

AFRICA ADAPTATION PROGRAMME

LIGHT TOUCH MID-TERM REVIEW REPORT

TUNISIA



Tunis, 17 – 21 October 2011

Final Report (7 November 2011)

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List of Acronyms and Abbreviations

AAP	Africa Adaptation Programme
APAL	Agency for Coastal Zone Protection and Management
ATLAS	Enterprise Resource Planning system used by UNDP
AWP	Annual Work Plan
AWP/RMF	Annual Work Plan / Results management framework
CC	Climate Change
CO	Country Office
COPIL	Steering Committee
CSO	Civil Society Organization
DGQEV	Directorate General of Quality of the Environment and Livelihood
ERBM	Enhanced Results Based Management
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IRTSC	Interregional Technical Support Component
MAE	Ministry of Agriculture and Environment
MEDD	Ministry of Environment and Sustainable Development
MTR	Mid-Term Review
NEX	National Execution
NGO	Non-Government Organization
PDP	Personal Development Programme
PMU	Project Management Unit
QPR	Quarterly Progress Report
RBA	Regional Bureau for Africa
RBAS	Regional Bureau for Arab States
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services

Executive Summary

Implementation of the AAP project in Tunisia is through the UNDP Country Office in Tunis and project execution is through the National Execution modality. The Agency for Coastal Zone Protection and Management is the designated institution, under the oversight of the Ministry of Agriculture and Environment.

The UNDP Resident Representative and the Government of Tunisia signed the Project Document in December 2009. The inception workshop was carried out on 23 February 2010. The Deputy Project Coordinator was recruited in September 2010 but resigned in September 2011. A project management unit was not put together, as the Deputy project coordinator worked within APAL and very closely with the Director General of that institution.

Tunisia was the pioneer country of the so called Arab Spring. In December 2010, the first signs of turmoil appeared in the country side, having culminated on 14 January 2011 with the departure of then former President Ben Ali, in power for 23 years. The months that followed were quite unstable for Tunisia and its institutions. Preparation for the transition to democracy was involved in a context of economic crisis and social demands.

It was within this context that the AAP project has been implemented from December 2010 up to this date, with APAL as the leading agency.

The project is faced with great challenges as it enters 2012, its last year. Its current delivery rate is very low, only 8% of the total budget. Implementation of most activities ranges from being started and achieved to being launched for tender.

The project is expected to deliver about US\$ 2,700,000 in 2012, at the same that it should keep a focus on strategic thinking. A very strong element of uncertainty and risk will be the evolving political situation. Stable national institutions, namely those involved in project implementation, are necessary for the project success.

Very strong commitments and a more practical approach to implementation are required from now onwards from all involved parties, namely the Government and its main major institutions, APAL and DGQEV, the UNDP country office, involved stakeholders, and of course the IRTSC.

In spite of the lack of tangible results, it was evident during the mission that the project has achieved a great deal of knowledge resulting from planning, discussing, negotiating, reformulating proposals and looking for new solutions. This is a very important asset.

At the time of the MTR mission, the project had already given important steps towards identifying and implementing improved planning, monitoring and quality control mechanisms. A number of administrative processes have been started, that should soon lead to contractual agreements with service providers. As a result of these measures and of a series of recommendations that were discussed and agreed upon during the mission, it is expected that the project will soon start showing results, with a consequent increase in the rate of disbursement.

An IRTSC expert has been designated to provide very close support to project implementation and monitoring.

It has been agreed that by mid-March 2012, at least 80% of the budget will be engaged, with activities started. By late September, most activities should be finished and the project should start wrapping up.

It is recommended that the Tunisia AAP situation be again reviewed in detail in March 2012. Corrective measures, which could include recommendations for return of a portion of the budget to UNDP HQs, could be made in case of failure to deliver and achieve results.

1. Introduction

The Light Touch Mid-Term Review (MTR) of the Africa Adaptation Programme (AAP) in Tunisia is being carried out in a particular national context. Tunisia was the pioneer country of the so called Arab Spring. In December 2010, the first signs of turmoil appeared, having culminated on 14 January 2011 with the departure of then former President Ben Ali, in power for 23 years. The months that followed were quite unstable for Tunisia and its institutions.

In September 2011, the Government of Japan, together with senior UNDP Management, had expressed a heightened level of anxiety over perceived low delivery rates of the AAP. As a result, the Interregional Technical Support Component (IRTSC) has been tasked with supporting AAP countries in carrying out a light touch MTR before the next AAP Board meeting early December 2011. The light touch MTR replaces the planned mid-term evaluation and it is an integral component of UNDP's project cycle management that serves as an agent of change and plays a critical role in supporting accountability.

The light touch MTR mission of the Tunisia AAP took place from the 17 to 21 October 2011. The final draft of the MTR report was completed on 7 November 2011.

The Tunisia AAP light touch MTR is part of a global AAP MTR, taking place in October and November 2011. This process is being undertaken in two parts: (i) light-touch MTRs for each of AAP's 20 national projects, which will assess the progress against the outcomes and challenges faced for each of AAP national project; and (ii) the MTR to review all the components of AAP (i.e. the national projects, Inter-Regional Technical Support Component, Programme and Project Assurance Support Component and South-South Media Awareness Project) to assess their effectiveness and efficiency and propose the pathways for the remainder of the programme. This will provide a strong foundation for accelerating activities for results in 2012, the final year of AAP.

Part One (September 2011): Has been undertaken in response to a request by the UNDP Regional Bureau. This involved a desktop analysis undertaken by each UNDP CO and the provision of information related to:

- Details of the financial and physical progress made thus far against the stated outcomes.
- A diagnosis of the problems (e.g. issues related to project management and implementation) that may have impeded the rate of progress to date.
- A forecast of the likely outcomes and impacts of the Project as at December 2012.

Part Two: To be completed by late November 2011 and involves a more detailed validation and analysis of the strategies, activities and budget leading into 2012. More specifically:

- Critical analysis of the proposed strategies and activities for the remainder of AAP (December, 2012). This analysis will provide a realistic assessment of the potential for impact and delivery as forecast.
- Determine the need for reduction, modification or change in activities and budget so as to ensure full delivery by December, 2012.
- Identify potential under-spends with a view to further refine strategies and activities or release of funds back to the AAP Board.

The agenda for the mid-term review was prepared by the local team of UNDP, Project Management Unit (PMU) and Government focal point, according to the following orientations:

- Initial briefing meeting with the UNDP Senior Management team

- Work meetings with (i) UNDP Senior Management, (ii) UNDP Environment Unit staff, (iii) UNDP Operations staff, (iv) Project Management Unit, (v) key Government officials, (vi) members of the Steering and Technical Committees.
- Analysis of key project documentation, including technical and financial reports.
- Work meetings with UNDP Environment staff and the Project Management Unit.
- Debriefing meeting with UNDP Senior Management Unit and Government officials

It is expected that the Steering Committee will meet soon (probably after the establishment of the new government) to endorse the new 2012 work plan and budget as well as the new monitoring and review strategy that will be put together for closer project follow up.

The text that follows presents an analysis, the findings and recommendations of information collected during meetings of the mid-term review mission and from project reports provided to the IRTSC expert before and during the mission.

2. Light touch MTR scope and objectives

The major objectives of the light touch MTR were the following:

- To provide an analysis of the project's current situation, including identification of bottlenecks and opportunities that have or may impede or enhance delivery.
- To provide an analysis of the relevance of the existing strategies and planned activities including their alignment with the specific outputs.
- To identify emerging issues or new opportunities that can enhance the quality of the outcome being sought.
- To identify collaborative opportunities that can extend and sustain delivery.
- To identify how best to streamline administrative processes.

3. Situation analysis

Since December 2010 the Tunisia AAP project has been under implementation in an environment of national political instability. For a project that places a great deal of focus on strategic and institutional aspects, this situation has certainly had a negative impact. After January 14th, the Ministry of Environment and Sustainable Development (MEDD), which provided oversight over the Agency for Coastal Zone Protection and Management (APAL) and the AAP project, was merged with the Ministry of Agriculture and Hydraulic resources into one: the Ministry of Agriculture and Environment. A Secretary of State in Charge of Environment has in the meantime been created, but it has maintained a very loose oversight role over the AAP project. The government architecture will certainly change after October 24th constituent assembly elections.

Since January 2011, the government is facing huge political, security, social and economic issues. Consequently, the implementation of most ongoing donor's projects in Tunisia, were negatively impacted. The mission was informed that the Government of Tunisia asked and obtained an extension for a large number of its ongoing projects, from donors such as the World Bank and the European Union. Ideally, the AAP project could equally use an extension for smoother implementation. However, knowing some of the issues related to the current Japan funding, the possibility of requesting an extension was not being considered.

At one point, a discussion was initiated on whether APAL was or not the best placed institution to coordinate the AAP project. A close option would be the Directorate General of Quality of the Environment and Livelihood (DGQEV). It has been agreed that at this phase of the AAP project, any change in its political anchorage would function in the detriment of the project. Besides, even though a great deal of the legal responsibilities of APAL need to be

clarified, it is still the best positioned national institution in charge of coast management activities.

3.1 Problem being addressed

Tunisia is an arid country that faces significant challenges related to water management and distribution. Recent studies have shown that the coastal zones of Tunisia, where a large majority of population and economic activity is located (over 80%), including agriculture, industry and tourism, are increasingly vulnerable to accelerated sea-level rise, with its associated impacts on coastal infrastructure, agricultural land, and water quality and quantity (through sea-water intrusion in aquifers). Climate change is expected to impact Tunisia through the combined effect of increased aridity, drought and sea level rise.

3.2 Project response and development

This project attempts to promote the development of cross-sectoral adaptation options in coasts of Tunisia, thereby breaking with the traditional, sectoral and infrastructure-heavy approaches of the past. The project seeks to demonstrate soft and innovative technologies to address the key coastal challenges, while building the capacity of local, regional and national stakeholders to undertake science-based adaptation planning. Financial mechanisms and risk sharing schemes are also to be explored in order to internalize the costs of adaptation in the long term. Finally, the project aims at generating a better understanding of climate impacts and adaptation options through targeted research, awareness raising and knowledge sharing and dissemination.

The structure of the Tunisia AAP prodoc is based on a general template established for the set of 21 prodocs, that is, the 20 national and the regional prodocs, which includes 5 major outcomes: (i) Dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change introduced; (ii) Leadership capacities and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened; (iii) Climate-resilient policies and measures implemented in priority sectors implemented; (iv) Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels and (v) Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.

Country specific outputs and activities were tailored on the basis of their priority needs. The project document set out the modalities for project execution, monitoring, evaluation and reporting.

3.3 Project strategy and budget

The project strategy, as indicated in the project document, is as follows: the project will attempt to lift the identified barriers through a blend of institutional capacity development, technology development as well as on-the-ground demonstration of innovations to respond to major climate change challenges in the coastal areas. Activities will take place both at the national and local levels, in cooperation with major stakeholders in the coastal sectors, including agriculture, water, tourism, as well as local users and population at large.

