, figuring out who should be the provincial focal points or approving the request for project extension. As noted, some of the barriers are external and difficult to manage. However, the PSC has met less than planned (annually rather bi-annually), in part because of the slow development of activities. Interviews suggest attendance is good. A PSC meeting was convened and met in June 2020 despite the covid-19 pandemic. The meeting was held online and key decisions were taken. Management of risks is further discussed below.

3.5 Sustainability

3.5.1 Has the project designed and implemented an appropriate exit strategy and measures to mitigate risks to sustainability?

The project document includes a sound sustainability or exit strategy (pp. 75-76). It focuses on institutional strengthening, awareness raising and capacity building, stakeholder involvement, knowledge generation, development of management plans for interventions on the ground, and development of concept notes for follow up initiatives. The sustainability of the different results of the project is assessed in section 3.5.2.

The project document also includes a risk analysis and the identification of risk mitigation measures. The analysis identified relevant risks at the national and local levels, but did not consider risks regarding institutional aspects related to the implementation of the project, such as slow decision-making and procurement processes, or government restructuration. For instance, the project document considered the high dependence on oil prices and recognized

that it could result in national financial instability. The analysis of the impact considered that this could result in cuttings in national budget which would in turn undermine climate integration into national budgets, but did not realize that this could affect the capacity of the government to procure goods and services for the project. As discussed, decision-making and procurement processes have been the main challenges for project delivery. Beyond this important point, the project document identified relevant risk and proposed adequate management measures. As noted, COVID-19 could not really be foreseen during project design.

During implementation, management of external risks has been adequate[33], although internal risks could have been managed earlier and more directly, as discussed above. Both PIR templates have risk identification and management sections and teams identified new risks during implementation.

3.5.2 What factors are in place to enable or hinder the persistence of achieved direct outcomes? (Will the project's current sustainability strategy be sufficient to ensure long-lasting impacts of project interventions?)

It is useful to distinguish between four aspects: knowledge generation, institutional strengthening, EWS, and EbA and SLM practices on the ground. Knowledge generation and institutional strengthening are discussed below; EWS and EbA and SLM practices on the ground will be assessed in 2021.

The project has generated very useful knowledge (i.e. the CVAs at the national and sectoral level) and is in the process of generating more valuable knowledge (i.e. the policy briefs at the national and sectoral levels and the CVAs at the provincial and site levels, as well as the CVA guidelines). These knowledge products will likely be used in the future, given that they fill important knowledge gaps and many stakeholders have been involved in their development. The ownership of DNAAC and its director is particularly strong, which ensures they will use these knowledge products to promote the climate change agenda in the country. Unfortunately, given the different pace in project delivery, lessons learned from the interventions on the ground (outcomes 1 and 2) will not inform some knowledge products (i.e. policy briefs) and the public awareness campaigns developed and implemented in outcome 4, but this is more a missed opportunity than a risk for sustainability at the national level.

[33] For instance, UN Environment used pressure mechanisms to push decision-making at GoA regarding EWS. UN Environment has sent DNAAC a letter saying that if a decision is not urgently made UN Environment may be forced to stop the project and send the funds back to the GEF.

At the national level, together with other initiatives, the project has contributed to strengthen institutional structures, particularly CIBAC and DNAAC, in terms of its capacity to coordinate and implement GEF climate change projects and associated activities. The knowledge products generated by the project will further contribute to this process. Indeed, national and sectoral CVA have informed the development of policy documents (i.e. ENAC and the National Coastal Adaptation Plan) that will further contribute to the strengthening of these institutional structures and their sustainability, as they highlight the importance of coastal adaptation. The formal approval of these policies would be important in terms of the sustainability of project results. At political level, there is increased political awareness, as demonstrated by the recent ratification of the Paris Agreement. Climate change is now front and centre in government, with a Directorate at MCTA, while before it was a tiny office with one person. Sensibilization and awareness raising activities in the country should also contribute increase the demand for coastal adaptaiton.

UNDP has a country office, with a significant climate change portfolio. Other projects will likely follow Orla Costeira. UNDP's constant presence in the country, focus on climate change and close relationship with DNAAC and GoA more broadly will contribute to the sustained use of the knowledge products generated by the project and further strengthening Angola's institutional structures on climate change. The NAP GCF proposal supported by UNEP will further contribute to this, in a practical way, for a number of years and with funds.

An importan risk is staff turnover, as, according to interviews, a change of minister can result in the change of many officers. Knowledge products can help manage this risk, but follow training may be required. On the other hand, the allocation of funds from estate budget for implementation of ENAC/Coastal Adaptation Plan should contribute to the sustainability of project results.

COVID-19 is a major challenge for implementation, as it definitely compromises many of the activities of the project. The direct risk for the sustainability of project results is not very significant, as, in principle, the pandemic will no longer be an issue by the new completion date of the project, if the planned extensions are approved. There could be however some indirect impacts as the negative effects of the pandemic on socio-economic development could undermine buy-in for climate change adaptation in the medium and long term. The project plans to develop a new exit/sustainability strategy before the end of the project to address this risk.

3.5.3 Does the project effectively communicate lessons and experience with project partners and interested groups? Has the project implemented appropriate outreach and public awareness campaigns? Has the project set up the enabling/conducive environment for replication and scale up of project good practices?

In terms of public goods, climate change adaptation in coastal areas constitutes by itself an innovation in Angola, as there was very little knowledge and practical experience on this in the country before the project. Amongst the different aspects of the project, the early warning equipment and system is particularly innovative. Before the project Angola did not have a telemetric hydrological system, which is a new technology for the country.

The project document has a public awareness and communications strategy (p. 78) and a replication strategy (pp. 77-78). The public awareness strategy focuses on training and implementing public awareness raising programmes through radio programmes; newspaper articles in national and local publications; posters in public spaces, such as markets and transport hubs; and pamphlets to be distributed to coastal communities in the project areas.

The replication strategy is closely linked to the public awareness and communications strategy. It focuses on documentation and dissemination of lessons learned and knowledge generated by the project, including EbA protocols. The work with CIBAC and activities under outcome 4 would contribute to this, in terms of raising awareness and building the capacity of both government and a variety of non-governmental stakeholders, including NGOs, the private sector, academia and the general public. According to the project document, amongst other networks, dissemination would include the Africa Adaptation Knowledge Network. In addition to knowledge generation and dissemination, the project would develop concept notes for replicating the work on project sites. Active participation and ownership would also contribute to the replication of (cost-effective) project activities through their integration into local planning and sectoral strategies, budgets and plans.

As of October 2020, as noted, the project has prepared relevant knowledge products, although these do not yet include lessons learned from activities on the ground (i.e. EbA protocols), which have not started. The project is in the process of developing communication materials, particularly policy briefs. The project has produced some communication pieces (i.e. a fact sheet and a media piece in UNDP's website[34]) and has added a video and a website to the types of tools that will be used to raise awareness. Progress on radio programmes is so far limited – a proposal was submitted by ADPP to DNACC and UNDP in September 2020,

[34] A small notice was made the day that the high-level project steering committee attended by the new Minister and the UNDP ResRep was conducted. Link to this news is here: https://www.ao.undp.org/content/angola/pt/home/imprensa/reuniao-de-alto-nivel-entre-mcta-e-pnud- recomenda-expansao-de-pr.html

following the approach undertaken in Cuvelai. The production of the video and the in-person workshops and meetings to present the policy briefs will not be possible in the short term given travel restrictions due to COVID-19. The project could also consider other channels highlighted in the project document, namely newspaper articles in national and local publications, posters in public spaces, and pamphlets, which do not seem to be in the radar at the moment. UNEP has a project page and a project factsheet avaiable to communicate on the project. When activities on the ground will be starting, UNEP plans to engage its communications officer in the development articles and disseminate them through UNEP website and networks.

As outreach and public awareness campaigns have not really started, changes in public awareness as a result of the project are not evident. As noted, there have been positive changes in government's ownership of climate change adaptation in coastal areas, as a result of this project and other initiatives, although this is more related to outcome 3 of the project than to outcome 4 of the project. As of October 2020, there are in any case good prospects for public awareness through the different planned strategies: dissemination of policy briefs and radio programmes for the moment, to be complemented in the future, when travel restrictions are lifted, by in-person workshops and a video, and by the other channels planned in the project document and not really considered so far during implementation.

