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PROJECT DOCUMENT
The United Republic of Tanzania

I. PROJECT TITLE: ENHANCING CLIMATE CHANGE RESILIENCE IN ZANZIBAR

Project Number: 00094386

Implementing Partner: Second Vice-President's Office - Department of Environment

Start Date: 01 August 2018 **End Date:** 31 December 2021 **PAC Meeting date:** 17 July 2018

Brief Description

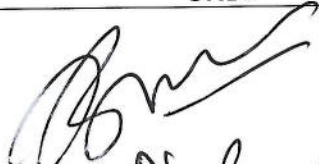
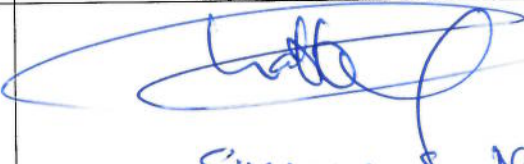
As a small island developing semi-autonomous state, Zanzibar is particularly vulnerable to climate variability and change. Recognizing this in key strategic documents, the Government of Zanzibar (GoZ) has recently made significant progress on climate change planning in the legal and policy, institutional and technical fronts, as well as in the implementation of adaptation interventions on the ground, with support from development partners, including UNDP. Ongoing and planned initiatives are further increasing and will hopefully contribute to building Zanzibar's resilience towards climate change.

However, despite the significant progress achieved so far, the relevant ongoing activities and the promising approved future initiatives, there are still some gaps in efforts to build climate change resilience in Zanzibar. Indeed, climate change interventions for resilience are small scale in nature, not-integrated and not fully strategic. In this sense, the archipelago requires additional support on certain fronts to strengthen its ability to adapt to the impacts of climate change, in the sense of both reducing harm, such as loss and damage, and seizing development opportunities.

This project seeks to address the specific strategic gaps that other development partners are not likely to consider and that are in line with the Tanzania UNDAP II and the UNDP Tanzania CPD. In particular, the project aims to i) strengthen institutional capacity of the Department of Environment, and other key stakeholders; ii) increase the availability and use of meteorological and spatial information; iii) implement pilot activities on the ground in strategic yet usually overlooked sectors (i.e. tourism) and areas (i.e. urban); and iv) strengthen the capacity of the GoZ to mobilize and manage financial resources on climate change.

<p>Contributing Outcome (UNDAP 2016-2021): Improved environment, natural resources, climate change governance, energy access and disaster risk management</p> <p>Indicative Output(s) with gender marker²: Select LGAs and communities have their capacities strengthening in climate change governance and sustainable energy access. [GEN2]</p>	Total resources required (\$):	1,000,000	
	Total resources allocated(\$):	1,000,000	
		UNDP TRAC:	1,000,000
		Donor:	0
		Government:	0
	In-Kind:	0	
	Unfunded (\$):	0	

Agreed by (signatures):

UNDP	Implementing Partner
	
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ACRONYMS

Acronym	Definition
AfDB	African Development Bank
CCFP	Climate Change Focal Point
CCS	Climate Change Secretariat
CCU	Climate Change Unit
COFMA	Community Forest Management Agreement
CPD	UNDP'S Country Programme Document
DFID	United Kingdom Department for International Development
DoE	Department of Environment
DPPR	Department of Planning, Policy and Research
FAO	Food and Agriculture Organisation of United Nations
GCCA	Global Climate Change Alliance
GCF	Green Climate Fund
GEF	Global Environmental Facility
GFDRR	Global Facility for Disaster Risk Reduction
GIZ	German Corporation for International Cooperation (by its initials in German)
GoT	Government of Tanzania
GoZ	Government of Zanzibar
IITA	International Institute of Tropical Agriculture
ICRAF	International Centre for Research in Agroforestry
IIED	International Institute for Environment and Development
ITF	International Tree Foundation
IOC	Indian Ocean Commission
LAPAs	Local Adaptation Plans of Action
LGAs	Local Governments and Authorities
MKUZA III	Zanzibar Strategy for Growth and Reduction of Poverty 2016-2020 (Swahili initials)
MLHWE	Ministry of Lands, Housing, Water and Energy
NAP	National Adaptation Plan
NESAP	North East Spatial Area Plan
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NSDS	National Spatial Development Strategy
PBZ	People's Bank of Zanzibar
PISCA	Innovative Projects for Civil Societies and Coalitions of Actors (French initials)
PIR	Project Implementation Report
PPP	Public Private Partnership
PPR	Project Progress Reports
PSC	Project Steering Committee
LAPA	Local Adaptation Plan of Action
LDCF	Least Developed Countries Fund
REDD	Reducing Emission from Deforestation and Forest Degradation
SBAA	Standard Basic Assistance Agreement (SBAA)
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SMOLE	Sustainable Management of Land and Environment
SUZA	State University of Zanzibar (SUZA)
SWIOFish Project	South West Indian Ocean Fisheries Governance and Shared Growth Project
UN	United Nations
UNDP	United Nations Development Programme
UNDAP II	United Nations Development Assistance Plan 2016-2021
UN-HABITAT	United Nations Human Settlement Programme