The Project objective is to strengthen the resilience of development efforts in the face of climate change, particularly in coastal zones

The total project budget is US\$ 2,975,000. A total of US\$ 253,229 had been disbursed up to October 2011, which represents 8% of the total budget. (Table1). This is a low disbursement rate, given that the project document was signed in December 2009 and launched in February 2010, having undergone at least 20 months of effective implementation. These figures mean that the project needs to spend the remaining 92% (US\$ 2,721,771) before its current finishing date of 31 December 2012. This is a very ambitious goal, mainly if one takes into account that there are neither large investments nor infrastructure expenditures planned.

However, the current situation is better than the one presented by ATLAS: engagements (signed contracts) as of October 2011 amount to US\$ 586,000 US\$ (20%). The dune control initiative (US\$ 480,000) has already undergone selection process and UNDP is just waiting for feedback from the Cairo Regional Office before activities can start. With this, engagements will reach US\$ 1,066,500 that is 36 % of the budget. Three other initiatives, to be launched in November 2011 and amounting to US\$ 675,000, are in the final stages of processing.

Table 1. Project spending (disbursement in US\$) up to October 2011

Disbursement (US\$) – Year		Total disbursement October 2011 (US\$)	Balance (US\$)	Disbursement (%)
2010	2011			
90,592	162,637	253,229	2,721,771	8

3.4 Inception workshop and suggested changes to project strategy

The Tunisia AAP inception workshop was held in Tunis on 23 February 2010. The purpose of the inception workshop is to discuss and review the project strategy and activities with stakeholders, discuss and identify elements of change for the project log frame and put in place the necessary logistics. The major output of the Tunisia AAP inception workshop was an inception report and a revised annual work plan and budget for two years.

3.5 Status of project

Project execution has suffered a number of significant delays. The momentum that was expected to be picked up after the inception workshop did not happen. Some of the major causes of these delays are related to:

- Delay of project start up and staff instability: project document signature (December 2009), inception workshop (February 2010), National Project Coordinator (director at APAL) changed (June 2010), deputy coordinator recruited (September 2010), deputy coordinator resigned (September 2011).
- Difficulties of technical order: project activities are innovating and complex and APAL staff has had technical difficulties in preparing TORs, in identification of specific expertise, in approval of reports, etc.
- Slowness and difficulties in handling procurement processes: certain processes were launched several times: the coastal strategy process was launched twice; the coastal vulnerability chart process was launched three times; the dune control process was launched twice and the communication strategy process was launched twice.
- Internal situation after January 14, 2011 (departure of former president Ben Ali) and difficulties with the APAL: activities of the APAL stopped for 2 months and internal difficulties related to uncertainties and disputes still persist.

The first annual work plan (AWP) was submitted in April 2010. The work plan and expected results were updated following communication of the one year no cost extension. This action was necessary to bring the project back on track in what concerned institutional and strategic aspects.

After the decision of the Government of Japan (March 2011) to extend the closing date to December 2012, the 2011 Annual Work Plan was updated to give priority to strategic and institutional activities (in line with the AAP objectives) rather than to field activities and investments.

In June 2011, on the occasion of a monitoring mission supported by an IRTSC anchor consultant, a number of important activities were finalized: (i) update the project logical framework; (ii) the Risks Matrix; and (iii) the quarterly progress report (QPR2) was prepared.

In July 2011, the project management, quite aware that the accumulated delays were working in detriment of the project, and in order to overcome this situation and to get the project back on track, identified and implemented a number of actions, namely:

3.5.1 In what concerned APAL's technical difficulties:

- A request for technical support was placed through the IRTSC Helpdesk (August 4, 2011); it involved a request for assistance in definition of needs (development of TORs), mobilization of the required expertise, quality assurance, etc; given the technical nature of the request, no effective support could be provided by the IRTSC
- A call for demonstration of interest was launched to recruit consultants/researchers to assist the project in preparation of the TORs and follow-up of 5 technical studies.

3.5.2 In what concerned delays in execution:

- UNDP management sent a letter to the Secretary of State in Charge of Environment (August 16, 2011) to inform of accumulated delays and provide recommendations to reactivate implementation of the project.
- A Technical Committee was established within APAL (July 2011), with the national focal point in charge of supervision and facilitation of decision making.
- More frequent meetings between UNDP and APAL and of the Steering Committee were held.

3.5.3 In what concerned the project's strategic positioning:

- Stronger leadership from DGEQV was judged necessary, especially for follow up of certain activities: Strategy of Adaptation of the Coastal Zone to Climate Changes, Socio-economic Analysis of the impacts of Climate Changes, Local Adaptation Plans in Pilot Zones.
- Need to reinforce the partnership framework with the various ministries/institutions concerned.
- Reinforcement of Coordination with other projects to ensure better planning and to profit from results from studies already undertaken.

3.6 Project performance and overall progress towards expected results

Despite delays over project implementation and lack of physical achieved results, an extraordinary planning work has been done in the past months to get the project back on track. Table 2 presents information on major project activities and deliverables and progress towards achieving project outcomes. The state of implementation of these activities ranges

from being started and achieved to being launched for tender. A number of other key activities have been identified and it has been agreed that all engagements will be finalized by March 2012 latest.

With just under 14 months left until project termination date, the Tunisia AAP project needs to make adjustments, re-orientation and a very tight monitoring of the deadlines and targets that are being established now. Without this, the project very unlikely will not achieve its objectives, many project activities are unlikely to be completed and few of the project-initiated activities would be sustainable.

Table 2. State of implementation of a number of key project activities

Contracts for Activities	Amount (US\$)	State of Implementation
Signed Contracts	586,000	
Strategy of adaptation of the coastal zone to the CC	157,000	First phase achieved
Chart of low coastal areas vulnerable to the climate changes	160,000	Start up on 26 October 2011
Acquisition of vehicles	80,000	Delivery on-going
Preparation of technical specification for call for tender	16575	Final version ongoing
Evaluation of work execution studies on the littoral	71214	Waiting for the final report to finalize the contract
Study on the recharge of the water table in Haouaria	15,000	Preliminary report received
TV SPOT on the impact of CC on the coastal zone	25,000	Achieved
Consultants for preparation of TORs for studies	13,700	On-going
Contracts in the process of engagement	515,000	
Dune control pilot activity in Korba	480,000	Selection process to be sent to the Cairo Regional Center
Communication Strategy	35,000	Unsuccessful, relaunched.
Contracts under preparation	675,000	
Acquisition of equipment for sea level measurement	320,000	In the final stages of preparation by APAL.
Diagnostic studies of the Coastal Observatory and preparation of an action plan	35,000	TORs ready ; to be launched now
Gabès and Chebba rehabilitation works	320,000	In the process of being finalized

3.7 Decision-making and leadership within the AAP

National appropriation within the AAP seems to be very strong. Discussions held with high level Government officials (Director General of APAL and DG of DGQEV) indicated a very high commitment to ensure the AAP responds to the needs of coastal areas in Tunisia which contributes to 70% of the Tunisian economic activities and where live about the same percentage of the population.

Strategizing and decision making takes place at this high level. As the leading national execution institution, APAL takes the leading role in coordination and in ensuring that other national institutions are brought on board.

A national coordinator, integrated within APAL, was recruited in September 2010 but resigned one year later (accepted an international position). During the MTR discussions, it was a consensus that filling up this position was essential for the project. The Studies Director at APAL and also AAP Focal point, has been asked to play a major role in project coordination, but cannot be expected to dedicate a very large portion of her time on AAP matters alone. It has been decided that position will be announced very soon.

The role of UNDP as facilitator of the process and manager of the funds trusted upon the country by UNDP seems correct.

With the new measures put in place, the Steering Committee has been called to play a more proactive role, to include advising and validating plans and studies. The recently created Technical Committee has been called to provide weekly technical feedback to project implementation.

As the project evolves and pilot activities are started in the first quarter of 2012, the local power and civil society stakeholders will get more involved and will find their right niche within the project decision making process.

Following the events of January 14 2011, internal discussions were started on the pertinence of APAL remaining as the leading institution for AAP implementation. A decision has been made for APAL to remain at the helm. Given the remaining time for project termination, a change of leadership at this time would be detrimental for the AAP project. It is important to note that within the current AAP project, several studies are being undertaken to analyze the current status of the coastal management institutional sector, with emphasis on the status of APAL and the Coastal Management Observatory, to consolidate national planning and decision making processes in the sector.

3.8 Sustainability

Sustainability is a measure of the extent to which benefits continue, within or outside the project domain after UNDP assistance has come to an end. As the project has been plagued with delays since it started, it is too soon to predict whether this project will actually be able to create solid foundations for the future. One important aspect to secure from now will be to ensure that the AAP is implemented in perfect synergy with other climate change and coastal management initiatives in the country.

3.9 Gender perspective

According to the project document, it is expected that gender issues will be fully integrated in the project's activities, including where relevant through the gender-disaggregated analysis of climate impacts, as well as through the active participation of women in project activities,

committees and structures. The project has been working very closely with the Ministry of Women on the possibility of developing a study on the impacts of climate changes on women.

In addition, this project will work in close collaboration with a number of other on-going adaptation-related initiatives, in particular programming towards the development of a National Climate Vision and Strategy and sectoral adaptation strategies. Where feasible, some activities will be implemented jointly in order to increase synergy and maximize the benefits of interventions.

It was very clear from the meetings that women are fully involved in AAP project planning and decision making, implementation and development of studies. These aspects need to be strongly taken into account during the upcoming process of identification of NGOs and CSOs for implementation of pilot activities.

3.10 Monitoring and reporting

A number of requirements are built into the project document's M&E section, namely: the annual review report and annual project review, the mid-term and final evaluations, quarterly reports and activation and utilization of the issue and risk logs and the monitoring schedule plan in ATLAS.

Within UNDP's Enhanced Results Based Management (ERBM) system, the AAP project has been included in the list of projects that contribute to achievement of UNDP results listed in the Tunisia the Transitional Strategy in Tunisia (2011-2013). The project management component in ATLAS has been activated, the risk log identified and the last update happened in 1st of July 2011. As very ambitious targets are identified for 2012 and the project will be implemented in an environment of political uncertainty, now would be a good occasion to update the risk log. Issues need to be inserted more frequently and as the occasion arises. Quarterly reports are introduced in the ROAR.

Tunisia has participated at the M&E system the IRTSC put together to collect quarterly information from participating countries, so as to keep the HQs regional bureaux (RBAS and RBA) and the AAP Board informed of progress. As such, quarterly reports were produced for quarters 1 and 2 of 2011. Report for quarter three 2011 will be sent in early November 2011.

The 2010 Annual Report was prepared. But due to exceptional conditions occurring since January 14th 2011, the 2010 Annual Project Review couldn't take place.

Effective reporting against well-defined targets and indicators has not always been possible, mainly as a result of the fact that the project's Logical Framework was only recently updated (July 2011).