Good progress on public awareness would contribute to replication. The concept notes would further contribute to this. Indeed, the scope would likely be more effective than in the project document, involving private sector players across sectors and not just in the oil industry. Furthermore, the approval of the National Coastal Adaptation Plan, which is not explicitly planned in the project document, would decisively contribute to replication. The provincial CVAs could support replication within the target provinces, while the sectoral CVAs and the development of a CVA tool, and the related training and dissemination exercises, could facilitate replication in other provinces of Angola, as this is developed for all governmental and non governmental stakeholders in the country to be able to replicate CVA work based on a common methodology accessible to all. The latter would also contribute to replication in other countries of the region. The NAP GCF project is also important in terms of replication. It is too early to assess the ownership of EbA activities on the ground and whether site interventions are cost-effective. As of October 2020, there is no evidence of the integration of EbA in sectoral, provincial or municipal plans as a result of the project. The coordination with the PIIM and the efforts of the National Directorate for Spatial Planning and Urbanism regarding land use plan could contribute to this.

4.CONCLUSIONS, LESSONS AND RECOMMENDATIONS

4.1 Conclusions

Strategic Relevance

The project is highly aligned with UNEP's Medium Term Strategies and Programmes of Work; UNDP's global strategies and UNDP Angola Country Programme Action Plan; the United Nations Sustainable Cooperation Framework with Angola; and GEF programming strategies for LDCF projects in place during design and implementation. The project contributes directly to SDGs 11, 13, 14 and 15 and more indirectly to SDGs 1 and 2. It is also in tune with the adaptation component of Angola's NDC, thus contributing to the Paris Agreement.

Project design and implementation have been conducted in conformity with the UN Human rights-based approach, as well as the UN Declaration on the rights of Indigenous People, which is not particularly relevant in this case. Although UNEP's gender policy and strategy and the revision of GEF gender policy had not been approved by then, project design complied with them by analyzing differentiated climate change vulnerabilities and identifying actions to address them, although with room for improving regarding the results framework. Gender issues are so far fairly well integrated into the project activities under the various components during implementation.

The project is very well aligned with a wide range of national policies, strategies and legislation on development, environmental management and climate change, particularly the NAPA of 2011 and the NDC of 2015. Even though it was designed well before, the project is also consistent with the National Strategy for Climate Change 2018-2030. The exercise to select target provinces was robust. The project is following a sound process to ensure that project activities are fully aligned with local priorities and needs. The project documents exhaustively identified complementary projects. Some of these had finalized when the project started. The project is being implemented in a complementary manner with other initiatives, most notably with another LDCF-funded UNDP-implemented project entitled "Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angola's Cuvelai river basin" (2015–2019, now extended until August 2021), which focuses on EWS. Given delays in implementation, the Coastal adaptation project is benefiting from the lessons learned of the Cuvelai project. The project is also complementary with a national project led by INAMET on EWS. There are important complementarities with a NAP GCF project currently being developed by GoA with support from UNEP.

Quality of project design

The objective, outcomes and outputs of the project are consistent. Outputs contribute to achieve outcomes, and these contribute to achieve the objective. The project design complements well national and local level activities, and types of activities, integrating capacity building, interventions on the ground and knowledge generation and dissemination.

There are however important gaps in terms of sectors, locations and stakeholders. The project document considers six relevant sectors but overlooks the importance of cross-sectoral planning, such as land use planning, and some other important sectors such as housing, health, industry and services.

Regarding locations, the project combines national level actions with on the field pilot activities. The four pilot interventions prioritise rural areas. Although the nature of the project sites is complex, there was and there is room for improvement in terms of embracing a more comprehensive geographical approach, working more directly in urban areas. Moreover, the project focuses on a narrow fringe of coastal ecosystems, overlooking the importance of the links with marine ecosystems and upstream basins. The limited availability of funds explains only partially these gaps. The project document did not include a solid ToC – see section 3.2.1 and Annex 5.4.

The delivery methods selected in the project document are not appropriate considering the delivery capacity of implementing and executing agencies. The project document did not properly assess the delivery capacity of GoA/MCTA, including its resilience to changes in oil prices. During implementation GoA/MCTA has showed limited delivery capacities. UNEP's procurement process in component 2 (CVA) has been slow, as the model is not to run direct procurement, but to provide support and oversight while building national capacities on project management and climate change adaptation, while national institutions execute. The planned sequence of activities was not consistent with the delivery methods in terms of implementation arrangements. This analysis refers to the effectiveness of the delivery methods during the implementation of the project. In the long term, beyond the project lifespan, procurement by the GoA/MCTA helps build its capacity, and is more appropriate to the development context. There is indeed a trade-off between the short and long term at this regard. Beyond the issues of delivery capacity during project implementation, the distribution of components between UNDP and UNEP makes sense. International best practices suggest delivery could be further facilitated by provincial project focal points, although it is a bit too early to confirm. The idea of working with institutions well rooted in each pilot site seems adequate, as long as a track record of delivery is also requested, which is the plan.

The project documents mention that the project is informed by lessons from various projects, but do not indicate what the lessons from these projects are and how exactly they inform the design of this project. During implementation, the project has used lessons from the Cuvelai project implemented by UNDP. In a more general way, the project is also using lessons from other UNEP projects, particularly those implemented in Lusophone countries (i.e. Mozambique and Sao Tome and Principe) and on EbA.

The project embraces a strong climate change rationale. While some project activities may be similar to those in regular development projects, the entry point of the project is climate risk and vulnerability and climate change adaptation. Project design and implementation seek to address the root causes of vulnerability based on the results of sound climate vulnerability assessments. While the project has addressed some of the shortcoming in project design during implementation, some shortcomings remain in terms of sectors and sites. The project has an EbA lens regarding interventions on the ground.

Project design was participatory and included an inclusive stakeholder engagement plan, although some important players were not considered, namely cross-sectoral economic and spatial planning, housing, health and the municipal level. The approach to the private sector was narrow. These omissions are partly explained by the context.

The project's objective and outcomes and the corresponding targets are feasible and realistic within the budget of the project. While feasible, the project's objective and outcomes and the corresponding targets are tight within the timeframe of the project (4 years). The timeframe is particularly tight if external shocks affect the project, and outcomes and not activities are considered. On the other hand, some of the targets could have been more ambitious, particularly regarding beneficiary populations and number of hectares covered.

The project's results framework is inadequate to monitor progress towards achieving the project's objective and outcomes. The objective level indicator is not comprehensive or specific. The outcome level indicators are mostly output level indicators and do not necessarily show whether outcomes are in the process of being achieved or have been achieved. Most indicators are not relevant or specific. The results framework is not significantly gender-sensitive (see table 3 for details).

As noted, there were important shortcomings in project design regarding the delivery methods of the project in terms of institutional arrangements. Changes in context between project design and approval made these shortcomings more prominent. However, challenges in this regard were not properly identified and appropriate management measures were not identified, discussed and implemented during the inception phase. Some useful strategies were embraced later on during implementation or are being used in other projects, which is good, but could have been assessed, discussed and adopted during the inception phase of this project.

Effectiveness

This section assesses progress against end of project targets when 90% of official implementation time has been completed. As of November 2020, the assessment in this section only covers outcomes 3 and 4 – progress on outcomes 1 and 2 will be assessed in 2021. Of the three outputs related to outcomes 3 and 4, progress has been satisfactory in two outputs and unsatisfactory in one output. The outputs delivered so far are relevant and technically robust. At outcome level, of the 5 indicators related to outcomes 3 and 4, progress

has been satisfactory in four indicators and unsatisfactory in one indicator. Per outcome, progress has been satisfactory in outcome 3 and moderately unsatisfactory in outcome 4. Using the indicator in the project's result framework, progress in achieving the project objective is unsatisfactory (the target would unlikely be met by the end of the project); with a more comprehensive approach progress in achieving the project objective could be deemed moderately satisfactory (the objective would moderately likely be achieved by the end of the project) (see table 4 for detailed indicators, baselines, progress as of September 30, 2020, ratings and their justification). Some positive un-intended consequences have been identified, including increased number of beneficiaries and hectares covered, expanded work on CVA and promotion of South-South cooperation.

