

Évaluation finale -	
Commissioning Unit:	Tunisia
Evaluation Plan:	2015-2021
Evaluation Type:	Project
Completion Date:	12/2021
Unit Responsible for providing Management Response:	Tunisia
Documents Related to overall Management Response:	<ul style="list-style-type: none"> Management Response- TE -Coastal Resilience

1. Recommendation:
Recommendation1.

The mainstreaming of gender and women's empowerment into project results would be insufficient, if only project design is considered, and also considering the gender tagging as "Significant Objective". The strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness and recovery has not been sufficiently incorporated into the project document. The mainstreaming of gender into project design has been mandated by UNDP at least since the launching of the Agency's Gender Equality Strategy 2018-2021. During implementation, there have been more tangible efforts towards gender mainstreaming, but to a limited extent (based on the reading of technical and implementation report from 2016 through to at least 2019). Most of the gender mainstreaming actions happened towards the end of the project. In terms of products prepared by the project we highlight the report "Élaboration d'un diagnostic sur l'intégration de l'approche genre dans le projet – Ghar El Melh et Djerba" from 2021. In terms of and results from actions funded by the project (e.g. through NGOs and benefitting local communities), there have been several actions on the ground mentioned quoted from the 2021 PIR further up. However, even the number of female beneficiaries is still small, and results are modest – especially if the gender policy marking of 'significant objective' is considered.

Management Response:

This recommendation will be addressed in the new projects.

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
Mainstreaming of gender and women's empowerment	APAL/PNUD	2023	Completed	This recommendation will be taken into account in the implementation of the NAP	Reports, ProDoc

into project results				project and other ongoing UNDP projects and at the CERC cluster level. In addition, the design of a new project (APAL/PNUD) to be submitted to the GCF will integrate the need for gender mainstreaming from the project design stage	
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2. Recommendation:

Recommendation 2.

The TE recognizes that it is not possible to ‘turn back time’ (of course), and that there is always a *raison d’être* for why things were as they were. Yet, four key actions from the MTR’s management response were completed too late in the project’s lifetime to have any impact on results or on APAL’s performance as the host institution. At the same time, they were strategic and would require more time to mature and show results. In particular, this recommendation related to the following types of results: (i) certain strategic studies; (ii) actions on the ground, especially those tagged as Ecosystem-Based Adaptation (EBA); and (iii) proposed changes to legislative processes.

Management Response:

It is important to recognize that some important actions could only be finalized late in the life of the project, such as the work of laying palm tree Ganivelles as a soft technique for protection against erosion, as well as the strategic studies in connection with the Djerba climate plan and the restructuring of APAL. It is important to note the commitment of APAL and the various actors and stakeholders on the coast to ensure the sustainability and maintenance of these works and for the strategic studies they have contributed in a direct way to the actualization of the NDC of Tunisia.

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
Follow up the implementation and sustainability of strategic studies and interventions	APAL/ME/UNDP	2022	Completed	Transferred to the NAP project	Decrees, orders

3. Recommendation:

Recommendation 3

Evidence shows that the need for adjusting project milestones is quite common across the UNDP GEF portfolio. The project had requested three duration extensions, the last one in 2021, which was initially denied by UNDP's NCE Team, apparently in an effort to implement SOP and stricter rules around the repeated re-phasing of the GEF grant through end-of-year budget revisions, which is in reality a sign of poor project planning and scoping. This TE consultant also thinks that the expectations towards UNDP GEF project milestones and timelines, as expressed through project documents, are quite unrealistic.

Management Response:

Efforts should also focus on a realistic analysis of the context and circumstances, better planning and determination of the time and resources needed in all areas. But it is also important to report well on the national implementation context to help UNDP make appropriate decisions on implementation timelines.

Key Actions:

4. Recommendation:

Recommendation 4.