3.11 Project logframe and indicators

The original project document presented a logframe that must be viewed as large and ambitious, with too many loose and dispersed activities to be easily managed and implemented in the course of the project. Some of the activities seem to overlap or are classed incorrectly. The original logframe presented 31 indicators.

The recent revision (June 2011) of the logical framework focused on a repacking of activities to render them more manageable, to reduce the transaction costs it takes to develop and

start them and the time for their actual implementation. Actual activities have been much reduced and better packaged so as to facilitate implementation. The exercise of repackaging indicators does not seem to be finalized yet. The current draft of the logframe seems to be more realistic and has become much less ambitious. Targets have been reduced to achievable levels and within the context of the Tunisian political situation (the project is quite focused on institutional structure and capacity development).

3.12 Risks identified by the MTR

A number of risks identified by the MTR have the potential to become serious project risks if not properly managed. This aspect could affect to a great extent the disbursement capacity of the project as well as achievement of results. These are the following.

- Degradation of the political situation in Tunisia or in the sub-region and a greater burden being placed on national institutions and UNDP for support to operational issues that do not directly contribute to advance of the AAP project;
- Failure to put together and implement a mechanism to rapidly identify and secure procurement of equipment and specialists to develop TORs and carry out specific studies;
- Failure to monitor and enforce the very tight deadlines that have been identified for the several targets.

3.13 UNDP CO support and financial management

The Tunisia UNDP CO in Tunis has invested a good amount of time and resources, principally through its Environment Unit, in supporting establishment and implementation of the AAP project. This includes promotion of the project at important events, acting as a conduit for technical advice from EEG and the Dakar regional office, providing financial management and administration, including help with procurement of equipment, and participation in joint supervisory field missions.

The implementation modality for the project is national execution. Staff of the Environment Unit and of Operations plays a very active role in all transactions for which ATLAS is required, namely creating work plans and budgets, making budget revisions, creating vouchers and POs and processing payments. By choice of the national partners, the cash advance modality has not been adopted. Most payments are made directly to service providers. However, APAL has indicated that in some situations, it would be willing to prefinance certain transactions, for future reimbursement.

The payment cycle within UNDP seems to function properly and this aspect is not considered as a constraint to proper project advance.

3.14 IRTSC Support

The IRTSC, since the beginning of the Programme, has put together and disseminated a sub-programme to support national projects. UNDP and Government staff members related to the Tunisia AAP have been present in regional workshops organized by the IRTSC in Dakar, Senegal (January and November 2010), in Trieste, Italy (25th July to 05th August 2011) and in Zanzibar (August 2011). National workshops on Leadership for Results have been organized both at the national and local levels. These workshops meant to inform national delegates on how to conduct inception workshops, inform on regional initiatives being established by the IRTSC and a series of discussions on the M&E mechanisms and

other management issues. At the request of the IRTSC, the knowledge management team leader from the Cairo Regional Center provided Teamworks training to the AAP team.

A regional consultant was assigned to the Tunisia AAP for management guidance during the initial stages of project start up, including organization of the management unit, update of the work plans and budgets, update of the logical framework and to some extent, preparation of TORs. This support has been extended up to preparation of quarterly report 2.

The Tunisia AAP project is very complex in that it identified a number of studies to be undertaken in a work area, coastal management, which is pioneer to both Tunisia and Africa. As such, it has been a great challenge to identify and recruit specialists in that area, either for adequate preparation of TORs of the studies or for their actual implementation. Unfortunately, the IRTSC has not been able to provide much help in this area, given its lack of expertise..

3.15 Project Steering Committee

The Tunisia AAP Steering Committee (COPIL) is made up of 15 members from different national institutions involved in climate change and coastal management planning and implementation. It is co-presided by a senior staff of DGQEV and a senior member of the UNDP office. Members of the project Technical Committee are at times invited to participate as observers. Its regular duties include work plan and budget analysis and validation, validation of reports, major strategies, etc. The Steering Committee is being called now to have a more proactive presence and saying in project matters, to include validation of TORs, of technical report projects, etc.

The COPIL has formally met twice since its creation (28 April 2010 and 19 May 2011). Minutes were prepared and are available. Additionally, several informal meetings have taken place, often with a limited number of members. A third meeting of COPIL was held during the mission (October 19th) to insist on the challenges for AAP to achieve the expected results by the end of year 2012, and the support needed from COPIL. It was also an opportunity to have a sensitization session on knowledge management.

3.16 Project Technical Committee

The project technical committee is a very recent creation. Basically, it is a technical committee created within APAL, responsible for providing technical oversight, input and monitoring to the project. It is coordinated by the Studies Director at APAL and made up of 6 members, all experts at APAL. It meets on a weekly basis.

4. Lessons Learned

It is expected that the “project will generate new knowledge applicable to Tunisia-wide adaptation initiatives, as well as useful lessons and knowledge that will be shared with other developing countries”. A large number of activities on coastal management being undertaken by the Tunisia AAP project is pioneer to the country and even to the region. At the present state of activities, no lessons can yet be drawn from on-going activities. However, the project has a great potential to provide excellent best practices. This aspect should be exploited to the maximum as activities evolve and results start to appear.

5. Findings and Recommendations

The Tunisia AAP project will face many challenges in 2012 and is in dire need of significant adjustment and re-orientation. The good thing is that the need for these changes has been widely discussed and many of them have already been identified and its implementation started previous to the MTR mission. Most recommendations concern project management and technical assistance, clearly the sectors that have most negatively contributed to project delays and the low level of disbursement. The recommendations that follow aim at improving the efficiency of the project, helping it move faster and better meet its objectives and targets.

5.1 Findings and recommendations for project outcomes 1 to 5

Summary of key findings

Finding 1. There have been serious delays with implementation of activities of the five outcomes; these delays have several different causes, among them, (i) the high level of innovativeness and complexity inherent to them, (ii) the lack of national experience and expertise to provide suitable guidance and assistance and (iii) the need to ensure that the project will not lose track of its strategic focus;

Finding 2. A great deal of resources has been spent on planning, negotiating and discussing the activities to be implemented under the five outcomes;

Finding 3. For the five outcomes, most activities to be implemented in the course of the project have been identified; however, most of them are still in their conceptualization, procurement or inception phase; very few results concerning studies or analyses have been finalized

Finding 4. The project team has run into some important blockages, namely the identification of national or international expertise to formulate TORs of studies and analyses, as well as the identification of consultants or cabinets to carry out the actual studies and analyses;

Finding 5. In spite of the absence of tangible results, the project team has acquired a great deal of know-how on what the needs for the coastal management sector are and how the AAP can be best used; this constitutes a major asset;

Finding 6. Under Outcome 3, feasibility studies have indicated that the artificial recharge of the coastal aquifer located in the Haouaria region should not be carried out; a decision has been made to reallocate funds originally planned for this activity;

Finding 7. Very likely the AAP will not carry out any activity to directly target gender issues and adaptation to climate changes; similar activities are being implemented by a GIZ funded project;

Finding 8. Under Outcome 4, there has been no decision on the willingness for the establishment of sustainable and innovative adaptation financing instruments, including creation of a national implementation entity. But, due to the political security and social context since January 14th, it was not possible to engage this reflection with stakeholders (Ministry of Finance, Ministry of Planning and International Cooperation); a national reflection on this issue could be attempted further.

Recommendations

Recommendation 1. The identification of specific activities needed to finalize the 2012 annual work plan needs to be completed by mid-November;

Recommendation 2. The IRTSC is offering a number of programmatic initiatives in several areas (capacity development, mainstreaming, data and information management and knowledge management); these activities can be potentially used to complete the 2012 annual work plan; if interested, IRTSC experts should be contacted;

Recommendation 3. An international consultant should be immediately recruited, through UNDP procedures. UNOPS roster may be used to start the process of development of TORs for the methodological guidance notes for a number of strategic studies and analyses;

Recommendation 4. An aggressive push/move for creation of a roster made up of national and international experts in the several key areas required for carrying out studies and analyses needs to take place (actually it started the day the Steering Committee met);

Recommendation 5. Recruitment of consultants should be done utilizing always the fastest mechanism possible; options are: Government procedures, UNDP procedures or UNOPS procedures;

Recommendation 6. Whenever possible, consultants should be selected on the basis of analyses of a few curricula vitae; all possible solutions should be envisaged to reduce to a minimum the amount of time needed in administrative procedures;

5.2 Findings and recommendations for project management

Summary of key findings

Finding 1. A total of US\$ 253,229 had been disbursed up to October 2011, which represents 8% of the total budget; these figures mean that the project needs to spend the remaining 92% (US\$ 2 721 770,89) before its current finishing date of 31 December 2012;

Finding 2. However, actual engagements (signed contracts) as of October 2011 amount to US\$ 586,000 US\$ (20%); it is possible that before the end of the year engagements may climb to 55%;

Finding 3. The project management, quite aware that the accumulated delays were working in detriment of the project, and in order to overcome this situation and to get the project back on track, identified and implemented a number of important actions;

Finding 4. The project coordinator resigned last September; even though a series of measures has been put together to improve project coordination and implementation, the lack of a full time dedicated project coordinator remains a serious risk to the project;

Finding 5. The Director of Studies at APAL has been asked to play a major role in project coordination, but cannot be expected to dedicate a very high percentage of her time on AAP matters alone; a decision has been made to reannounce the position of national coordinator;

Finding 6. Many COPIL members and project stakeholders take a long time to provide their feedback/clearance of key documents (expert reports, COPIL minutes, TORs, procurement notices, etc.)

Finding 7. The COPIL has been asked to play a more proactive role, including driving some of the more strategic activities; for that, it needs to meet on a more frequent basis;

Finding 8. A Technical Committee made up of experts of APAL has recently been created; this Committee will meet weekly to discuss advance of activities and is expected to play a major role in ensuring faster implementation;

Finding 9. In spite of the slow start and the many political problems that constrained proper implementation of the project and disbursement of funds, the project team never diverted away from its strategic focus; project priorities still remain those identified in the project document and confirmed on the occasion of the inception workshop;

Finding 10. A discussion was held on the possibility of replacing APAL as the major national executing institution; it was decided that any changes in institutional leadership at this moment would work in detriment of the project;

Finding 11. The recent revision (June 2011) of the logical framework focused on a repacking of activities to render them more manageable, to reduce the transaction costs it takes to develop and start them and the time for their actual implementation; actual activities have been much reduced and better packaged so as to facilitate implementation;

Finding 12. A number of risks identified by the MTR have the potential to become serious project risks if not properly managed; this aspect could affect to a great extent the disbursement capacity of the project as well as achievement of results.

Recommendations

Recommendation 7. Fixing deadlines for key project activities and ensuring compliance is important; some of the major deadlines include (i) at least 80% of funds should be engaged by end of March 2011(ii) all major activities should be completed or be next to completion by September 2012; (iii) the duration of all major activities should be reduced.; the AAP team should design a clear follow up plan.

Recommendation 8. The decision to keep APAL as the major national executing institution should be accepted; a deeper involvement of the DGEQV as leader of the project's main strategic activities could be envisaged to overcome this issue and lower pressure on APAL.