UNISDR	United Nations International Strategy for Disaster Risk Reduction
URT	United Republic of Tanzania
USDoA	United States Department of Agriculture
VPO	Vice-President's Office
WB	World Bank
ZACCA	Zanzibar Climate Change Alliance
ZCCFM	Zanzibar Climate Change Financial Mechanism
ZCCS	Zanzibar Climate Change Strategy
ZECO	Zanzibar Electricity Company
ZMC	Zanzibar Municipal Council
ZUSP	Zanzibar Urban Service Project
ZVPO2	Second Vice-President's Office

Context analysis

Zanzibar is one of two countries that form the United Republic of Tanzania (URT). Located in the Indian Ocean, just south of the Equator, the Zanzibar archipelago comprises two major islands - Unguja and Pemba - and more than 50 other small and remote islets.

In the last census, of 2012, Zanzibar had 1,303,569 inhabitants. The population had increased 32.8% (321,814 people), since the previous census, of 2002 and population growth rates are projected to be high¹. With 46% of its population being urban in 2012, Zanzibar has been experiencing a strong urbanization process since 1988. The urbanization process is expected to increase in the near future due both to natural demographic growth and migration².

Zanzibar's Gross Domestic Product (GDP) has grown at a rate between 4 and 6% since 2010. The Zanzibar Vision 2020 foresees a structural shift in order to become a middle-income country and eradicate abject poverty. It aims to build a more diversified and semi-industrialized economy with the combined contribution of tourism, trade, manufacturing and construction to the GDP reaching over 60%. Associated with this, employment in tourism and free zones is expected to increase to 50%, while employment in agriculture is expected to decrease to 20%.

Zanzibar has a tropical climate, which is warm and humid, with fairly constant average temperatures across the year. It has relatively high levels of average precipitation and experiences a bi-modal rainfall pattern. According to the Zanzibar Climate Change Strategy (ZCCS) from 2014, the climate of the archipelago is changing. Recent decades have seen strongly rising temperatures, increased rainfall variability, higher wind speeds and high-tide levels, and an increase in the frequency and intensity of extreme weather events, including droughts and floods.

Climate models project that future temperatures will rise more rapidly than observed so far. The ZCCS expects increases of 1.5 to 2°C by the 2050s (2045-2065) and 2 to 4°C by the 2090s (2081-2100), relative to the baseline period (1961-2000). The changes in future precipitation are more complex. Nonetheless, there are some indicative trends of increasing rainfall during the wet season and decreasing rainfall during the dry season. The changes in future climate variability are more uncertain, though increases in the intensity of rainfall are projected for the main wet season by many models. In line with global trends, sea level is expected to rise, with increases projected to be between 0.2 and 1.0 metres of sea level rise over the next century.

As noted by the ZCCS, as a small island developing state, Zanzibar is particularly at risk from climate change. As noted in the study of economics of climate change in Zanzibar of 2012³ and the ZCCS, a large proportion of the GDP, employment and livelihoods are associated with climate sensitive activities, such as agriculture, fishing and tourism. The built environment, including residential, productive, water, energy and transport infrastructure, is also vulnerable to climate variability and future climate change. Moreover, the islands are very reliant on coastal, marine and terrestrial ecosystems that are very vulnerable as well.