Progress in delivering outputs and towards achieving project outcomes and objective has faced substantial barriers. Since the very beginning and up to October 2020, decision-making has been slow in the GoA, within MCTA but also within other partners. One of the main reasons for this is that the GoA is quite centralized and hierarchical, so decisions have to be made by high-level officials that are very busy. Moreover, in 2020, the project has been negatively affected by a government restructuring which resulted in unclear responsibilities and a halt to procurement for some time. In addition, in 2020 project performance has been affected by the COVID-19 pandemic, which has resulted in restrictions on travel and social gathering impacting greatly the implementation of planned activities under outcome-4.

Some of these aspects are external to some stakeholders. Slow decision-making at GoA and the institutional restructuring are external to UNEP and UNDP and to certain extent to the PMU, but are not external to the GoA in general and MCTA/DNAAC in particular, especially slow decision-making. The COVID-19 pandemic is external to GoA, MCTA, PMU, UNEP and UNDP. Some of these external barriers are very difficult to manage for any organization.

There are some important opportunities to leverage to improve progress towards achieving project objective and outcomes. On the longer term the government restructuration bears many opportunities for better policies and greater action in the environment and climate change field in Angola. The revision of Angola's NDC represents an opportunity to sustain, scale up and/or replicate the work undertaken by the project. The NAP GCF proposal is also an opportunity.

Efficiency[35]

As of October 2020, the project had spent USD 983,724, that is, 16 per cent of total GEF funding, when 90 per cent of the implementation time had been spent. As of October 2020, UNDP had spent USD 490,757, which represents 49% of its planned budget (disbursement has been very good in outcome 3 and low in outcome 4). (See tables 5 and 6 for detailed

[35] As of November 2020, the assessment in this section focuses on outcomes 3 and 4 – progress on outcomes 1 and 2 will be assessed in 2021. Project level aspects (aspects related to all components) are discussed where relevant.

financial information). The evaluator has not had access to clear evidence on the amount of co-financing materialized. Available information suggests there has been in-kind co-financing, but this has not been properly quantified. Available evidence suggests financial management and reporting of outcomes 3 and 4 implemented by UNDP has been adequate.

As of October 2020, PMC (including M&E costs) amounted to USD 121,781, that is, 12% of the actual project implementation costs. This percentage is greater than the one planned in the project document (9%) and the ceiling currently set for this type of project by the GEF (5%). The main reason has been the limited spending in project activities. PMC rate will likely decrease once implementation speeds up, but will likely be higher than planned if the project is extended, which this MTR recommends.

The project has witnessed severe delays, for the reasons explained above. In fact, UNDP has requested a one-year unfunded extension and UNEP is planning to request a 3-year no-cost extension. The different delivery pace of outcomes 1 and 2 and 3 and 4 has negatively affected effectiveness and efficiency, although there are also some efficiency gains.

UNDP is providing adequate oversight and ensuring efficient implementation of components 3 and 4. It provides GoA with a lot and regular support and technical backstopping. Coordination between UNEP, UNDP, DNACC/PMU was weak in the first stages of implementation, but improved in late 2019 and is very good since March 2020.

DNAAC provides good strategic leadership, and ensures synergies with national priorities and between projects. Although the director is hard-working, he is very busy, which does not ensure quick feedback to project coordinator and contributes to the delays. The PMU is responsible and hard-working, with some technical gaps on project and financial management and climate change adaptation, although this has improved. The performance of the PMU is negatively affected by the hierarchical and bureaucratic structures of the MCTA, although there is room for a more pro-active attitude to run smaller things. Budget for support from the CTA is limited.

The project has been adding members to the PSC and has tried to engage more stakeholders in the national level CVA and climate change policy integration exercise. In spite of this, there is room for engaging some key stakeholders in a more systematic way, including institutions in charge of cross-sectoral physical planning, some sectors originally identified in the project document (i.e. energy and tourism) and some sectors not included in the project document (e.g. housing and health). The private sector could also be further engaged, in addition to expanding the target audience when working on output 2.4. If an urban site is selected, as proposed in this MTR, it may be relevant to include the corresponding municipality in the PSC. The recent government restructuring is a good opportunity to further strengthen stakeholder engagement.

The project document includes an adequate M&E plan, but the SRF is not appropriate. As of October 2020, the SRF has not been significantly changed and a baseline assessment has

not been completed. UNDP plans to conduct one on institutional capacity, but this will not be commensurable. UNEP is conducting one at the time of writing. Although it is certainly very late, the impact of this delay is not very significant as interventions on the ground have not started.

Monitoring and reporting has mostly taken place in accordance with the M&E plan. Quality of UNDP reports is good with room for improvement on the detail of information provided in (too much in some sections, too little in others). PSC meeting minutes report well the discussions undertaken and the agreements reached, but do not provide complete and clear attendance lists. This should be included in all the reports related to meeting and workshops conducted during the project implementation of the 4 outcomes.

The PSC is providing good oversight and guidance, and has allowed adaptive management, in response to project reports. As mentioned, some of the barriers are external and difficult to manage. The PSC has met less than planned (annually rather bi-annually), in part because of the slow development of activities.

Sustainability

The project document includes a sound sustainability or exit strategy. It also includes a risk analysis and the identification of risk mitigation measures. The analysis identified relevant risks at the national and local levels, but did not consider risks regarding institutional aspects related to the implementation of the project. Beyond this important point, the project document identified relevant risk and proposed adequate management measures. During implementation, management of external risks has been adequate, although internal risks could have been managed earlier and more directly.

The knowledge products developed by the project will likely be used in the future, given that they fill knowledge gaps and many stakeholders have been involved in their development. The capacity of the institutional structures will likely be further strengthened in the future, given the availability of knowledge products, policy developments and increased political awareness. UNDP's permanent assistance and UNEP's NAP project will further contribute to the use of knowledge products and the capacity of CIBAC, DNAAC and other Angolan stakeholders. An importan risk is staff turnover. Knowledge products can help manage this risk, but follow up training may be required. The allocation of funds from estate budget for implementation of ENAC/Coastal Adaptation Plan should contribute to the sustainability of project results.

In terms of public goods, climate change adaptation in coastal areas constitutes by itself an innovation in Angola. The project document has a public awareness and communications strategy and a replication strategy. They are linked and sound. There has been some progress on public awareness and communications, but this needs to be accelerated, assuming it will not be based on results from the ground, and rethought, given COVID-19 related restrictions. UNDP has been working on that. Additional communication channels could be considered. Concept notes, guidelines and policy development, as well as the NAP GCF project, would

contribute to replication. Integration on development and physical planning would be very important.

Ratings

Based on the previous findings it can be concluded that the project is highly relevant, it is nationally owned and contributes to human rights and gender equality. Project management (quality of project management and supervision, and monitoring and reporting) and stakeholder engagement are moderately satisfactory. Effectiveness and financial management of components 3 and 4 implemented by UNDP are moderately satisfactory. Efficiency of the project as whole is moderately unsatisfactory. At this point, sustainability of project results and achievement of the project objective seem likely, if extensions are granted, although it is too early to assess it properly. The specific ratings are the following:

Criterion	Summary Assessment	Rating
A. Strategic Relevance		**HS**
1. Alignment to MTS and POW and the GEF strategic priorities	The project is highly aligned with these strategies as well as to UNDP strategies and global priorities.	HS
2. Relevance to regional, sub-regional and national environmental priorities	The project is highly aligned with national development, environmental and climate change priorities. The project is following a sound process to ensure that project activities are fully aligned with local priorities and needs.	HS
B. Effectiveness[36]		**MS**
1. Delivery of outputs	Progress has been satisfactory in two (2) outputs and unsatisfactory in one (1) output.	MS
2. Achievement of direct outcomes	Progress has been satisfactory in four (4) indicators and unsatisfactory in onet (1) indicator.	S
3. Likelihood of impact, where appropriate/feasible	Using the indicator in the project's result framework, progress in achieving the project objective is unsatisfactory; with a more comprehensive approach progress in achieving the project objective could be deemed moderately likely	ML
C. Financial Management[37]		**MS**
1.Rate of spend	As of October 2020, actual expenditure on UNDP components represented 49 per cent of total GEF funding for those components.	MS
2.Quality and consistency of financial reporting	Financial management and reporting of outcomes 3 and 4 implemented by UNDP has been adequate.	S
D. Efficiency	As of October 2020, PMC (including M&E costs) represented 12% of the actual project implementation costs, which is beyond the rate in the project document and GEF guidelines. There have been severe delays.	**MU**
F. Monitoring and Reporting		**MS**
1. Monitoring design and implementation	The M&E plan is adequate, but the SRF is not and has not been revised.	MU

[36] Kindly note that as of November 2020 the assessment of effectiveness considers only outcomes 3 and 4 implemented by UNDP.
[37] Same as above.