Recommendation 9. The position of national project coordinator (or similar arrangement) should be announced and filled in very soon;

Recommendation 10. The national project coordinator to be recruited should have the necessary decision-making power and delegation of authority to ensure the stakeholders are involved and comply with the deadlines and timeframes;

Recommendation 11. The COPIL should take up the challenge of being a major driver of the project; its role should be extended to validating TORs and strategic studies and initiatives; for such, it should meet with greater periodicity, preferably for periods extending from two to three days.

Recommendation 12. The next meeting of the Steering Committee, where the updated 2012 annual work plan will be presented, should be chaired by a high level government official, namely the Secretary of State for Environment; this should provide visibility to the project and send a clear message of national engagement to all stakeholders.

5.3 Findings and recommendations for project monitoring, reporting, planning and evaluation

Summary of key findings

Finding 1. This light touch mid-term review replaces the midterm evaluation; it will focus mainly on the project situation, problems and challenges, update of the 2012 annual work plan to make it realistic and setting up of a set of measures to ensure proper project implementation and delivery;

Finding 2. The Project's Logical Framework was updated (July 2011).

Finding 3. The project management component in ATLAS has been activated; the risk and issues logs have been created;

Finding 4. The 2010 Annual Report has been prepared; the 2010 Annual Review hasn't taken place.

Recommendations

Recommendation 13. Recommendations of the light touch mid-term review should be accepted and implemented;

Recommendation 14. As very ambitious goals are set up for 2012, last year of the project, an update of the risk log should be done, as well as of other aspects related to ATLAS programme management;

Recommendation 15. Effective reporting against well-defined targets and indicators has not always been possible; The 2011 Annual Review and the Quarterly Reports have to report on the progress using the defined indicators

Recommendation 16. The 2011 annual review and report should be prepared according to the M&E requirements.

5.4 Findings and recommendations for UNDP Support

Summary of key findings

Finding 1. On the occasion of the MTR mission, the senior management of UNDP, Operations and Programme staff showed great commitment to the success of the AAP;

Finding 2. Operational issues under the direct responsibility of UNDP's Operation Unit do not seem to be a constraint to project advance;

Finding 3. Even though the AAP is implemented as a NEX project, the UNDP Operations Unit, at the request of APAL, has at times been involved in procurement of equipment and services;

Finding 4. Programmatic issues, under the direct responsibility of UNDP's Environment Unit, do not seem to be a major constraint to project advance; however, there is room for improved intervention;

Finding 5. Utilization of ATLAS to reflect project activity implementation against disbursement may not be adequately happening, giving a wrong perception of under-performance;

Recommendations

Recommendation 17. Keep up the high level of commitment of the UNDP's senior management towards the success of the AAP project;

Recommendation 18. The UNDP Operations Unit, responsible for providing support to the project on procurement, administration and financial matters, should ensure that AAP related matters are handled with the needed celerity; the Unit committed to this;

Recommendation 19. If necessary, technical assistance to support specific needs of Operations related to AAP matters should be recruited to support;

Recommendation 20. The UNDP Environment Unit could further play a greater role in facilitating decision-making processes and ensuring project quality assurance; if necessary, technical assistance should be recruited to support specific needs;

Recommendation 21. Procurement of equipment and services by UNDP should happen in those situations where UNDP presents a clear advantage in terms of time of delivery, price and other key criteria;

Recommendation 22. ATLAS, as the mechanism of financial management, could be further explored so as to better reflect the project real financial situation;

5.5 findings and recommendations for IRTSC Support

Summary of key findings

Finding 1. The IRTSC has played an important role in directly supporting countries on a number of issues and themes, including during the inception phase; the Helpdesk was created as a passive means of supporting countries;

Finding 2. The Tunisia AAP has participated in some IRTSC organized events in the past; however this participation needs to be more consistent;

Finding 3. The IRTSC has put together a series of thematic initiatives to support the AAP countries in filling up gaps of their own planning; these initiatives have been communicated to AAP Tunisia and the IRTSC experts stand ready to provide additional clarifications on them;

Finding 4. The IRTSC has had a number of anchor consultants under UNOPS contracts; they will be available to support AAP countries on short calls and with a minimum of administrative paper work requirements;

Finding 5. The Tunisia AAP has made limited use of the Helpdesk; however, its experience has not been positive.

Recommendations

Recommendation 23. The IRTSC and its experts should play a more proactive role in ensuring that implementation of the planned project activities are adequately balance by an acceptable level of financial disbursement;

Recommendation 24. The IRTSC will identify and affect a regional expert to provide continuous support and guidance to project implementation;

Recommendation 25. The project should keep on making use of the Helpdesk for the support that this tool is supposed to provide;

Recommendation 26. The project should, whenever necessary, make use of IRTSC anchor consultants for specific and urgent tasks.

Recommendation 27. The Tunisia AAP situation should again be reviewed in detail in March 2012; corrective measures, which could include recommendations for return of a portion of the budget to UNDP HQs, could be made in case of failure to deliver and achieve results.

Report annexes

- TORs for the light touch MTR
- Agenda of the mission
- List of persons contacted
- Updated AWP/RMF

Annex 1. Mid-Term Review Africa Adaptation Programme (AAP) TERMS OF REFERENCE

The Africa Adaptation Programme (AAP) will undertake a light-touch Mid-Term Review (MTR) in Oct/Nov 2011. The MTR will consist of two parts: 1) light-touch MTRs for each of AAP's 20 national projects. These MTRs will assess the progress against the outcomes and challenges faced for each of AAP national project; and 2) the MTR to review all the components of AAP (i.e. the national projects, Inter-Regional Technical Support Component, Programme and Project Assurance Support Component and South-South Media Awareness Project) to assess their effectiveness and efficiency and propose the pathways for the remainder of the programme. This document therefore includes two TORs – the first one for the MTR for AAP's national projects and the second one for the MTR for the overall programme.

Background

The United Nations Development Programme (UNDP) is the UN's global development network advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. With offices in 167 countries, UNDP works with national level partners to seek solutions to global and national development challenges. One priority area for UNDP's global efforts to support nations in advancing on human development and achieving the MDGs is supporting the capacities of countries to plan for and respond to climate change.

One flagship programme of UNDP is the *Africa Adaptation Programme (AAP)*, a \$92M project funded by the Government of Japan that was launched in partnership with UNIDO, WFP, and UNICEF in December 2008. The AAP assists 20 African countries to promote integrated and comprehensive approaches to climate change adaptation. The AAP includes 4 main components:

- 1) 20 National projects (\$70.7 million) – supporting long-term planning; leadership and institutional capacity; policy and planning incorporating climate change; knowledge management; and project management systems in 20 countries across Africa.
- 2) Inter-Regional Technical Support Component (IRTSC, \$8.9 million) – established in Dakar, Senegal to service the technical assistance needs and provide guidance on programme delivery to the 20 participating countries.
- 3) Programme and Project Assurance Support Component (PPAS, \$4.1 million) – using UNDP's global and regional networks to provide knowledge and expertise necessary to assure the quality of the national and IRTSC components. This initiative mainly supports the cross-practice initiative implemented by UNDP practice teams of Gender, Capacity Development, Poverty and Environment and Energy. Integrated cross-practice technical support to integrate gender quality considerations, institutional capacity development and poverty alleviation, etc.
- 4) Media Awareness Project (\$2.5 million) – based in Nairobi, Kenya, and implemented in partnership with the UNDP Special Unit for South-South Cooperation, the project seeks to introduce a thorough knowledge of climate change issues to African print, broadcast and web-based journalists and other professionals. The project intends to build their capacity to raise awareness among multiple stakeholders initially at the national level, and subsequently at the local level in each of the 20 participating countries of the risks and opportunities that climate change presents, in order to encourage action.

The project document for the overall programme was formally approved by the Government of Japan in December 2008. As soon as the project document was approved, each of AAP's 20 participating countries started the design phase of their national project document in a highly participatory manner. This process required on average one year for each country. Then the countries moved to the inception phase to build the foundations for project management including the recruitment of the project staff, development of workplans, and organisation of inception workshop. This inception phase took an average of 4-5 months for the countries. The majority of the countries therefore entered into implementation in the second or third quarter of 2010.

The year 2011 is technically the first year of full implementation by many countries due to ongoing challenges and delays in finalizing Inception Plans. The 4th quarter of 2011 represents the mid-point in AAP implementation. UNDP and the Programme Manager view this as an important opportunity to undertake a light-touch **Mid Term Review (MTR)** to constructively review the progress and challenges faced by the programme in its drive to achieve key objectives at the country level. This will provide an extremely strong foundation for accelerating activities for results in 2012, the final year of AAP.

While there are some good examples of progress emerging from countries, the programme has faced some implementation challenges including the slow implementation of the national component and extremely high delivery of IRTSC. As the programme is scheduled to complete in December 2012, there are needs to accelerate implementation and produce good impacts through integrated and streamlined support from IRTSC, PPAS and South-South Media Awareness component.

Of particular note, Japan will be having a major gathering in 2013 (TICAD 5), at which low emission sustainable development is expected to be featured as a main topic. This will be an excellent opportunity to demonstrate the success and lessons learned from AAP. There will also be UNFCCC COP 17 in Durban and Rio Plus 20, which also provide a golden opportunity to showcase AAP's lessons.

Terms of Reference: Light-Touch Reflection for AAP National Project

1. Background

The Africa Adaptation Programme (AAP) is a joint UNDP and Government of Japan initiative designed to assist 20 targeted countries in the strengthening of their capacity to identify, design and implement long term adaptation initiatives within the overall context of national development priorities and planning. It was launched in December, 2008 however many of the countries experienced start-up delays with most completing Inception Planning during mid to late 2010.

Although originally a three year initiative, AAP was granted a one year extension (to December 2012) to enable countries to complete implementation in a more timely manner. The original AAP project design for Tanzania was undertaken in 2009.

As late as September, 2011 the Government of Japan together with senior UNDP Management have expressed a heightened level of anxiety over perceived low delivery rates. Tanzania is considered to be one of the "countries of concern".

2. Reflection

Technically, 2011 is viewed as the first full year of implementation for many countries, Tanzania included. While considerable effort was made to ensure the relevance of the original project design, new and emerging issues, including lessons learned from delivery to

date, provides an opportunity for the project management and implementation partners to take a slight pause in the implementation process, so that some self reflection can take place particularly in regard to the continued validity of the key strategies and activities. The over-arching project objective and outputs cannot be changed.

One other important reason for the need for this reflection is that no further extensions will be given for AAP owing to the specific nature of the funding source. Additionally, no funds can be rolled over into 2013 and so it is critical that budget decisions be made early as significant under expenditure must be avoided.

This reflection could consider issues such as analyzing:

- The current situation, including identification of bottlenecks and opportunities that have or may impede or enhance delivery.
- The relevance of the existing strategies and planned activities including their alignment with the specific output.
- The emerging issues or new opportunities to enhance the quality of the outcome being sought.
- Collaborative opportunities that can extend and sustain delivery.
- How best to streamline administrative processes.