¹2014, Population and Housing Census, Basic Demographics and Socio-Economic Profile (National Bureau of Statistics)

²Tanzania Human Development Report, 2014 (ESRF, UNDP)

³Watkiss, Paul; Pye, Steve; Hendriksen, Gerard; Maclean, Andrew; Bonjean, Muriel; Jiddawi, Narriman; Shaghude, Yohanna; Sheikh, Mohammed A. and Zakaria Khamis (2012). The economics of climate change in Zanzibar. United Kingdom Department for International Development (DFID).

Zanzibar recognises these challenges. Zanzibar Vision 2020 explicitly refers to environmental sustainability and disaster risk management. The Zanzibar Strategy for Growth and Reduction of Poverty 2016-2020 (MKUZA III by its initials in Swahili) includes environmental sustainability and climate change resilience as one of its five key result areas, focusing specifically on improving gender-responsive climate change adaptation and mitigation measures⁴. In tune with the Sustainable Development Goals (SDGs), climate change (SDG 13) is also reflected in the Tanzania United Nations Development Assistance Plan 2016-2021 (UNDAP II), where resilience is one of the four thematic areas, outcome 4.1 and output 4.3 referring explicitly to climate change. In this context, climate change adaptation is also a key element of UNDP Tanzania's Country Programme Document (CPD) 2016-2021. This constitutes the second of its three pillars and is explicitly considered in output 2.

With significant support from development partners, including UNDP⁵, this awareness has recently translated into considerable progress on climate change planning. On the legal and policy front, Zanzibar has approved its Climate Change Strategy 2014-2020 and its Action Plan 2016-2021. Both documents identify five key themes:

- i) Information, capacity, disaster risk management and resilient settlements, including specifically enhanced climate institutional coordination and governance, climate information (meteorological/oceanographic, monitoring data and vulnerability information) and knowledge management systems to coordinate and disseminate, disaster risk assessment and management and planning for resilient settlements and infrastructure;
- ii) Resilient coastal and marine areas, covering coastal zones (the assets and economic activity associated with coastal strips, including houses, infrastructure, agricultural land, etc.) and coastal and marine ecosystems, including fisheries, coral reefs, seaweed, seagrass, and mangroves;
- iii) Climate smart agriculture and natural resource management, involving information, support and awareness, good practice; sustainable agriculture; water management; and land-use management and planning;
- iv) Sustainable forests and energy, including forest management and other natural sequestration sources, sustainable supply/demand for household energy, promotion of indigenous renewable energy and sustainable transport; and
- v) Sustainable and low carbon tourism.

The Action Plan 2016-2021 went further in the prioritization of sectors and activities to be conducted as part of the ZCCS implementation (Annex 1.0). In addition, the Zanzibar Climate Change Financing Mechanism was designed in 2016, which proposes three distinct phases (Annex 2.0). The Zanzibar Environmental Management Act (1996) and the Zanzibar Environmental Policy (1992) were also updated (2015 and 2013 respectively) to better consider climate change. There was also some progress on sectoral adaptation planning⁶. Between 2011 and 2015, through the project "Sustainable Management of Land and Environment" (SMOLE), the Embassy of Finland

⁴ The outcome includes key strategic actions: i) Develop and implement Zanzibar climate change adaptation and mitigation measures/action plans; ii) Develop and operate the Zanzibar climate change financing mechanism; iii) Mobilize resources to implement adaptation and iv) mitigation measures of climate change action plan and promote the application of climate change mainstreaming and screening guideline to ministerial plans and programmes.

⁵ Between 2012 and 2016, in cooperation with the Government of Zanzibar, UNDP implemented the project titled "Strengthening Environment and Climate Change Governance for Zanzibar", which was instrumental in building a legal and policy framework and an institutional structure as well as in strengthening technical capacity and raising social awareness.

⁶ The Energy Policy Implementation Plan and the Action Plan for promoting low carbon energy technologies for forest conservation were developed. Regulations on bulbs were approved as well in 2015. At local level, three districts approved Local Adaptation Plans of Actions (LAPAs) in 2015.

supported the development of policies on land management and reducing emission from deforestation and forest degradation (REDD), as well as the Zanzibar Land Information System.