Criterion	Summary Assessment	Rating
2.Project reporting	Monitoring and reporting has mostly taken place in accordance with the M&E plan. Quality of reports is overall good.	S
F. Sustainability	The project has a sound exit strategy. Sustainability of project results at the national level is likely, if extensions are granted.	**L**
I. Factors Affecting Performance		**MS**
1. Preparation and readiness	The objective, outcomes and outputs of the project are consistent, and the project embraces a strong climate change rationale. However, there are important gaps at the design phase in terms of sectors and locations. Most importantly, the selected delivery methods are not appropriate considering the delivery capacity of implementing (UNDP, UNEP) and executing agencies (MCTA/DNAAC). The project's objective and outcomes and the corresponding targets are feasible and realistic within the budget of the project, but tight within the timeframe of the project. The project's results framework is inadequate to monitor progress towards achieving the project's objective and outcomes. The inception phase was not used to address key design shortcomings that were made more acute during the approval phase.	MU
2. Quality of project management and supervision	UNDP is providing adequate oversight and ensuring efficient implementation of components 3 and 4. DNACC provides good strategic leadership, but decision-making is slow. The PMU is responsible and hard-working, with some technical gaps that are been addressed. There is room for a more pro-active attitude to run smaller things.	MS
3. Stakeholders participation and cooperation	The project has tried to engage more stakeholders at the national level. In spite of this, there is room for engaging some key stakeholders in a more systematic way.	MS
4. Responsiveness to human rights and gender equity	Project design and implementation have been conducted in conformity with the UN Human rights-based approach (HRBA), and the UNEP gender policy and strategy and GEF's revised gender policy.	S
5. Country ownership and driven-ness	There is increased political will and engagement of stakeholders has been good with room for further engaging some key stakeholders.	S
6. Communication and public awareness	The project has a sound public awareness and communications strategy. There has been some progress on implementing it, but this needs to be accelerated, assuming it will not be based on results from the ground, and rethought and adjusted, given COVID-19 pandemic related restrictions. UNDP has been working on that.	MU
Overall project rating	The project is highly relevant, it is nationally owned and contributes to human rights and gender equality. Project management (quality of project management and supervision, and monitoring and reporting) and stakeholder engagement are moderately satisfactory. Effectiveness and financial management of components 3 and 4 implemented by UNDP are moderately satisfactory. Efficiency of the project as whole is moderately unsatisfactory. At this point, sustainability of project results and achievement of the project objective seem	**MS**

Criterion	Summary Assessment	Rating
	likely if extensions are granted, although it is too early to assess this properly.	

4.2 Lessons

1. Related to findings on strategic relevance and project design: An adaptation project should be based on a sound climate risk and vulnerability assessment at national, sectoral and sub-national levels. In this sense, while some project activities may be similar to those in regular development projects, the entry point of the activities of an adaptation project should be that specific assessment. This would ensure that the project activities address the root causes of vulnerability and are aligned with national, sectoral and local adaptation needs and priorities. In this general framework, EbA can be cost-effective to increase the resilience of populations and can provide important co-benefits.

2. Related to findings on strategic relevance, project design, efficiency and sustainability: Project implementation should ensure synergies with complementary projects. Implementation of several adaptation projects by one institution (government or development partner) makes it easier to use lessons from one project in the implementation of another project, although there are other ways to ensure lessons learned are successfully collected, compiled, disseminated and used[38]. Similarly, new projects should build on previous projects, filling in gaps and using their lesson learned.

3. Related to findings on strategic relevance and project design: Adaptation in coastal areas requires working on cross-sectoral planning, including economic and physical/spatial/land-use planning and meteorology services, as well as all sectors: certainly agriculture, fisheries, tourism, water and sanitation, energy and transport, but also housing, health, industry and services. It requires the active involvement of key players in these sectors, and from different perspectives (public, private and social sectors) and scales (national, provincial and municipal).

4. Related to findings on project design: Pilot projects are meant to test practices in different settings, draw lesson and scale up and replicate practices that demonstrate to be adequate. In that spirit, while it is certainly important to test practices across a range of ecological settings, pilot projects should consider both rural and urban areas, particularly when the project focuses on geographical areas (e.g. coastal areas in Angola) where a significant percentage of the population, economic activities and infrastructure assets are located in

[38] For example, this can be done by working on lessons learned note or brief for internal or external purpose. The government has a key role to play in transfering knowledge and lessons learned from one project to the others. Good coordination and communication between project teams and implementation institutions can also support this process. Exchange of experience and webinars are also good ways to learn from other projects.

urban areas[39]. When working in urban areas, projects should consider their specific challenges and opportunities.

5. Related to findings on project design: EbA projects should consider ecosystem links. More specifically, EbA projects in coastal areas should consider the links of coastal ecosystems with marine ecosystems and upstream basins. This is critical for the effectiveness, efficiency and sustainability of EbA projects.

6. Related to findings on project design, effectiveness and efficiency: The institution in charge of project design (i.e. the implementing entity, the indivual or firm subcontracted to design it, or an specialized agency hired by any of these two) should assess in detail the delivery capacity of implementing and executing agencies, including implementation modalities, decision-making, administrative, financial and procurement processes, as well as monitoring, documentation and communication capacity. This assessment should consider risks to the delivery capacity (in this case a dramatic drop in oil prices or government restructuration). This assessment should inform the selection of delivery methods. These methods should be assessed again during the inception phase, as the delivery capacity of implementing and executing agencies may have changed between project design and project inception. Coordination mechanisms should also be assessed. Delivery methods should be adjusted on that basis during the inception phase if needed. Risks to delivery methods during project implementation should be identified and management measures defined during the inception phase. Trade-offs between the short and long term in this regard should also be made explicit.

7. Related to findings on project design and efficiency: UN agencies, such as UNEP and UNDP, can complement each other very well, as they tend to have different comparative advantages. Often different UN agencies have the expertise to work in similar activities, so the selection of a particular agency is a matter of choice from the government. In joint projects, coordination between UN agencies and with the government is critical.

8. Related to findings on project design and effectiveness: When defining the objectives and outcomes of a project (and their corresponding targets), as well as its timeframe, it is important to consider the level of development of the country where it is going to be implemented (e.g. an LDC) and potential external shocks. It is also important to reflect whether activities or outcomes are considered, and realize that capacity building and ecosystem restoration take long (that capacity building activities and ecosystem restoration activities will not result in increased capacity and restored ecosystems immediately), especially in countries with limited capacities and very degraded ecosystems. It is also important to consider the availability of scientific information. In this sense, 4 years may be too short a timeframe for an EbA project in an LDC with limited capacity and scientific information.

[39] Note that these criteria are not mutually exclusive. A pilot project can work in rural and urban areas across different ecological settings.

9. Related to findings on project design and efficiency: It is fundamental to develop project's results framework that adequately monitor progress towards achieving the project's objective and outcomes. Indicators need to be SMART, including clear methodologies and means and sources of verification that can be used during project implementation. Baseline assessments need to be conducted early in project implementation, and the results framework needs to be revised on that basis. In EbA projects it is critical that the baseline assessment is very specific on the health of ecosystems and social vulnerability, to be able to demonstrate improvements in the health of ecosystems and show if and how this results in increased social resilience.

10. Related to findings on efficiency: Implementing agencies need to participate in the selection process of the PMU members and provide early, regular and close support to LDC executing agencies in financial management and reporting, ensuring GEF and UN procedures are followed. This includes support in quantifying co-financing.

11. Related to findings on sustainability: Even if the project document includes a sound sustainability strategy, implementing and executing entities need to update the sustainability strategy based on the activities implemented and unexpected changes to the context (e.g. COVID 19 and changes in government arrangements).