3. STAGES

It is proposed that the reflection process be undertaken in two parts:

Part One (September 2011): Has been undertaken in response to a request by the UNDP Regional Bureau. This involved a desktop analysis undertaken by each UNDP CO and the provision of information related to:

- Details of the financial and physical progress made thus far against the stated outcomes.
- A diagnosis of the problems (e.g. issues related to project management and implementation) that may have impeded the rate of progress to date.
- A forecast of the likely outcomes and impacts of the Project as at December 2012.

Part Two: To be completed by 18th November, 2011 and involves a more detailed validation and analysis of the strategies, activities and budget leading into 2012. More specifically;

- Critical analysis of the proposed strategies and activities for the remainder of AAP (December, 2012). This analysis will provide a realistic assessment of the potential for impact and delivery as forecasted.
- Determine the need for reduction, modification or change in activities and budget so as to ensure full delivery by December, 2012.
- Identify potential under-spends with a view to further refine strategies and activities or release of funds back to the AAP Board.

4. SCHEDULE

The country level analysis should, to the greatest extent possible, be carried out in close collaboration among the Government major implementation institutions, the AAP Management Unit, the UNDP office and members of the Steering and Technical committees. The final decisions and recommendations that flow from the analysis should be presented at a debriefing meeting. The Project Manager and UNDP should commit themselves to the

process for the duration of the analysis which could be 5 working days depending on the level of preparation made.

The schedule for the country analysis could take the following form:

- Initial briefing meeting with the UNDP Senior Management team
- Work meetings to be held with (i) key Government officials, (ii) AAP Management Unit, (iii) UNDP Senior Management, (iv) UNDP Environment Unit staff, (v) UNDP Operations staff, (vi) members of the Steering and Technical Committees.
- Analysis of all key project documentation, including technical and financial reports.
- Continuous work meetings with the AAP Management Units.
- Debriefing meeting with UNDP Senior Management Unit and Government officials
- Presentation of a preliminary memo, with major findings, conclusions and recommendations

It is expected that the Steering Committee/Board will meet soon after to endorse the new 2012 workplan and budget as well as the new monitoring and review strategy that will be put together for closer project follow up.

5. MTR Technical Assistance

The AAP Regional Team (IRTSC) will provide the technical advisory services to support and where requested, guide the analysis process. The PMU and UNDP will ensure that all necessary arrangements are in place to facilitate the reflection process. This includes the organisation and scheduling of meetings and provision of resources that may be required.

The IRTSC will liaise with the appropriate contact to provide guidance on the necessary preparations.

6. Deliverables

This is a light touch analysis that is designed to enable the national team to position itself for enhanced delivery of the project by December, 2012. The analysis should therefore aim to produce the following key deliverables:

1. A brief situation analysis that highlights the current situation, review and analysis process including key decisions and corrective strategies to ensure full delivery by December 2012.
2. A revised 2012 AWP and Budget that reflects the recommendations and decisions of the light touch review mission.
3. Details of the monitoring and review strategy for ensuring that the AAP Programme Manager receives regular and timely reports on progress during 2012.
4. A preliminary memo on the occasion of the debriefing session and a final MTR mission report.

7. Funding

Costs associated with the conduct of the light touch review/analysis are to be borne by the national project. This includes the costs associated with travel and DSA for the technical assistance provided from the IRTSC resources.

ANNEX 2 - PROJET D'ADAPTATION DU LITTORAL TUNISIEN AU CHANGEMENT CLIMATIQUE
MISSION REVUE A MI PARCOURS PROJET AAP TUNISIE (M. JOSE LEVY)
17 AU 21 OCTOBRE 2011
AGENDA PROVISOIRE

LUN. 17 OCTOBRE	
9h30-10h	Réunion avec le Management PNUD <i>Confirmé</i>
10h – 12h30	Réunion avec unité «Environnement et Energie» – PNUD <i>confirmé</i>
12H30-14H30	DEJEUNER
15h00-17h00	Réunion avec le Directeur Général de l'APAL (M. Abdallah MAACHA) et le Point Focal National du projet (Mme Sihem SLIM) Lieu : APAL <i>confirmée</i>
MAR. 18 Octobre	
9h30 – 11h30	Séance de travail avec les équipes techniques de l'APAL. <i>Objet : Etat d'avancement détaillé du projet, difficultés, programme 2012</i> <i>Lieu : APAL</i> <i>Confirmé</i>
11H30 – 13H	Séance de travail avec le Point Focal National du projet et le PNUD. Object : besoins d'appui de l'IRSTC pour le projet. <i>Lieu : APAL</i> <i>Confirmé</i>
13h – 14h30	DEJEUNER
14h30 – 16h30	Réunion avec l'Equipe des Opérations du PNUD. <i>Objet : enseignements tirées de l'exécution du projet, mesures pour améliorer la mise en œuvre du projet et le décaissement.</i> <i>Lieu : PNUD</i> <i>A confirmer</i>
MER. 19 Octobre	
9h00 – 13h00	Réunion avec le Comité de Pilotage du Projet (COPIL) <i>Objet : Renforcement des capacités des membres du COPIL sur le knowledge management dans le domaine du CC.</i> <i>Présentation sur Teamworks</i> <i>Lieu : Hôtel le Belvédère Tunis</i> <i>Confirmé</i>
13H00-14H30	DEJEUNER
15h-16h	Réunion avec Mr Habib Ben Moussa – Directeur Général de l'Environnement et de la Qualité de la Vie (DGEQV) <i>Objet : Avancement du projet, positionnement stratégique du projet, et implication de la DGEQV dans la mise en œuvre de certaines activités du projet</i> <i>Lieu : Ministère de l'Agriculture et de l'Environnement</i>

	<i>Confirmé</i>
JEU. 20 Octobre	
9h30-13h	Réunion avec les bureaux d'études IHE et CDGCE qui travaillent sur des études stratégique dans le cadre du projet Objet : Positionnement stratégique du projet : Stratégie Nationale d'adaptation du littoral Tunisien au CC et Carte de Vulnérabilité du Littoral Tunisien <i>Lieu : APAL</i> <i>Confirmé</i>
Après midi libre	
VEN. 21 Octobre	
9h – 11h	Débriefing avec l'APAL (DG et PF) <i>Confirmé</i>
11h – 12h	Débriefing avec le PNUD (Management) <i>Confirmé</i>
12h-13h	Débriefing avec l'unité «Environnement et Energie» <i>Confirmé</i>

List of key people met during the MTR mission

1.	Mohammed Belhocine	UNDP	Resident Representative	United Nations
2.	Rossana Dudziak	UNDP	Deputy Resident Representative	United Nations
3.	Habib Ben Moussa	DGQVE	Director of Environment and Quality of Life	Ministry of Agriculture and Environment
4.	Abdallah Maacha	APAL	Director General	APAL
5.	Sihem Slim	APAL	Director of Studies APAL	Ministry of Agriculture and Environment
6.	Mohamed Torki	APAL	Head of Coastal Protection Division	APAL
7.	Sadok El-Amri	UNDP	Environment and Sustainable Development Adviser	United Nations
8.	Jihene Touil	UNDP	Programme Associate	United Nations
9.	Youssef Landolsi	UNDP	Operations Manager	United Nations

Africa Adaptation Programme – AAP

**Supporting integrated and Comprehensive Approaches
to Climate Change Adaptation in Africa.**

Promoting Resilient Coastal Development in Tunisia

Revised Log frame

July 2011

Project Document Template

Project Title

Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa – Promoting Resilient Coastal Development in Tunisia

UNDAF Outcome(s):

By 2011, the population has access to quality socio-economic and environmental services, and their vulnerability is reduced

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

Policies and programs towards prevention and reduction of vulnerabilities and inequities are strengthened;

Participation and partnership in national decision-making at regional and local levels is consolidated;

Increase in efficiency and effectiveness of public policies and institutions.

Project Objective

To strengthen the resilience of development efforts in the face of climate change, particularly in coastal zones

Expected Output(s):

(Those that will result from the project)

1. Dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change introduced
2. Leadership capacities and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened
3. Climate-resilient policies and measures implemented in priority sectors implemented
4. Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels
5. Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

Executing Entity:

Ministère de l'Environnement et du Développement Durable (MEDD) – Agence de Protection et d'Aménagement du Littoral (APAL)

Implementing Agencies:

UNDP

I. Strategy

1. Outputs and activity results

Output 1: Dynamic, long-term planning tools/mechanisms to manage the inherent uncertainties of climate change introduced

Résultat 1 : Mécanismes dynamiques et à long terme pour la gestion des incertitudes inhérentes aux changements climatiques introduites.

Activity Result 1.1 The climate change forecasting and monitoring function at national level is strengthened

Résultat de l'activité 1.1 : Prévision et suivi des changements climatiques au niveau national renforcés

Action 1.1.1: Conduct an inventory and capacity needs assessment of relevant scientific and technical institutions and their and potential contributions to the development of a strong climate change monitoring function and climate information management (this includes the entire cycle of data generation, analysis, dissemination and application). This action aims at obtaining a thorough assessment of existing institutions, research centres, academic research units, observatories, meteorological institute, ministries and various technical service organisations that are – or could be – involved, or federated, into a coordinated mechanism / network for climate monitoring and forecasting.

1.1.a – Renforcement des capacités de l'observatoire du littoral pour la mise en place d'un système national d'information sur les effets du réchauffement climatiques sur le littoral

Action 1.1.1 Conduire une évaluation-diagnostic pour le renforcement des capacités techniques de l'observatoire du littoral de l'APAL en matière d'observation, de prévision et de gestion de l'information sur les effets du réchauffement en milieu littoral. Cette action vise à obtenir une évaluation solide de l'observatoire du littoral et des besoins de mise en réseau avec les autres institutions existantes (OTEDD, INM, Centres de recherches, etc.). **(ancienne action 1.1.1)**

Action 1.1.2: Consolidate all climate change data, information and related research through government, scientific institutions, private sector and CSOs. This is to identify available data, information and composition of research as relate to climate change risks in the coastal regions (focusing on coastal floods, SLR, storms rainfalls etc).

Action 1.1.2 : Consolidation exhaustive des données, informations et recherches climatiques pour identifier celles qui sont en relation avec les risques des CC sur les zones littorales. **(ancienne action 1.1.2)**

 **réaliser dans le cadre du PPE** 

Action 1.1.3 : Determine the best institutional arrangement, such as **technical network**, for the operationalization of a climate forecasting and monitoring function that is based on collaboration and creates institutional incentives for data and information sharing as needed. This action aims at engaging partners in a future climate monitoring and forecast function in stronger collaboration, based on free flows of information and shared methodologies. At the end of this action, a decision would be expected on how best to manage incoming flows of climate change relevant information, with primary focus on coastal risks.