The Covid-19 pandemic is worsening in Tunisia. The country is embarking in what appears to be a stricter lock-down (again) in May/June 2021 – and beyond (besides the 2020 lockdown). A project duration extension request till end 2021 had been posed by the project to the NCE Team, on the grounds of covid-19 impacts on project implementation. The request was initially denied by the NCE Team. Now, only activities linked to procurement initiated before June 2021 will be allowed to be concluded by December 2021. Still, the period considered effective project implementation will have lasted anyway 6.5+ years. Such duration was considered is excessively long by the RTA, but normal by the TE. With the impact of the worsening of the pandemic in 2021, this could not have been different. The TE finds that NCE Team may not have been sufficiently sensitive to project needs.

Management Response:

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
Conducting Study to fully gauge the implications of the Covid-19 pandemic on vulnerable populations, including those that are a climatically vulnerable.	UNDP	2021/12	Completed	Undertaken by another project	Deliverable

5. Recommendation:

Recommendation 5.

A period of 23 months for mobilizing the project since GEF CEO Endorsement till the end of the Inception Phase is unnecessarily long. Yet, the Inception Report (dated Sep 2016) did not touch upon the issue of delays. The MTR mentioned it, but the strongest focus of discussions on delays pertained to the implementation period and less on the mobilization period. Long delays in project upstart affect project performance in many different ways and for a very long time during its lifetime. It is almost “a miracle” that Tunisia Coastal Resilience Project ends up being rated satisfactory.

Management Response:

Key Actions:

The translation of PRODOC to French will be done, recruitments will be accelerated in different ways in the future projects

6. Recommendation:

Recommendation 6.

Evidence shows that the need for adjusting project milestones is quite common across the UNDP GEF portfolio. The project had requested three duration extensions, the last one in 2021, which was initially denied by NCE, apparently in an effort to implement newly consolidated SOPs and stricter rules around the repeated rephasing of the GEF grant through end-of-year budget revisions. The TE thinks that this is in reality a sign of poor project planning and scoping. And this is the issue that should be addressed in project design. The impact of the high turnover at management level within at APAL has been an issue and a risk. It could have been foreseen in project design, and project Support to NIM should have been reinforced. As a result, project planning was overly ambitious, vis-à-vis the actual implementation capacity.

Management Response:

In the future, more attention will be given in practices for project scoping, planning, risk management and stakeholder capacity assessments.

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
Design and implement capacity building programmes	PM/APAL/UNDP	2021/12	completed		Delivvable

7. Recommendation:

Recommendation 7.

The project does not have a clear Sustainability Plan or Exit Strategy (although UNDP has follow-up plans in the form of new programs, which might not be the same) and continuation of benefits may be in jeopardy unless concrete follow-up strategies and replication are rectified. Quick studies targeted at the tail end of the project will not secure sustainability. Some of the important studies were completed too late in the project's lifetime to have any impact on expected results or on the host institution's performance.

Management Response:

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
Exit Strategy is being prepared	PMU	2021/12	Completed		Draft of the exit strategy

8. Recommendation:

Recommendation 8.

There are issues with project indicators, including their baseline and targets. Some of them have been picked up by the MTR, others by TE. A thorough analysis is included in Section 2.4 (Baseline and Indicators Established).

Management Response:

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
Validate baseline figures and end targets.	PM/PSC	2021/12			

9. Recommendation:

Recommendation 9.

The project has generated a good amount of data, information and knowledge, some of which has been put out in publications, however, a lot is only found in electronic format in the project's archives and not readily accessible to the public. Main reports are not even found in Open UNDP.

Management Response:

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
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APAL will share with the members of the CoPil the documentation produced in the framework of the project.	PM/PSC	2021/12	Completed		Minutes of the steering committee (14th December)
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10. Recommendation:

Recommendation 10.

The project has resulted in a lot of benefits, and it will rely on other projects to replicate and further upscale to a more significant level. A follow-up intervention is recommended to further secure the investment made by the GEF/SCCF, Government and UNDP.