Moreover, there has been some progress in the institutional front. Steering and Technical Climate Change Committees have been created; the former primarily comprised of Principal Secretaries across government, while the latter involves Directors across government as well as representatives from the civil society (NGOs, academia and the media). In addition, a Climate Change Unit (CCU) has been created in the Department of Environment (DoE) of the Second Vice-President's Office (ZVPO2). Four sectoral ministries (agriculture, tourism, infrastructure and health) have also established Climate Change Focal points. The National Climate Change Financial Mechanism designed by the government but not yet operational.

Furthermore, Zanzibar has strengthened its technical capacity. The 2012-2016 UNDP project contributed to the development of tools that, albeit not policies themselves, are vital in policy-making⁷. The project also funded studies on energy and gender⁸ that improved knowledge and some of which informed the development of policies. Furthermore, with funds from Statoil and the World Bank (WB), from 2015 to 2017, the State University of Zanzibar (SUZA) implemented the Zanzibar Social and Environmental Atlas (ZANSEA) Project⁹ as well as the Zanzibar Mapping Initiative, which created a detailed baseline map of Unguja and Pemba using drones, building robust expertise in the field. Besides, technical capacity has also been strengthened through document sharing, trainings, study tours and participation in relevant international fora. Social awareness of climate change has also increased through training, media programmes and school competitions on climate change.

Other interventions

Ongoing projects are further strengthening Zanzibar's climate change planning capacity, including the National Adaptation Plan (NAP) process. Technical capacity is also increasing in disaster risk management, natural resource management, energy and fisheries. Moreover, at institutional level, the International Institute for Environment and Development (IIED) has been building the competences of the People's Bank of Zanzibar (PBZ) to directly access climate finance, supporting its accreditation to the Green Climate Fund (GCF).

In addition to these achievements and efforts at the national level, some progress has been made at the territorial level. From 2012 to 2016, the Local Adaptation Plans of Action (LAPAs) have been developed in three pilot districts with support from the IIED. Furthermore, the SMOLE project supported the development of community forest management agreements (COFMAs) in 57 of the 250 shehias (wards) of the archipelago.

Through funding from the Adaptation Fund, the UN Environment supported the construction of the sea walls in Zanzibar and planting mangroves and coastal vegetation. In addition, the EU is promoting community-based adaptation in Pemba. Through its Zanzibar Urban Service Project (ZUSP), the WB is also contributing to increase climate resilience.

⁷In particular, under the project the following tools were developed: i) a methodology for screening climate change in 2013; ii) guidelines for mainstreaming climate change into sectoral policies, plans and programmes, in 2013; iii) a framework on LAPAs, in 2015; and iv) a monitoring, evaluation and learning framework, in 2016. The Zanzibar Climate Change Training Manual was also delivered in 2014.

⁸Specifically, these include i) a baseline study on potential energy technologies and services in Zanzibar and their potential for carbon credit, in 2013; ii) a survey on leakage from forest-based greenhouse gas mitigation initiatives, in 2013; and iii) a gender analysis of the policy framework and social dynamics, in 2015.

⁹ <http://zansea-geonode.org/>

Moreover, the African Development Bank (AfDB) has assigned resources from the Africa Climate Change Fund to the URT to enhance the capacity of GoZ for mainstreaming climate resilience over a 15-month period. Resources were directed to support the development of LAPAs and their implementation with a focus on agriculture and fisheries, with some more general activities, such as the development of a website.

Problem analysis

Despite the significant progress achieved so far, the relevant ongoing activities and the promising approved future initiatives, Zanzibar still faces crucial challenges in terms of building resilience to the impacts of climate change. Indeed, climate change interventions for resilience are still small-scale in nature, not-integrated and not fully strategic. In this sense, the archipelago requires additional support on certain fronts to strengthen its ability to adapt to the impacts of climate change, in the sense of both reducing harm and seizing development opportunities¹⁰.