Action 1.1.3 : Réaliser une étude pour la mise en place d'un système d'Information National sur les effets du réchauffement climatique sur le littoral, articulé autour de l'observatoire et facilitant le partage des informations scientifiques entre les différents intervenants du littoral. Cette action comprend également des mécanismes pour améliorer l'accès par les universités et les services météorologiques aux données et aux méthodes d'évaluation du risque climatique. Les accords de collaboration entre les organismes gouvernementaux et universitaires seront développés afin d'assurer le libre accès à l'information. **(ancienne action 1.3.4)**

Action 1.1.4 : Déterminer, sur la base de l'étude menée en 1.1.3, le meilleur montage institutionnel pour l'opérationnalisation des fonctions de suivi et de prévision collaboratives, attachées au Système d'Information National pour engager les partenaires à une

	<p>meilleure collaboration. L'objectif serait de décider quel est le meilleur moyen de gérer les flux d'informations pertinentes au sein du SIN, notamment sur les zones côtières et de mettre en œuvre un plan d'actions prioritaire basé sur l'évaluation conduite 1.1.1. et 1.1.3. (ancienne action 1.1.3)</p> <p>Action 1.1.5 : organiser des formations sur mesure au bénéfice des cadres et des techniciens de l'obs. APAL, de l'OTEDD et de l'INM portant sur le développement des capacités nationales pour acquérir, analyser, interpréter et disséminer l'information sur les risques climatiques à moyen et long termes dans une logique d'aide à la décision. (nouvelle action)</p>
<p>Action 1.1.4. Harmonize data, protocols and methodologies for climate change risk assessments in coastal areas, in order to promote the integration of climate risk consideration in coastal land use and investment decisions. This action will take place through collaboration between institutions involved in climate risk assessments through, for example the creation of a network of technical partners (see 1.1.3).</p> <p>Action 1.1.5: Design a set of indicators for comprehensive Early Warning Systems in coastal zones, particularly using the physical indicators related to coastal flooding and salt content in ground waters (linked to the GTZ-supported Early Warning System efforts). In addition, data forming the basis of this work will be integrated into the government-led Water Information System, SINEAU.</p>	<p><u>1.1. b : Réalisation d'un Système de vigilance d'alerte précoce pour la gestion des risques liés à l'EANM.</u></p> <p>Action 1.1.6 : Harmoniser les données, les protocoles et les méthodologies, existantes ou proposées par des études antérieures (DGEQV), nécessaires à l'évaluation des risques liés au CC et à leur prise en compte dans l'aménagement du littoral et les décisions d'investissement. (ancienne action 1.1.4)</p> <p>Action 1.1.7 : Concevoir un jeu d'indicateurs et un système de vigilance et d'alerte précoce dans une zone littoral pilote en utilisant des indicateurs physiques liés aux inondations et à l'EANM. (ancienne action 1.1.5)</p> <p>Action 1.1.8 mettre en œuvre les actions prioritaires du SAP sur un site pilote. (nouvelle action)</p>

Indicators	Baseline/Targets
Ind. 1 : A government decision to institutionalise coordination arrangement / technical on climate change risk information sharing and National Information System. (ancient ind. 3).	<p>Baseline 1. : even though all consulted institutions recognise the need for information sharing and coordination of research there is no agreement on the best form for such coordination, or collaborative networking</p> <p>Target 1: by end of project, there is a <i>formal</i> decision on institutional mechanism (technical network or technical coordination group) for operationalizing the National System</p>
Ind. 2. Number of institutions accessing, processing and using the climate change risk related data and information	<p>Baseline 2. : the means of integration of climate change in various sectors and national institutions need to be clarified and expressed into clear procedures.</p> <p>Target 2.: by end of project, all relevant institutions are accessing data.</p>
Ind. 3 : System of Early Warning that includes agreed indicators for coastal flooding (rainfall), and SLR developed for	<p>Baseline 3.: there are no indicators or functional EWS</p> <p>Target 3. : by end of project, a technical study and</p>

one vulnerable coastal area. (Ind. 1).	operational action plan for the set up of one pilot EWS are endorsed by relevant institutions and priority action are executed
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<p>Activity Result 1.2 – Adaptation decision-making support tools are developed, with a particular focus on coastal zone management</p>	<p>Résultat de l'activité 1.2 Les capacités et les outils techniques sont renforcés pour améliorer la prise de décision dans le domaine de l'Adaptation en zones côtières. (anciens résultats des activités 1.2 et 1.3)</p>
<p>Action 1.2.1. Introduce GIS-based risk assessment tools for key decision-makers at local and national level. This includes related training in order to produce hazard maps (e.g. floods) and to determine coastal hot-spots or particularly fragile areas.</p>	<p><u>1.2.a Elaboration de la carte de vulnérabilité du littoral aux risques liés à l'EANM</u></p> <p>Action 1.2.1 –Introduire un outil d'évaluation des risques basés sur la cartographie SIG et la modélisation du trait de côte pour les décideurs aux niveaux local et National. (ancienne action 1.2.1)</p> <p>Action 1.2.2 - Formation pour la production de cartes d'aléas et de risques afin de déterminer les zones particulièrement fragiles (hot spot). Cette formation sera destinée aux personnels techniques en charge la prévention et de la gestion des risques littoraux (APAL, DGEQV, OTEDD, INSTM, ANPE, INM, DGAT, DGSAM, AUGT, AFT, etc.) ainsi qu'aux cabinets d'études spécialisés. (nouvelle action)</p>
<p>Action 1.2.2. Introduce Shoreline Management Planning (SMP) as planning and decision support tool for coastal regions. APAL and local authorities will be targeted to customise the application and transfer the knowledge from other countries (e.g. UK experience). This will be used for strategic flood and erosion management.</p> <p>Action 1.2.3: Develop a procedure and decision support manual on adaptation in coastal zones, based on Integrated Coastal Zones Management (ICZM) principles, for use by local and regional authorities. This manual would be based on existing information and guidelines, and will seek to update practices and procedures used for land use planning and investments in coastal areas, including existing guidelines such as the Drought guidelines. Its primary target audience is the APAL, given its role in land use planning on the coast.</p> <p>Action 1.2.4. Develop and deliver a cross-sectoral training package for government officials at national and regional levels on climate change adaptation, SMP and ICZM as a framework for coastal adaptation. This programme would be targeted to planning authorities, various ministries and sub-national authorities of coastal regions and supported by the actions 1.2.1 and 1.2.2 above. Key audiences will include national and regional planning authorities, including for example, regional anti-desertification councils and local development committees in coastal areas. It is also linked to the general awareness program (under 5.3.) for government officials at national and regional levels on climate change adaptation and ICZM.</p>	<p><u>1.2.b - Développement d'outils d'aide à la décision en matière d'aménagement du littoral et la gestion des risques côtiers dans un contexte d'EANM.</u></p> <p>Action 1.2.3 Développer des outils d'aide à la décision (applications logiciels) et un guide méthodologique afin d'introduire les approches de Shoreline Management Planning (SMP) et de GIZC, comme outils de planification et de gestion des impacts de l'EANM aux différents niveaux de l'aménagement littoral. Ces outils et ce guide s'appuieront sur les méthodologies éprouvées au niveau international : Dynamic Vulnerability Assessment (DIVA), Community Vulnerability Assessment (CVAT), Coastal Zone Simulation Model (COSMO). (anciennes actions 1.2.2, 1.2.3 et 1.3.1.)</p> <p>Action 1.2.4 : Élaborer et délivrer deux modules de formation intersectoriels pour les cadres et techniciens des niveaux centraux et régionaux ainsi que les Cabinets d'Etudes. Le module 1 consistera en une formation de base sur les approches scientifiques et techniques de l'adaptation en générale et des zones côtières en particulier. Il s'appuiera sur des programmes de formation clé en main existants tels que celui conçu par la GTZ et l'OCDE. Le module 2, consistera en une formation technique sur la prise en main des outils d'aide à la décision visées en 1.2.2 et leurs application au niveau d'une zone pilote par le biais d'une "formation actions". (ancienne action 1.2.4)</p>

Indicators	Baseline/Targets
Ind. 4. Number of municipalities and regional authorities in the coastal areas using new coastal adaptation decision-making tools (mapping, GIS, SMP);	<p>Baseline 4.: To be clarified during inception period. Some local authorities have just begun using mapping and decision making tools</p> <p>Target 4. : at least 3 local planning authorities commit to apply the project's adaptation decision-making tools and hazard maps in their land use planning processes, by the end of the project.</p>
Ind. 5. Extent to which APAL and its partner organisations are using risk assessment and coastal planning tools for their coastal management programmes and decisions (ind 8)	<p>Baseline 5.: There is insufficient use of decision-support tools at regional level</p> <p>Target 5. : by the end 2012, The regional APAL office of Grand Tunis is using the new tools and procedures and a deployment plan is adopted to cover all appal offices in the near future.</p>
Ind. 6. Number of people trained on CC adaptation, SMP and ICZM decision-making tools	<p>Baseline 6.: since CCA, SMP, ICZM is relatively new framework only few staff members at APAL are aware of them. CCA combine with ICZM principles have not been applied in Tunisia.</p> <p>Target 6.: at least 60 (50% women)</p>

Output 2: Leadership capacities and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened

Résultat 2 : Les capacités de leadership et le cadre institutionnel pour gérer de manière intégrée les risques liés aux changements climatiques aux niveaux local et national Renforcés

Activity Result 2.1 – Coordination and collaboration between decision-making bodies relevant to adaptation is enhanced

Résultat de l'Activité 2.1 : la Coordination et la collaboration entre les structures pertinentes de prise de décision sont améliorées, à travers la mise en place d'une Stratégie Nationale d'Adaptation du littoral tunisien au CC.

Action 2.1.1 Perform a National Adaptation Capacity Needs Assessment focussing on individual, institutional and systemic issues, with an emphasis on coastal adaptation capacity needs. This action would provide an overview of mandates, roles and responsibilities as well as potential gaps to address adaptation needs in Tunisia. It will place a focus on institutions that are relevant to coastal zones and be based on existing studies and will use the UNDP's Capacity Assessment methodologies. **This also relates to the action 1.1.**

Action 2.1.2 Update the mandates and statutes of relevant organizations to integrate adaptation specific functions and establish clear roles and responsibilities. Based on the results of the action above, the mandates of key organizations would be upgraded to include climate responses. Institutions concerned include the Ministry of Environment and Sustainable Development (MEDD), in particular through the General Directorate for Environment and Quality of Life (DGEQV), the National Agency for Coastal Protection and Planning (APAL), the National Agency for Environment Protection (ANPE), the Ministry of Agriculture and Water Resources (MARH), the Ministry of Equipment, Housing and Land Use Planning (MEHAT), the Ministry of Tourism, Trade and Handicraft (MTCA), the Ministry of Interior and Local Development, research institutes such as the National Institute for Science and Technology of the Sea (INSTM).