Management Response:

The project to be submitted to the GCF will be based on the results of the "Coastal Resilience" project as well as the project that has just started "National Adaptation Plan: Advancing risk informed development and land-use planning in Tunisia".

Key Actions:

11. Recommendation:

Recommendation 11.

Development of a comprehensive M&E systems for the project and usable risk register. Train project staff in the use of the systems. UNDP's systems are improving but they are not integrated. Also, it is not clear how sound risk management practices will be integrated with Implementing Partners' systems, as UNDP reinforces the full NIM modality. Regardless, UNDP projects must have adequate means for monitoring and reporting and help with this integration.

Management Response:

Key Actions: This recommendation will be addressed in the new projects.

12. Recommendation:

Recommendation 12.

Recruit project managers and project teams early, but make no compromise on the quality of HR. Also, robust capacity building programs in project management and accounting, especially during initial phase is needed.

Management Response:

Key Actions: This recommendation will be addressed in the new projects.

13. Recommendation:

Recommendation 13.

Clear standard operating procedures outlining core functions in project management would be useful to avoid the type of arrangement that the coastal resilience project (technically linked to the implementing partner, but operationally linked to UNDP).

Management Response:

Key Actions: This recommendation will be addressed in the new projects.

14. Recommendation:

Recommendation 14.

Project implementation officially starts by signature of the PRODOC. However, the actual project implementation always starts effectively with a delay typically of several months. This inaugural period of several months should be reflected and taken into account in project design. To the extent possible, the period of project mobilization should be attempted shortened.

Management Response:

Key Actions: These recommendations will be addressed in the new projects

15. Recommendation:

Recommendation 15.

Project indicators and targets must be SMART: Specific, Measurable, Achievable, Relevant/realistic and Trackable/time-bound. If they are not, they create an administrative burden. Avoid vague indicators and indicators that are not measurable within the project implementation period and unrealistic targets.

Management Response:

Key Actions: This recommendation will be addressed in the new projects.

16. Recommendation:

Recommendation 16.

Continue to promote integrated approach in multi-sector projects, such as the Coastal Resilience one, even though it may be challenging

Management Response:

Key Actions: This recommendation will be addressed in the new projects.

17. Recommendation:

Recommendation 17.

MTR RECOMMENDATION #16]: A Sustainability Plan, Replication/Upscaling and Exist Strategy does not appear to have been developed. This is needed for sustaining products, outcomes and effects to be made explicit plus provide the guidance towards upscaling the results of the project as appropriate. *By PMU/APAL/UNDP.*

Management Response:

Agreements to ensure the continuity of collaboration between the national partner APAL and the municipalities and other institutions have been signed. The project successfully found a framework for exchanging data and information between the institutions by signing these agreements, which remain in force beyond the project's deadline. In addition, a network for information and data exchange has been created to improve coordination and sharing between the different stakeholders in the management of coastline.

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Key Action	Responsible	DueDate	Status	Comments	Documents
Signature of partnership agreements	APAL/ communes/ DGAT/DGRE/DGGREE/CNCT....	2021/12	completed		Link agreements signed between APAL and institutions

18. Recommendation:

Recommendation 18.

[MTR RECOMMENDATION #17]: The above Recommendations should be followed by strengthening the narrative of the project to highlight its role in the acceleration of the NDC implementation in Tunisia along with a clear gender-mainstreaming plan. As part of this exercise, work is recommended that (where possible) inter-weave gender focused developmental issues (e.g.: NDC/Agenda 2030/Paris Agreement etc.) as a priority in the products and outcomes that result and seek to result out of the Project. *By PMU/PSC/APAL.*

Management Response:

Key Actions:

The project was able to provide information, capacity building for partners, strategic studies, technical studies, outputs on innovation in adaptation, on financing mechanisms for adaptation and on institutional and legal aspects to contribute to the updated NDC.