4.3 Recommendations

1. Linked to findings on strategic relevance, project design, efficiency and sustainability: UNEP should use the lesson learned drawn and recommendations provided in the meta-analysis that is currently conducting of the MTR and terminal evaluations of projects implemented by them in the implementation of this project, particularly if it is extended 3 years. UNDP, UNEP and PMU should continue to use lessons from and exploit synergies with the Cuvelai project, specially but not only in terms of EWS and outreach.

2. Linked to findings on strategic relevance and project design: DNAAC, UNDP, UNEP and the PMU should engage more systematically the National Directorate of Spatial Planning and Urbanism, as well as the government ministries/agencies/directorates/departments/units in charge of housing, energy, transport, tourism, health, industry and services, at the same time they continue to engage meteorology, agriculture, fisheries and water. DNAAC, UNDP, UNEP and the PMU should further involve the private sector, in all sectors, and not only in the oil industry. They should also work closely with the municipal level, especially when interventions in the ground take place in denser urban settings and taking into consideration the decentralization process. DNAAC, UNEP and the PMU should continue to work with the provincial governments. Increased engagement of the all the institutions listed above should include where relevant validation of knowledge and communication products and policies, and approval and support in the implementation of the site-specific intervention plans.

3. Linked to findings on project design: DNAAC, UNEP and the PMU should explore the possibility of one of the four sites being a predominantly urban site, particularly in Kwanza Sul and Cabinda, where sites have not yet been confirmed and site-specific CVAs have not yet

been conducted. When working in these sites, DNAAC, UNEP and the PMU should consider the specific challenges and opportunities related to urban settings.

4. Linked to findings on project design: DNAAC, UNEP and the PMU should explore ways of strengthening the links between the project interventions in coastal ecosystems with marine ecosystems and upstream basins, to the extent possible, recognizing budget limitations. This should go beyond sharing the project's management plans, and could for instance include training and/or participation in project governance structures at the provincial level.

5. Linked to findings on project design, effectiveness and efficiency: UNEP, UNDP, DNAAC and the PMU should assess risks (including COVID-19) to delivery methods for the remaining implementation time and define appropriate management measures, some of which are mentioned below. The PSC should meet more frequently (twice a year), especially if implementation speeds up, as it should. GoA, in general, and MCTA and DNAAC, more specifically, should try to speed up decision-making, through a more active involvement (e.g. more regular (at least bi-weekly) participation in coordination meetings), despite its busy agenda, and more delegation of powers to the PMU to run smaller things. The PMU should have a more pro-active attitude to implementation. DNAAC should speed up procurement, by allocating more staf if needed and accelerating decision making processes where relevant, as mentioned above. These measures would allow to speed up financial execution and reduce the PMC rate. At this regard, UNDP, UNEP, DNAAC and the PMU should explore co-financing options, such as covering, at least partially, staff salaries and/or office operating expenses. UNDP and UNEP should continue coordination efforts, even after UNDP's work on components 3 and 4 finalizes. For example, the PM/PC could attend UNDP weekly meetings with the NPD and report back to UNEP.

6. Linked to findings on project design and effectiveness: With this MTR already in place, UNDP and UNEP should request extensions. One year may be sufficient for UNDP. Implementation of outcomes 1 and 2 by UNEP would require more time, at least 2 years. These extensions are required to ensure significant project results. Given current exceptional circumstances (the high uncertainty created by COVID-19, which has no clear ending), extensions should be considered tentative (depending how COVID-19 evolves, more time may be needed). In this sense, UNDP and UNEP should request flexibility to LDCF. These two implementing agencies should also negotiate longer project timeframes with LDCF to the extent possible during the design of future projects, particularly if they are in an LDC and on EbA.

7. Linked to findings on project desing and efficiency: UNDP and UNEP should revise the projects' results framework, so that indicators are SMART and it becomes an adequate tool to monitor progress towards achieving the project's objective and outcomes. UNDP with approval from DNAAC should explore how the capacity assessment that is plannned to be undertaken can somehow be commensurable with the AMAT methodology, so that the results of the assessment can be compared to a certain degree to the existing baseline. LDCF would likely have some sort of information on this – the UNDP LDCF focal point at the highest level

could request this, as this is something that applies not only to this project but to many UNDP LDCF projects that are about to finalize and will need to undertake a final evaluation report. The PMU should finalize the project's baseline assessment as soon as possible, ensuring it is robust. In particular, this assessment should be very specific on the health of ecosystems and social vulnerability. The same metrics should be used to revise the corresponding indicators, targets and means and sources of verification in the results framework. The revision of the results framework should also be coherent with the site-specific intervention plans. The revision of the results framework needs to be consistent and include the objective level indicator. PMU supervised by DNACC and with support from UN Environmetn and UNDP should involve other key players (INAMET and INHR for output 1.2; provincial and municipal governments for outcome 2) in this exercise, to ensure ownership. A reconstructed project's theory of change is provided in Annex 5.4.

8. Linked to findings on strategic relevance, project design, efficiency and sustainability: DNAAC, UNDP, UNEP and the PMU should try to leverage opportunities to improve progress towards achieving project objective and outcomes. Government restructuration is a good opportunity to update and expand the PSC, as well as to conduct capacity building activities. The increased visibility of DNAAC is a good opportunity to promote the Angola Coastal Adaptation Plan. DNAAC, UNDP and UNEP should try that coastal adaptation is adequately reflected in Angola's revised NDC and the revised NCCP 2020-2035, in order to sustain, scale up and/or replicate the work undertaken by the project. DNAAC and UN Environment should ensure that the NAP GCF proposal currently being developed fills in gaps[40] and builds on the lesson learned in this project, including in terms of delivery methods.

9. Linked to findings on efficiency: UNDP and UNEP should continue to support the PMU in quantifying actual co-financing. UNEP and UNDP should also continue providing technical backstopping on adaptation to the PMU, including training. Budget for support from the CTA to the PMU should be increased, particularly for a more effective execution of components 1 and 2.

10. Linked to findings on sustainability: Although there are good prospects in terms of sustainability of project results, DNAAC, UNDP, UNEP and the PMU should update the sustainability strategy included in the project document, based on the activities implemented and taking into account COVID-19's direct and indirect effects. This strategy should indicate clearly the factors that will support the sustainability of project results at different levels and assign clear responsiblilities. These institutions should then implement the updated strategy. DNAAC, UNDP and PMU should speed up the work on public awareness and communications, assuming it will not be based on results from the ground, and rethink it, given

[40] One of the gaps is the proper integration of climate change adaptation into land use plans. The country has a methodology and some guidelines on how to develop these plans. The National Directorate of Spatial Planning and Urbanism revised these guidelines in 2020 to integrate the climate change perspective, but MCTA and DNAAC did not participate in this process. It would be important that the revision is strengthened by climate change experts, as all municipalities in the country need to use these guidelines to develop their land-use plans. Only 12 of the 164 municipalities of the country currently have one, so there is an opportunity to influence how these plans are made.

COVID-19 related restrictions, assessing what means of communication are most effective under these circumstances. They should consider additional communication channels. PMU should use these communication tools once components 3 and 4 are finalized. For replication, DNAAC, UNEP and the PMU should revise the scope of the concept notes, ensure links to the NAP GCF project and integrate project results, methods and lessons into development and physical planning.