To begin with, given the cross-cutting nature of climate change, apparently, there are important institutional gaps in Zanzibar. The Climate Change Unit in the DoE is not well structured, with limited technical capacity, inadequate working space, insufficient coordination capacity and with inadequate exchange of information and knowledge at the national and international levels. While the Climate Change Steering and Technical Committees constitute relevant coordination bodies, Zanzibar lacks a more inclusive group of practitioners that meet on a regular basis (at least once per semester), coordinated by the CCS. The capacity of these practitioners, such as the climate change focal points in different ministries and the Department of Planning, Policy and Research of the ZVPO2, is also limited. Furthermore, the capacity of several cross-sectoral institutions is limited. Currently, officers at the Commission for Planning have limited capacity to factor in climate change adaptation when screening development projects.

Furthermore, there is significant room for improvement in two basic aspects of climate change adaptation that tend to be disregarded. National and local (i.e. LAPAs) adaptation planning and implementation can only be strategic if informed by robust climate, marine and spatial data. However, currently Zanzibar still lacks some critical climate and marine information due to limited human, technical and technological capacity¹¹. Moreover, although a considerable progress has been achieved through SMOLE and WB's Mapping Initiative, land use planning regulations and practice are still far from mainstreaming climate change adaptation, and climate change adaptation is far from fully integrating the spatial dimension. While the WB is likely to work with some local governments on fiscal development, the capacity to integrate climate change adaptation and land use planning at the national level, including at the Department of Urban and Rural Planning and its partners and mainstreaming climate change adaptation into the National Spatial Development Strategy (NSDS), is currently limited, as it is on the ground, including municipal and district councillors.

In addition, at sectoral level, most adaptation activities on the ground (e.g. SMOLE, IIED, EU, PisCA) seem to have focused or focus on agriculture, forestry and energy. It seems that the

¹⁰The United Nations Convention on Climate Change defines adaptation as the "Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities".

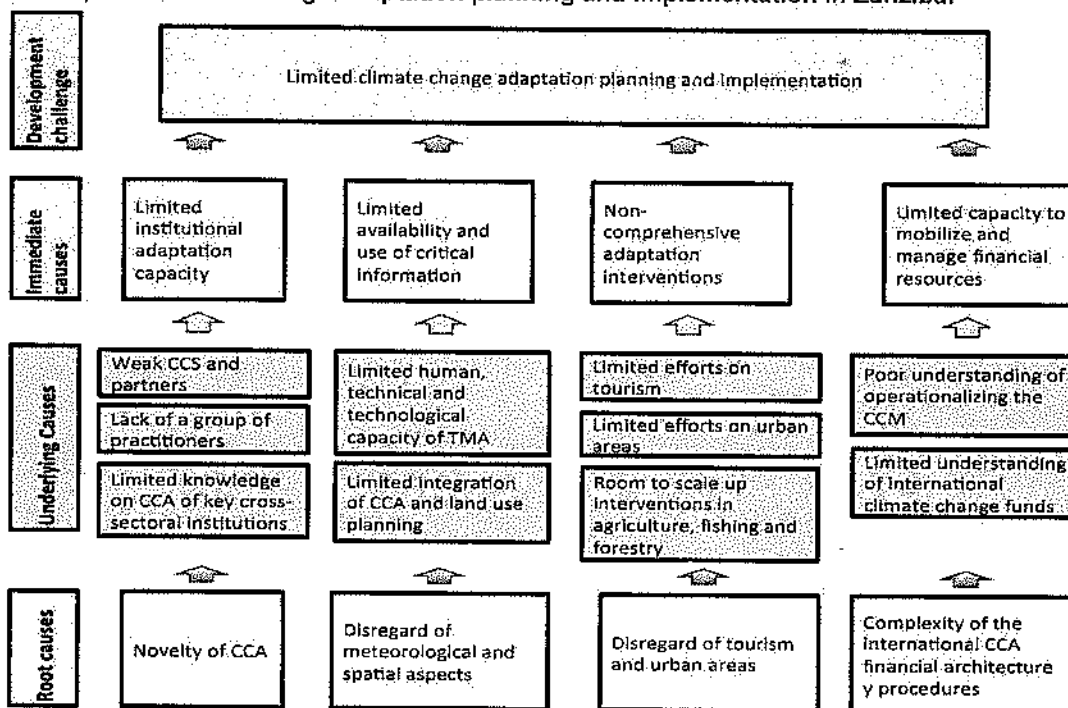
¹¹In July 2017, TMA Zanzibar counted with 2 automatic weather stations (one in Unguja and one in Pemba); 2 manual meteorological / synoptic stations, which cover all parameters (one in Unguja and one in Pemba); 2 agro-meteorological stations, which cover only few parameters; and 11 working rainfall stations (9 in Unguja and 2 in Pemba) (they have 16 in each island but the 21 are not working). This equipment was not enough to collect robust, representative data of the whole territory of Zanzibar.