Action 2.1.3: Revive and enhance the interministerial dialogue to determine the best option for a national-level steering mechanism on adaptation. This would be undertaken on the basis of internal inter-ministerial discussions, draft terms of reference or objectives for adaptation, as well as ongoing work supported by the GTZ on a National-level Climate Change Strategy. Concrete proposals could be established on the effectiveness of the intervention of the National Commission on Sustainable Development and the feasibility of capacity reinforcement of the National council for combating desertification in order to act as a permanent structure for Climate change adaptation. The result of this process would be an agreed and operational institutional arrangement to steer adaptation decisions in multiple sectors in full alignment with development priorities of the country.

Action 2.1.4 Undertake studies towards making recommendations on how to modify legal texts, regulatory instruments or codes in the area of environment and natural resource management (particularly Water Code and Upcoming Environment

Action 2.1.1 effectuer une évaluation des besoins nationaux en termes d'adaptation avec un accent sur les enjeux individuels, institutionnels et systémiques, et un focus sur le littoral. cette action permettra de donner un aperçu des mandats, rôles et responsabilités ainsi que les lacunes éventuelles pour répondre aux besoins d'adaptation en Tunisie. elle mettra un accent sur les institutions qui sont pertinentes pour les zones côtières et reposera sur les études existantes tout en utilisant les méthodes de capacité du PNUD. **(ancienne action 2.1.1)**

Action 2.1.2 proposer une actualisation des mandats des institutions en charge du littoral afin de clarifier les fonctions spécifiques liés à l'adaptation ainsi que les rôles et les responsabilités. les institutions potentiellement ciblée sont le Ministère chargé de l'Environnement (DGEQV + APAL + ANPE), les Ministères chargés de l'Agriculture, de l'équipement (DGAT et DGSAM), du tourisme, du Commerce et du développement Local/régional, les instituts de recherches (INSTM). **(ancienne action 2.1.2)**

Action 2.1.3 : Faciliter le dialogue interministériel afin de déterminer la meilleure option pour un mécanisme de pilotage au niveau national en matière d'adaptation. Le résultat de ce processus serait l'adoption d'un arrangement institutionnel opérationnel permettant d'orienter les décisions à l'échelle intersectorielles et ce en conformité avec les priorités de développement du pays. **(ancienne action 2.1.3)**

Action 2.1.4 Formuler des recommandations visant à intégrer les risques climatiques dans les principaux textes juridiques, les instruments réglementaires et codes encadrant la gestion des ressources naturelles et de l'espace littoral (particulièrement le Code de l'eau et le Code de l'urbanisme et de l'Aménagement du Territoire). **(ancienne action 2.1.4)**

Code) to take full account of projected climate change risks. This activity would seek to support MEDD and APAL participation in the integration of climate change issues into ongoing legal revision exercises such as the Water Code revisions, or development of new legal texts as relevant

Indicators	Baseline/Target
Ind 7. Existence of a national adaptation strategy and action plan for coastal areas	<p>Baseline 7.: none.</p> <p>Target 7.: by end of the project a national adaptation strategy and an action plan is adopted by the Tunisian government and operationalization has started.</p>
Ind 8. Number of key policy, legislative and regulatory documents that integrate an assessment of climate change risks and/or include concrete adaptation measures, reflected in their enforcement mechanisms and implementation budgets. (ind. 3.)	<p>Baseline 8.: some policy documents acknowledge importance of climate change risks, more conceptually, without offering any practical solutions or measures to integrate climate risk management or adaptation measures into the national or sectorial policies.</p> <p>Target 8.: Proposals are prepared to fully integrate CC considerations in at least 3 key policy or legislative documents. Tourism, agriculture et urban planning.</p>
Ind 9. Number of sectorial institutions mandated to act on climate change risks and implement adaptation options in a way that their respective roles are complementary and reinforce each other. (ind. 4).	<p>Baseline 9.: Adaptation strategies are established, namely in the sectors of agriculture, health and tourism under the supervision of the ministries in charge but not explicitly included in organisational mandates – to be clarified during inception period and Capacity Assessment</p> <p>Target 9.: Proposals are prepared for at least 5 (Ministry of Agriculture, Ministry of Environment, Ministry of Tourism, M. Of Civil works and land use planning, Ministry of regional development)</p>

Output 3: Climate-resilient policies and measures implemented in priority sectors

Résultat 3 : Politiques climatiques résilientes et mesures mises en œuvre dans les secteurs prioritaires

Activity Result 3.1 Adaptation issues are integrated into National Development and Land Use Planning

Résultat de l'Activité 3.1 problématiques de l'Adaptation intégrées dans les documents de planification national (Plan de Développement et aménagement du territoire).

Action 3.1.1 Develop socio-economic analyses of climate impacts on sectors relevant to coastal regions, in particular: agriculture, water, tourism, transport and infrastructure. This activity will be undertaken in cooperation with the Ministry of Development and International Cooperation in order to demonstrate the effectiveness and efficiency of certain no-regret options, such as water demand management to influence wasteful water consumption by agriculture; improved watershed management, "soft" coastal management measures, such as dune stabilization, coastal nourishment, groundwater conservation, wetland restoration and preservation, etc. as opposed to engineering solutions and supply-driven water management or "hard", protective and infrastructure-heavy coastal protection practices.

Action 3.1.2. Develop and deliver a training package on socio-economic valuation of climate change impacts and CBA analysis of adaptation options. This activity will be undertaken in support of all key Ministries and the Tunisian Institute for Strategic Studies that provides lead technical and policy inputs for NDP development.

Action 3.1.3 Determine cost-effective adaptation options for coastal regions, for integration into local Land Use Management Plans and the National Development Plan. Although the study of the impacts of sea level rise on coastal areas showed the great impacts of climate change, especially for coastal aquifers, coastal infrastructure, and beaches, the assessment of socio-economic impacts were insufficient. A more thorough assessment will be developed along with a study of the socio-economic feasibility of adaptation measures. This activity is to be undertaken with the DGAT, MEDD, APAL and MDIC.

Action 3.1.1 Développer des analyses socio-économiques des impacts et mesures d'adaptation sur les secteurs pertinents dans le littoral, notamment : tourisme et protection du littoral (3 études de cas coût/bénéfices dont l'étude de la protection du littoral de Kélibia). Cette activité sera entreprise afin de démontrer l'efficacité et l'efficience de certaines actions : exemple. mesures « douce » de protection du littoral etc. par opposition aux solutions d'ingénierie lourdes. **(ancienne action 3.1.1)**

Action 3.1.2. Mettre au point les méthodologies et fournir un kit et un cycle de formation sur l'évaluation socio-économique des impacts du CC ainsi que l'analyse coût/bénéfices des options d'adaptation. Cette activité sera destinée aux cadres et techniciens des ministères concernés et des cabinets d'études spécialisés. **(ancienne action 3.1.2)**

Action 3.1.3 Déterminer les coûts effectif des options d'adaptation pour le littoral, en vue de leur intégration dans les documents de planification locale et nationale. Bien que les EIE de l'EANM aient montré les grands impacts du CC sur les aquifères côtiers, les infrastructures et les plages, l'évaluation des impacts socio-économiques étaient insuffisantes. Une évaluation plus approfondie sera élaborée avec une étude de faisabilité socio-économique des mesures d'adaptation. Cette activité sera entreprise avec la DGAT, la DGEQV, l'APAL et le MDIC. **(ancienne action 3.1.3)**

Indicator	Baseline/Target
Ind. 10. Extent to which APAL uses climate adaptation cost-benefit method in preparation of the investment programmes (3)	Baseline 10.: the institutions do not use impact valuation methods Target 10.: APAL makes full use of new cost-benefit valuation methods
Ind. 11. Extent to which trained institutions are convinced by the add value and	Baseline 11.: very little knowledge and

applicability of on climate socio-economic valuation methods introduced	<p>understanding of such methods</p> <p>Target 11.: by the end of at least 50% of the trainees fully convinced have made steps to apply socio-economic assessment methods in the design of future investment programmes</p>
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Activity Result 3.2 On-the ground adaptation responses are tested in coastal zones	Résultat de l'activité 3.2 actions pilotes d'adaptation mises en œuvre sur site
<p>Action 3.2.1 Pilot technologies for aquifer recharge using treated waste-water. One of the priority adaptation measures identified through various studies and stakeholder consultations is aquifer recharge with Treated Wastewater (TWW). In coastal areas, aquifers containing potable water can become contaminated with saline water if water is withdrawn faster than it can naturally be replaced. The increasing salinity makes the water unfit for drinking and often also renders it unfit for irrigation. Aquifer recharge with treated wastewater can: (i) restore depleted groundwater levels; (ii) provide a barrier to saline intrusion in coastal zones; (iii) facilitate water storage during times of high water availability. This requires a science-based approach, designed around critical control points (e.g. WHO's hazard analysis critical control points (HACCP) approach and / or other quality control good practices will be applied for this measure, along with measures to increase the knowledge base about groundwater dynamics. Areas where this activity will be implemented could include: sfax region, cap-bon region.</p> <p>Action 3.2.2 Pilot the implementation of an ICAM/ICZM framework for the development of local development plans (Plan d'Aménagement du Territoire). This could be undertaken in an area targeted by the government for coastal rehabilitation, with the support of APAL, as a means to gather various partners including communities and local authorities, around a new way of thinking about coastal land use and development. Local communities will be mobilized to participate in the planning and decision process.</p> <p>68. Action 3.2.3 Pilot Coastal rehabilitation measures based on best available technologies and traditional knowledge (dune stabilization, vegetative buffer plantations etc). This includes a short feasibility study based on existing coastal vulnerability knowledge, in order to determine areas and appropriate interventions. Areas where this could be conducted include: Djerba or Kerkenna Islands. Ongoing monitoring would be conducted by the INSTM.</p>	<p>Action 3.2.1 Action pilote de recharge des aquifères avec des eaux usées traitées, au niveau de Haouaria (étude et mises en œuvre si pertinents). (ancienne action 3.2.1)</p> <p>Action 3.2.2 Elaboration d'Etude de Plan d'Adaptation Climatique pour une zone au choix (Gouvernorats de Béja et Jendouba et Bizerte) à partir des outils développés en 1.2. avec utilisation des principes GIZC et mise en œuvre d'actions prioritaires. (ancienne action 3.2.2)</p> <p>Action 3.2.3 Conduite d'une étude technique pour la réhabilitation du littoral de Kélibia, basée sur différentes solutions et combinaisons de solutions envisageables (solutions conventionnelles, solutions douces, et solutions innovantes). Cette étude offrira également le cadre d'une étude de cas (cf. 3.1.3) pour l'analyse coût- bénéfices des différentes solutions envisagées et les meilleures technologies disponibles. (ancienne action 3.2.3)</p> <p>Action 3.2.4 Réaliser une expertise sur l'évaluation des solutions préconisées dans les études de protection du trait côte élaborées dans le cadre du Programme National de protection contre l'Erosion marine de l'APAL. (Nouvelle action)</p> <p>Action 3.2.5 Réhabilitation du Cordon dunaire de la plage de Korba par l'utilisation de techniques douces qui ont fait leurs preuves en Tunisie (Ganivelles). (Nouvelle action)</p> <p>Action 3.2.6 Expérimentation de techniques nouvelles de protection du littoral : techniques hybrides, génie végétal, living shorelines approaches. (Nouvelle action)</p> <p>Action 3.2.7 Mise en place d'une filière nationale de production de ganivelles à base de nervures de palmiers (Palmivelles), par l'élaboration d'une étude de faisabilité économique pour évaluer les besoins, les marchés potentiels et les capacités de satisfaction de la demande et l'assistance pour la création d'un GIE : renforcement de capacité, acquisition du matériel nécessaires, formation, etc. (Nouvelle action)</p>