5 ANNEXES

5.1 Evaluation matrix

Table 8. Evaluation matrix

Evaluation questions	Indicators	Information source	Data collection method
A. Strategic Relevance			
A.1 To what extent is the project aligned with UN Environment, UNDP and GEF priorities? (2020)	• Level of alignment between the project and UN Environment's Medium Term Strategy[41] (MTS) and Programme of Work (POW) • Level of alignment between the project and UNDP's overall global strategy and country programme document	• ProDoc and project planning documents • UN Environment MTS and POW • UNDP overall global strategy and country programme document • Angola UNDAF	• Desk review • Interviews

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

Evaluation questions	Indicators	Information source	Data collection method
	• Level of alignment between the project and the United Nations Development Assistance Framework (UNDAF) in Angola • Level of alignment between the project and the GEF strategic priorities	• GEF Strategic Priorities as published in programming priorities and focal area strategies • Interviews with UN Environment and UNDP Staff	
A.2 To what extent is the project aligned with global priorities? (2020)	• Level of alignment between the project and SDGs • Level of alignment between the project and the Paris Agreement	• ProDoc and project planning documents • SDGs • Paris Agreement • Interviews with UN Environment and UNDP Staff • Interviews with the project director and PMU	• Desk review • Interviews
A.3 *Responsiveness to human rights*: To what extent has the project applied the UN Human rights based approach (HRBA) and the UN Declaration on the rights of Indigenous People (UNDRIP)? (2020 and 2021)	• Level of alignment between project design and implementation and the UN HRBA and the UN DRIP (in 2021 only outcomes 1 and 2 will be considered)	• Planning documents • Monitoring and reporting documents • UN Declaration on the Rights of Indigenous People and documents presenting the UN Common Understanding on the human rights-based approach (HRBA) • Interviews with UN Environment and UNDP Staff	• Desk review

Evaluation questions	Indicators	Information source	Data collection method
		• Interviews with the project director and PMU • Interviews with representatives of the targeted provincial governments • Interviews and focus groups with communities (in 2021)	
A.4 *Responsiveness to gender equity*: To what extent have the project design, implementation and monitoring taken into account gender inequalities and differentiation? (2020 and 2021)	• Level of alignment between project design and implementation and UN Environment's Policy and Strategy for Gender Equality and the Environment. • Number and quality of measures in project design, implementation and monitoring, respectively, that address: ○ Existing and potential gender inequalities in access to and control over natural resources; ○ Specific vulnerabilities of women and children to environmental degradation or disasters ○ The role of women in mitigating or adapting to environmental changes, and engaging in environmental protection and rehabilitation	• Planning documents • Monitoring and reporting documents • UN Environment's Policy and Strategy for Gender Equality and the Environment. • Interviews with UN Environment and UNDP Staff • Interviews with the project director and PMU • Interviews with representatives of the targeted provincial governments • Interviews and focus groups with communities (in 2021)	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
	• Level of perceived consideration of gender inequalities in the project design, implementation and monitoring (2021) • Number of the policies, plans, frameworks and processes supported by the project that incorporate gender dimensions • Evidence that women as beneficiaries know their rights and/or benefits from project activities/interventions (2021) • Evidence that female stakeholders are satisfied with the project gender equality results (2021)		
A.5 To what extent is the project responding to the national and sub-national environmental needs and priorities? (To what extent is the problem addressed by the project relevant to its context?) (2020 and 2021)	• Level of alignment between the project and national needs and priorities, as highlighted in national development plans, poverty reduction strategies, climate change strategies and other environmental agreements (2020) • Level of alignment between the project and local needs and priorities, as highlighted in sub-national development plans, poverty reduction strategies, climate change	• ProDoc and project planning document • National and sub-national development plans, poverty reduction strategies, climate change strategies, other environmental agreements (e.g. Angola National Development Plan 2013-2017 and 2018-2022, Vision 2025, National Adaptation Programme of Action (NAPA) 2011 and the National	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
	strategies and other environmental agreements (2020 and 2021) • Level of complementarity between the project and other existing initiatives (2020 and 2021) • Evidence of establishment of a coordinating mechanism to ensure coordination between relevant ongoing initiatives (2020 and 2021)	Strategy for Climate Change 2018-2030) (ENAC by its initials in Portuguese). • Interviews with UN Environment and UNDP Staff • Interviews with the project director and PMU • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing) • Interviews with representatives of the targeted provincial governments • Interviews and focus groups with communities (in 2021)	
B. Quality of project design			
B.1 *Project design*: How effective is the selected strategy to achieve intended results? (2020 and 2021)	• Level of coherence between objective, outcomes, outputs and activities (2020) • Extent to which selected methods of delivery are appropriate to the development context (2020)	• Project planning documents • Project products (Climate Vulnerability Assessment and Sit-specific intervention plans) and related ToR • Interviews with UN Environment and UNDP Staff	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method

	• Evidence of planning documents utilizing lessons learned/ recommendations from previous projects as input to planning/strategy process (2020 and 2021)
	• Extent to which the project goes beyond the business as usual development approach to embrace a strong adaptation rationale and if not why (2020 and 2021). Related questions are
	  ○ Does the project respond to current and future climate threats and impacts?
	  ○ Does it address root causes of vulnerability?
	  ○ Is climate change adaptation fully and systematically integrated into project activities?
	• Relevance of the site-specific intervention plans (proposed adaptation options and implementation arrangements) to successfully address
		• Interviews with the project director and PMU
		• Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing)
		• Interviews with representatives of the targeted provincial governments	

Evaluation questions	Indicators	Information source	Data collection method
	main vulnerabilities coming out of the climate vulnerability assessments? (2021)		
B.2 *Project design*: Were perspectives from all relevant stakeholders taken into account during project design? (2020 and 2021)	• Number and types of stakeholders consulted during project design • Evidence of concerns expressed being used to adjust project strategy	• Project planning documents • Workshop/planning meeting minutes and action items • Interviews with the project director and PMU • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial planning and Housing) • Interviews with representatives of the targeted provincial governments • Interviews and focus groups with communities (in 2021)	• Desk review • Interviews
B.3 *Results framework*: How clear, practical and feasible are project's outcomes and objectives? How realistic are the targets and timeframes? (2020)	• Clarity and coherence between objective, outcomes, outputs and activities • Feasibility of stated targets, outcomes and objectives within the project timeframe • Implementing entities' staff understanding of objectives, targets and timeframe	• Project planning documents, baseline report, monitoring reports • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and CTA	• Interviews • Desk review

Evaluation questions	Indicators	Information source	Data collection method
	• Local implementing partners' understanding of objectives, targets and timeframe		
B.4 *Results framework*: How effective are the logframe's indicators, baselines and targets to measure effects from the project? (2020)	• Use of SMART sets of indicator, baseline, target and mean of verification • Use of gender-disaggregated indicators and targets • Evidence of effects of the project on development or environment not measured by current indicators.	• Project planning documents, baseline report, monitoring reports • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and CTA	• Interviews • Desk review
B.5 *Preparation and readiness*: Were appropriate measures taken during the inception phase to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of	• Nature and extent of weaknesses, changes or needs identified during the inception/ mobilization phase, with regards to: ○ Institutional, socio-economic, environmental or political context	• Project planning documents, inception report, inception workshop minutes, PSC meeting minutes • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and CTA	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
funds and project mobilisation? (2020)	○ Nature and quality of engagement with stakeholders ○ Capacity of partners ○ Development of partnership agreements ○ Staffing and financing arrangements • Number, quality and timeliness of adjustments made.	• Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA)	
C. Effectiveness			
C.1 *Achievement of outputs:* Is the project successfully delivering its outputs and achieving targets as per the ProDoc? (2020 and 2021 – for outputs related to outcomes 1 and 2)[42]	• Number of outputs delivered against the logframe' s final targets • Timeliness of output delivery against the work plan • Quality of outputs delivered	• Project planning documents (quarterly and annual work plans) • PIRs and monitoring reports • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA	• Desk review • Virtual Interviews

[42] Note that the results framework of the project does not explicitly include output level indicators. However, the outcome level indicators are formulated as output level indicators. For this reason, C1 and C2 will be addressed together. The baseline report will be looked at once developed for outcomes 1 and 2 in 2021.

Evaluation questions	Indicators	Information source	Data collection method
C.2 *Achievement of direct outcomes:* Are the outputs contributing to the achievement of the project's outcomes? (2020 and 2021 – for outcomes 1 and 2)	• Number and extent of achievement of milestones toward meeting direct outcome indicators • Where possible, evidence of attribution between UNDP and UN Environment's intervention and the direct outcomes	• Project planning documents (quarterly and annual work plans) • PIRs and monitoring reports • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA)	• Desk review • Interviews • Field Visits (if deemed necessary and possible)
C.3. *Likelihood of impact:* Is the project progressing toward achievement of intended objective? (2020 and 2021 – for outcomes 1 and 2)	• Number and extent of achievement of milestones towards meeting the objective indicator • Nature and likelihood of adverse environmental, social and economic effects from the project	• Project planning documents (quarterly and annual work plans) • PIRs and monitoring reports • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing)	• Desk review • Interviews • Field Visits (if deemed necessary and possible)

Evaluation questions	Indicators	Information source	Data collection method
		• Interviews and focus groups with communities (in 2021)	
C.4 *Likelihood of Fund level impacts:* Is the project progressing towards the achievement of Fund-level (GEF) intended impacts? (2020)	• Progress between the most recent GEF Tracking Tool and its Baseline version	• Monitoring and reporting documents (quarterly and annual work plans) • GEF Tracking tool	• Desk review • Interviews
C.5 What are the main barriers to address and the main opportunities to leverage based on current progress towards results? (2020 and 221)	• Nature and extent of barriers or enabling conditions towards achievement of project results • Nature and extent of opportunities generated by most successful achievements to date	• Project planning, progress reports, and monitoring reports • PIRs and monitoring reports • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing)	• Desk review • Interviews
D. Financial Management[43]			

[43] Note that in the report this will be a sub-section under efficiency.

Evaluation questions	Indicators	Information source	Data collection method
D.1 Is the rate of disbursement consistent with the work plan, the length of implementation to date and the outputs delivered? (2020)	• Budget execution per year, outcome and output, against total budget	• Monitoring and reporting documents (quarterly, annual reports) • UN Environment Task manager, UNDP focal point, PMU Financial Officer and CTA • GEF/UN Environment / UNDP reporting requirements	• Interviews • Desk review
D.2 To what extent is the project leveraging its planned co-financing? (2020) (To what extent has the project been successful in building synergies with key stakeholders, in particular regarding co-financing?)	• Amount of resources that project has leveraged since inception (and source(s)) • Number and difference between planned and actual executed co-financing activities • Degree of integration of externally funded components into overall project strategy/design	• Project planning, progress reports, audit reports and monitoring reports • UN Environment Task manager, UNDP focal point, PMU Financial Officer and CTA • Management teams from co-financing projects	• Desk review • Interviews
D.3 Does the project comply with financial reporting and/or auditing requirements/ schedule, including quality and timeliness of reports? (2020)	• Proportion and types of financial reporting and/or auditing materials submitted a) correctly and b) on time • Quality of financial reporting/auditing materials	• Financial reporting/ auditing documents (quarterly, annual reports) • UN Environment Task manager, UNDP focal point, PMU Financial Officer and CTA • GEF/UN Environment / UNDP reporting requirements	• Interviews • Desk review

Evaluation questions	Indicators	Information source	Data collection method
E. Efficiency			
E.1 *Efficiency*: To what extent are the outputs being achieved in a cost-effective manner? (2020)	• Level of alignment between planned and incurred project implementation costs and nature of divergences • Evidence of use of financially sound practices for project execution and management • Quality and timeliness of procurement processes	• Financial reporting/ auditing documents (quarterly, annual reports)	• Desk review • Interviews
E.2 *Efficiency*: Are the timing and sequence of activities contributing to or hindering efficiency? (2020)	• Timing and sequence of outputs against work plan • Nature and total delays (in months) generated by implementation bottlenecks	• Project planning and reporting documents • Financial reporting/ auditing documents (quarterly, annual reports) for this project and for other similar projects • UN Environment and UNDP focal points, PMU and CTA	• Desk review • Interviews
E.3 *Efficiency*: How is the project enhancing its cost- and time-effectiveness? • Is efficiency likely to change before the end of the project? (2020)	• Number and nature of measures implemented to enhance cost- and time-effectiveness • Likelihood and effect of factors likely to enhance or hinder efficiency	• Project planning and reporting documents • UN Environment and UNDP focal points, PMU and CTA	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
E.4 *Quality of project implementation:* Have UN Environment and UNDP provided adequate technical backstopping and supervision? (2020)	• Use of RBM tools, evidence of regular reporting by UN Environment and UNDP • Perceptions of quality of supervision of UN Environment and UNDP • Perceived timeliness and quality of UN Environment and UNDPs backstopping and supervision response to EAs inquiries and needs • Level of coordination between UN Environment and UNDP (synergies and integration between components 1 and 2 supported by UNEP and components 3 and 4 supported by UNDP) and with DNACC	• Reporting documents • PSC and minutes • UN Environment and UNDP focal points • Project director, PMU and CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA)	• Desk review • Interviews
E.5 *Quality of project execution:* Have MINAMB and the PMU provided quality and timely project management? (2020)	• Perceived leadership of the EA towards achieving project outcomes • Perceived effectiveness of the EA in managing team structures and maintaining productive partner relationships, communication and collaboration • Extent of use of risk management tools by the EA • Perceived effectiveness of problem-solving methods	• Reporting documents • PSC and minute • UN Environment and UNDP focal points • Project director, PMU and CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA)	• Desk Review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
	• PSC and other stakeholder perceptions of quality of PMU and oversight by MINAMB • Evidence of re-adjustment of project strategy in response to internal reviews or management findings		
E.6 *Stakeholder participation and cooperation*: Are the stakeholder communication and consultation mechanisms effective and inclusive of differentiated groups? (To what extent has the project been successful in establishing effective communication with key stakeholders?) (2020)	• Number, type and quality of stakeholder engagement activities at each stage of the project • Evidence of participation from a representative range of stakeholder groups, including differentiated groups (with a focus on communities, beneficiaries and most vulnerable groups) • Evidence that issues and feedback provided by stakeholders were taken into consideration in project implementation • Evidence of transparency and inclusiveness in stakeholder communications and consultation	• Workshop/planning meeting minutes and action items, including PSC • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Housing and Planning) • Interviews with local governments • Interviews and focus groups with communities (in 2021)	• Desk review • Interviews
E.7 *Stakeholder participation and cooperation*: To what extent were effective partnerships arrangements established for implementation of the project with	• Number and types of partnerships developed between project and local bodies/organizations	• Meetings/workshop minutes (steering committee) • Interviews with UN Environment and UNDP Staff	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
relevant stakeholders involved in the country/region? (To what extent has the project been successful in and building synergies with key stakeholders?) (2020 and 2021 – for outcomes 1 and 2)	• Extent and quality of interaction/ exchange between project implementers and local partners	• Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing) • Interviews with local governments	
F. Monitoring and Reporting			
F.1 *Monitoring design and implementation:* Is the monitoring plan well-conceived, and sufficient to monitor results and track progress toward achieving project outputs and direct outcomes? (2020)	• Existence and quality of: ○ Performance measurement framework/ logframe, including quality of indicators, baselines, targets and sources of verification[44] ○ Roles and responsibilities ○ Timeframe / work plan ○ Budget	• Planning documents • Baseline assessment report • Monitoring and reporting documents • UN Environment and UNDP focal points, PMU and CTA	• Desk review • Interviews
F.2 *Monitoring design and implementation:* Is the monitoring	• Evidence of changes to the results framework	• Planning documents	• Interviews • Desk review

[44] This will be assessed in section B on quality of project design.

Evaluation questions	Indicators	Information source	Data collection method
plan operational and effective to track results and progress towards objectives? (2020)	• Proportion of executed monitoring budget against planned monitoring budget • Degree of alignment with timeline and work plan, and (if any) evidence of external factors affecting them • Evidence of collection of monitoring data • Presence of a M&E staff within the project team or M&E expert hired to track and analyze progress	• Planning meeting minutes/review procedures • Monitoring and reporting documents (quarterly, APRs, Tracking Tool) • UN Environment and UNDP focal points, PMU and CTA	• Field Visits (if deemed necessary and possible)
F.3 *Project reporting:* Does the project comply with the progress documentation and monitoring reporting requirements/ schedule, including quality and timeliness of reports? (2020)	• Types, number and quality of reporting materials submitted a) correctly and b) on time	• Monitoring and reporting documents (quarterly, PIRs, Tracking Tool) • UN Environment and UNDP focal points, PMU and CTA • GEF/UN Environment and UNDP reporting requirements	• Interviews • Desk review
F.4 *Project reporting:* What (if any) corrective actions were taken in response to monitoring reports (such as PIRs)? (2020)	• Evidence of management response/changes in project strategy/approach as a direct result of information in PIRs	• PIRs • Workshops/Meeting minutes from technical group, steering committee, staff, stakeholders • UN Environment and UNDP focal points, PMU and CTA	• Interviews • Desk review
G. Sustainability			
G.1 Has the project designed and implemented an appropriate exit	• Existence and quality of an exit strategy	• Project planning documents	• Interviews • Desk review