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Indicators	Baseline/Target
Ind. 12. Total land area under improved adaptation practices	<p>Baseline 12.: 0</p> <p>Target 12.: soft shore protection practices and technologies to mitigate long-term risks from SLR designed to cover.</p> <ul style="list-style-type: none"> - 800 meter for sand-dunes rehabilitation – Korba, - 2 km km for innovative protection techniques - Climate resilient shore protection techniques – Kélibia.
Ind. 13. Extent to which technical studies guiding the design of the APAL's national coastal erosion programme take long-term SLR into account.	<p>Baseline 13.: none of the 6 targeted studies SLR (to b checked)</p> <p>Target 13.: by the end of project the technical solutions identified in the 6 studies have been reviewed and a revised</p>
Ind. 14. Number of vulnerable coastal areas with Local Adaptation Plans using ICZM principles	<p>Baseline 14.: ICZM framework has not been established in Tunisia yet.</p> <p>Target 14.: at least 1</p>
Ind. 15. existence of national supply chain of date palm-leaves sand-trapping fences	<p>Baseline 15.: 0.</p> <p>Target 15.: by the end of the project one prod unit is created and functional and benefits at least 10 persons (50%).</p>

<p>Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels¹</p> <p>Activity Result 4.1 Sustainable national financing mechanisms and sources are explored and introduced</p>	<p>Résultat 4 : Options de financements pour couvrir les coûts d'adaptation au CC aux élargies aux niveaux local, national, sous régional et régional</p> <p>Résultat de l'activité 4.1 : Sources et mécanismes de financements nationaux durables et innovateurs sont explorés et introduits (anciens résultats des activités 4.1 et 4.2)</p>
<p>Action 4.1.1 Develop and deliver a training program on the financial instruments for addressing the cost of adaptation for Tunisian decision-makers in the public and private sectors. This will be undertaken in the framework of the training program and would support activities foreseen in 3.1.1. It would be linked to ongoing studies supported by the World Bank on the costs of Environmental Degradation. Training would be delivered to national level planners in coastal-zone relevant sectors, as well as private sector partners including tourism operators, and NGOs, using a risk management based approach</p> <p>Action 4.1.2 Revise National Development Plan and national budget lines to incorporate priority, cost-effective adaptation options. This activity would be undertaken as a follow-up to those under 3.1, aiming at the next national budget or 12th development plan. Budgeted measures would be particularly targeting adaptations in coastal regions and can explore leveraging additional funding from the Adaptation Fund or other external sources to complement national dedicated budgets for adaptation.</p>	<p>Action 4.1.1 Réaliser une étude d'évaluation du coût d'adaptation et identifier les mécanismes de financements à court, moyen et long termes. Cette étude permettra de réaliser une analyse des coûts d'adaptation des différents secteurs du littoral afin d'identifier les possibilités de financements durable et innovants par l'identification des bailleurs de fonds et la proposition de mécanismes de financement nationaux à long terme à l'instar de prélèvement sur des taxations existantes ou innovantes (tourisme transport maritime, etc.), le réajustement de certaines lignes budgétaires dans le cadre des 12^{ème} et 13^{ème} Plan Nationaux de développement ou la proposition d'autres mécanismes durables (mécanismes d'assurance). L'identification des fonds disponibles à l'échelle internationale et régionale et modalités d'accès à ces financements est également à explorer. (anciennes actions 3.1.1, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 4.2.3)</p>
<p>Action 4.2.1 Explore the feasibility of and test rainfall index-based insurance schemes in the farming systems of coastal regions (feasibility study and pilot scheme). This would include an overall study on various index-based insurance products for Tunisian agriculture, with a pilot scheme tested in a rain-fed coastal area. Regions in which this could be tested include Cap-Bon and could be conducted with the Insurance industry along with the Union of Agricultural Producers.</p> <p>74. Action 4.2.2 Explore and test the potential of eco-tourism for coastal zone operators and test mechanisms for tourism-based contributions to adaptation funding (e.g. tourism taxes, voluntary or mandatory contributions to coastal rehabilitation), This activity would include the analysis of in-land eco-tourism potential for Tunisia, as a means of diversifying coastal operators' activities and relieving pressures on coastal zones and would be delivered with tourism operator associations.</p>	

¹ Analysis of climate change financing mechanisms to facilitate gender responsive climate change investment financing.

75. Action 4.2.3 Explore and test the feasibility of using voluntary or mandatory market or fiscal instruments used to bring about financial contributions from the tourism industry to coastal zone management that minimizes the adverse impacts of SLR. Areas where this could be tested include: Kerkennah, Djerba (linked to Marine Protected Areas programme).	
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Indicators	Baseline/Target
Ind. 16. Percent increase in funding available for coastal adaptation measures	Baseline 16.: 0 Target 16.: At least 10% increase in funding for coastal adaptation measures
Ind. 17. Number of key decision makers familiarized with financial instruments for adaptation	Baseline 17.: 0 Target 17.: 50
Ind. 18. Amount of resources channelled from international CC funds.	Baseline 18.: 0 Target 18.: at least 3 million \$.
Ind. 19. government decisions to institutionalize the suitable national budget allocations and economic instruments proposed by financial study	Baseline 19.: no decision Target 19.: by the end of project there is formal decision on innovative and sustainable national fin mechanisms for coastal adaptation.

<p>Output 5: Knowledge on adjusting national and sub-national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</p> <p>Activity Result 5.1 Project results, lessons and good practices are documented and shared</p>	<p>Résultat 5: Connaissances sur l'ajustement des processus de développement national et infranational pour intégrer pleinement les risques du changement climatique ainsi que les opportunités sont générées et partagée à tous les niveaux</p> <p>Résultat de l'activité 5.1 les résultats, les leçons et les bonnes pratiques du projet sont documentés et partagés</p>
<p>Action 5.1.1 Produce and disseminate project studies and knowledge products. This relates to knowledge management and project's link with the ALM mechanisms and other knowledge platforms (through its own website); Studies to be published would include "financial incentives to engage tourism industry in coastal adaptation" case study of Tunisia; "Improving coastal aquifer management to address SLR related water stress in coastal regions of Tunisia"; the "white paper" on coastal adaptation; or a "study on indicators for adaptation"</p> <p>Action 5.1.2 Organise an international workshop for lessons and knowledge sharing under the AAP regional component. This activity would respond to the expressed willingness by the Tunisian government to demonstrate leadership in South-South technology and knowledge exchange</p>	<p>5.1.1 : produire et disséminer les études et les connaissances produites par le projet via les moyens de communications du projet et la composante régionale. (ancienne action 5.1.1)</p>

Indicator	Baseline/Target
In. 20: Number of knowledge products produced and widely disseminated	Baseline 20.: 0
	Target 20.: at least 5

<p>Activity Result 5.2 Develop and test national adaptation indicators for establishing a comprehensive M&E framework for adaptation to monitor the progress in the framework of the project and beyond</p>	
<p>Action 5.2.1 Establish a methodology committee under the aegis of the monitoring function established in 1.1.1 and the OTEDD</p> <p>Action 5.2.2 Provide training to the OTEDD and members of the climate monitoring function and network established in 1.1. on the development of indicators for coastal adaptation.</p> <p>Action 5.2.3 Define a set of targeted adaptation indicators related to coastal regions and perform a baseline assessment to collect all project related data and information.</p>	

Action 5.3 General awareness of climate change and adaptation issues is increased	Résultat de l'activité 5.2 Sensibilisation aux CC et aux problématiques d'adaptation améliorées
Action 5.3.1 Develop a set of targeted key messages for key audiences including: youth, private sector, tourists, water users, parliamentarians.	Action 5.2.1: produire et disséminer les études et les connaissances produites par le projet via les moyens de communications du projet et la composante régionale. <i>(ancienne action 5.1.1)</i>
Action 5.3.2 Engage the participation of NGOs and the media for delivery of the awareness program	Action 5.2.2 Elaborer une stratégie de communication et un plan d'action consacrés à la communication interne et externe de l'APAL, avec un focus qui sera mis sur la thématique CC et la composante tunisienne du projet AAP, <i>(ancienne action 5.3.1)</i>
Action 5.3.3. Establish the project related website for information dissemination, advocacy and adaptation public forums	Action 5.2.3. Mettre en œuvre des actions prioritaires de sensibilisation : spot TV et brochures, etc. <i>(nouvelle action)</i>
	Action 5.2.4. Engager la participation des ONGs et des médias, à travers l'établissement de conventions de partenariats en coordination avec l'initiative régionale « médias » pour l'exécution du programme de sensibilisation. <i>(ancienne action 5.3.2)</i>
	Action 5.2.5 : créer une page dédiée au projet dans le site web de l'APAL. <i>(ancienne action 5.3.3)</i>
	Action 5.2.6 organiser un séminaire de sensibilisation le thème d'adaptation du littoral au CC à destination des membres du Comité de pilotage et des hauts responsables des Ministères et institutions concernés. <i>(nouvelle action)</i>

Indicator	Baseline/Target
Ind. 21. Existence of a communication strategy	Baseline 21.: 0 Target 21.: by the end of project 50% of the communication strategy action plan is implemented
Ind. 22. number of high-ranking officials and decision-makers reached out through awareness raising seminars and activities	Baseline 22.: 0 Target 22.: 30
Ind. 23. number of partnerships established with NGOs	Baseline 23.: 0 Target 23.: 2 memorandum of understandings signed with leading National NGOs
Ind. 24. Number of knowledge products produced and widely disseminated	Baseline. 24. : 0 Target. 24. : at least 5

Comparative advantage

86. UNDP benefits from sound working relations with the Ministry of Environment and various environnement related partners in the country, built through the implementation of a number of related projects, including support to the development of the Coastal Study which forms the basis of this project, as well as a number of GEF projects in the country. UNDP also has broad technical and regional expertise in the field of adaptation, governance and decentralization in Tunisia, which can be brought to bear in this project.
87. In order to achieve the project outputs, close collaboration will be sought with other international partners, chief among them the GTZ, who is also supporting adaptation initiatives in the country, and the World Bank, who is supporting investments in the coastal area. Advice and support from other partners from the UN system will be sought on an ad hoc basis (for example BCPR for the development of the indicators for the Early Warning System). Gender issues will be mainstreamed at all steps of the project through the interventions of the UNDP-Tunisia gender advisor.