Evaluation questions	Indicators	Information source	Data collection method
strategy and measures to mitigate risks to sustainability? (Will the project's current sustainability strategy be sufficient to ensure long-lasting impacts of project interventions?) (2020 and 2021 – for outcomes 1 and 2)	• Existence and quality of a plan to manage financial, socio-economic, institutional, governance and environmental risks • Risks to successful implementation of the identified on-the-ground adaptation interventions coming out of those site-specific (2021)	• Project monitoring and reporting docs/data (quarterly and annual reports) • UN Environment and UNDP focal points, PMU and CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing)	
G.2 What factors are in place to enable or hinder the persistence of achieved direct outcomes? (2020 and 2021 – for outcomes 1 and 2)	• Number and type of policies and organizational arrangements that support or hinder the continuation of project activities or results (private or public sector) • Type of political and social conditions affecting the sustainability of direct outcomes • Level of ownership and commitment as well as declared willingness among stakeholders to take the project achievements forward • Level of dependence of achievements on future funding for their sustainability and likely availability of such resources	• Project planning documents • Project monitoring and reporting docs/data (quarterly and annual reports) • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing) • Interviews with local governments • Interviews and focus groups with communities (in 2021)	• Interviews • Desk review

Evaluation questions	Indicators	Information source	Data collection method
	• Existence and amount of funding opportunities to pursue/ support project results in the long term • Types and intensity of bio-physical conditions affecting the sustainability of direct outcomes		
G.3 Has the project set up the enabling/conducive environment for replication and scale up of project good practices? (2020 and 2021 – for outcomes 1 and 2)	• Examples of new technologies and approaches promoted and used during project implementation • Number and type of dissemination activities implemented and type and size of audience • Examples of activities/approaches/techniques used in the project and replicated or likely to be replicated in other projects/initiatives (other geographical areas and/or funded by other funding partners) • Example of national strategies inspired by the project results • Examples of existing or future large-scale initiatives building on project outcomes or methods	• Project monitoring and reporting docs/data (quarterly and annual reports) • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing) • Interviews with local governments	• Interviews • Desk review

Evaluation questions	Indicators	Information source	Data collection method
G.5 *Country ownership and driven-ness*: Is the level of involvement of government/ public sector officials sufficient to ensure ownership over project outputs and outcomes and representation of all gender and marginalized groups? (2020 and 2021 – for outcomes 1 and 2)	• Number and types of representatives from government and public sector agencies present at workshops and involved in implementation (including PSC) • Number and types of regulations, policies or other government initiatives (existing, newly enacted, or changed) that support project outputs and outcomes • Declared willingness, and or initiatives from national stakeholders to take forward and capitalize on project results while taking into account the needs and interests of gender and marginalized groups.	• Project monitoring and reporting docs/data (quarterly and annual reports) • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA) • Interviews with local governments	• Desk review • Interviews
G.6 *Communication and public awareness*: Does the project effectively communicate lessons and experience with project partners and interested groups? (2020)	• Number and quality of knowledge sharing mechanisms with project partners and interested groups • Evidence of existence and use of feedback channels by partners and interested groups	• Project monitoring and reporting docs/data (quarterly and annual reports) • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR,	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
		MINEA, Spatial Planning and Housing) • Interviews with local governments	
G.7 *Communication and public awareness*: Has the project implemented appropriate outreach and public awareness campaigns? (2020 and 2021 – for outcomes 1 and 2)	• Number and quality of public awareness activities undertaken • Number and type of public reached • Changes in public awareness as a result of outreach/ communication by project	• Project monitoring and reporting docs/data (quarterly and annual reports) • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA • Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA, Spatial Planning and Housing) • Interviews with local governments • Interviews and focus groups with communities (in 2021)	• Desk review • Interviews
G.8 *Communication and public awareness:* Is the knowledge sharing platform likely to be sustained beyond the project implementation? (2020)	• Establishment of knowledge sharing platform • Level of dependence of platform on project's institutional and financial arrangements • Level of socio-political support for the platform	• Project monitoring and reporting information (workshop summaries, attendance lists, action items etc.) • Interviews with UN Environment and UNDP Staff • Interviews with the project director, PMU and the CTA	• Desk review • Interviews

Evaluation questions	Indicators	Information source	Data collection method
		• Interviews with relevant government ministries (e.g. INAMET, INHR, MINEA)	

5.2 List of reviewed documents

The documentation listed in Annex B of the terms of reference, as well as other documents, have been reviewed in detail. In particular, the evaluator has been reviewed:

Background documents

- UN Environment MTS and POW
- UN Environment's Policy and Strategy for Gender Equality and the Environment.
- UNDP overall global strategy and country programme documents
- Angola UNDAF
- GEF Strategic Priorities as published in programming priorities and focal area strategies
- SDGs
- Paris Agreement
- UN Declaration on the Rights of Indigenous People and documents presenting the UN Common Understanding on the human rights-based approach (HRBA)
- National and sub-national development plans, poverty reduction strategies, climate change strategies, other environmental agreements (e.g. Angola National Development Plan (PND by its initials in Portuguese) 2013-2017 and 2018-2022, Vision 2025, National Adaptation Programme of Action (NAPA) 2011 and the National Strategy for Climate Change 2018-2030) (ENAC by its initials in Portuguese))

Project design documents

- GEF Project document (ProDocs for UN Environment and for UNDP, including the GEF tracking tool)
- CEO Endorsement
- Minutes of the project design review meeting at approval (UNDP Local Project Appraisal Committee minutes)

Financial documents

- Audit reports and corresponding management letters (2017, 2018, 2019)
- Financial Reports
- Budget revisions

Reporting

- Project Implementation Reports of UN Environment and UNDP
- UN Environment half-year reports
- UNDP Annual Reports
- GEF Tracking Tool
- Back to office reports
- Mission reports

Project Steering Committee

- PSC meeting minutes

Procurement

- Procurement Plans

Project Outputs

- CVA and EWS ToRs and guidance
- Baseline Assessment
- Studies & online mapping prototype from GeoGestão (3 products, 1 workshop) and policy analysis of climate change integration and Costal adaptation Plan from Get2C (2 main products, 2 workshops) under component 3
- Communication products (policy briefs, presentations)
- Drafted TOR of required project activities for outcome 3 and 4 that were not yet implemented due to Covid-19 and Government restructuring
- Some documents on capacity building training on Meteorology for government officers for INAMET/INRH/SPCB

Institutional arrangement

- UN Environment project coordination agreement
- UNDP agreements

5.3 List of interviewed persons and institutions

Table 9. Interviewees

Type	Position	Name	Interview date
PMU	Project CTA UN Environment	Nicholas Tye	20/10/2020
	Project Management Specialist[45]	Maria Cadahia[46]	20/10/2020
	Project Manager	Carla Pompílio da Silva	26/10/2020
	Financial Officer	Melquizedeque Francisco	
	Project Assistant	Jandira Narciso	
PSC Members	INAMET	Domingos Nascimiento	21/10/2020
	INRH	Narciso Ambrosio	21/10/2020
	Directorate of Spatial Planning and Urbanism	Rafael Antonio	10/11/2020
UN Environment	Task manager	Eva Comba	20/10/2020
UNDP	Former[47] Programme Specialist / Climate change and environment programme	Goetz Schroth	20/10/2020

5.4 Reconstructed project's Theory of Change

[45] Maria provides technical support to both the Coastal Areas and Cuvelai project, and her time is split between these projects.

[46] Although Maria has a UNDP contract, she is paid by the project and her function is effectively that of a CTA to the PMU. She does not provide oversight function (what UNDP is doing as the IA for Outcomes 3 and 4). She began working for the project in Angola in June 2019 and current contractual engagement goes until end of November 2020. Therefore, her support covers the last 18 months of the UNDP project.

[47] At the time of the MTR: UNDP Regional Technical Advisor for Ecosystems and Biodiversity, Africa Region.

Table 10. Reconstructed project's Theory of Change