projects in the pipeline (i.e., AfDB, USDoA) will continue to focus on these aspects. While they are crucial for Zanzibar, and there is room to scale them up in harmony with Vision 2020, it also seems urgent to increase resilience in the tourism sector, where awareness is limited and integrated approaches that could foster public private partnerships (PPP) do not yet exist. Furthermore, given the strong urbanization process, it also seems urgent to cover urban areas where a significant percentage of the population of the archipelago lives and is projected to concentrate. Currently, awareness and capacity of municipal councillors is limited, and a climate change vulnerability assessment of the urban areas of Zanzibar is not available.

Finally, given the complexity of the international climate change adaptation financing architecture and procedures, there are still important gaps regarding the operationalization of the Zanzibar Climate Change Financial Mechanism (ZCCFM). In this regard, the archipelago is missing a final Operational Manual that can guide the Ministry of Finance and other relevant stakeholders. While a draft was developed internally, it is not sufficiently robust, and a participatory process did not take place to ensure ownership. Besides, Zanzibar lacks a resource mobilization strategy that takes into account the specific context of Zanzibar, with direct support from bilateral development partners being uncertain and with climate change adaptation and mitigation being the responsibility of Zanzibar institutions, but representation in international climate change fora being the responsibility of the URT. The quality of proposals prepared by the Government of Tanzania (GoT) and the Government of Zanzibar (GoZ), which have failed to attract reasonable funding, shows that the involvement of international consultants and training of national stakeholders in the development of bankable projects is a key aspect. The crucial capacity building related to the accreditation of the PBZ or other Zanzibar institution is likely to be covered by the GCF or the NAP process, through the support of GIZ or the GCF itself.

Figure 1 below graphically synthesizes the immediate, underlying and root causes of the limited climate change adaptation planning and implementation in Zanzibar.

Figure 1 Gaps in climate change adaptation planning and implementation in Zanzibar



III. STRATEGY

The goal of this project is to promote climate compatible development in Zanzibar. In line with this, the objective of the project is to strengthen Zanzibar's capacity to implement Vision 2020, MKUZA III and the Zanzibar Climate Change Strategy in an integrated manner, in tune with the SDGs (in particular SDG 13 on climate change), the Tanzania UNDAF II and the UNDP Tanzania CPD. Moreover, the project is congruous with Tanzania UNDAF II's fourth thematic area (resilience), outcome 4.1 ("Improved environment, natural resources, climate change governance, energy access and disaster risk management") and output 4.3 ("Selected LGAs and communities have their capacities strengthened in climate change governance and sustainable energy access"), which explicitly seeks to contribute to the comprehensive implementation of the ZCCS and the ZCCFM and increase the number of districts with plans and strategies for enhanced climate resilience and communities with enhanced capacity to adapt to climate change impacts. Indirectly, the project also contributes to Output 4.4 ("Relevant MDAs, select LGAs and Communities have their capacities strengthened to manage all forms of disasters on timely manner"), as it will map risks and vulnerability in some sectors and geographical areas, strengthen the availability of relevant meteorological and landuse planning data and contribute to disseminate it. Furthermore, the project is coherent with UNDP Tanzania's CPD. In particular, it is in tune with its second pillar (environmental sustainability, climate change and resilience) and output 2 on strengthening the capacity of selected districts and communities in climate change governance and sustainable energy access, following the same lines as the UNDAF II.

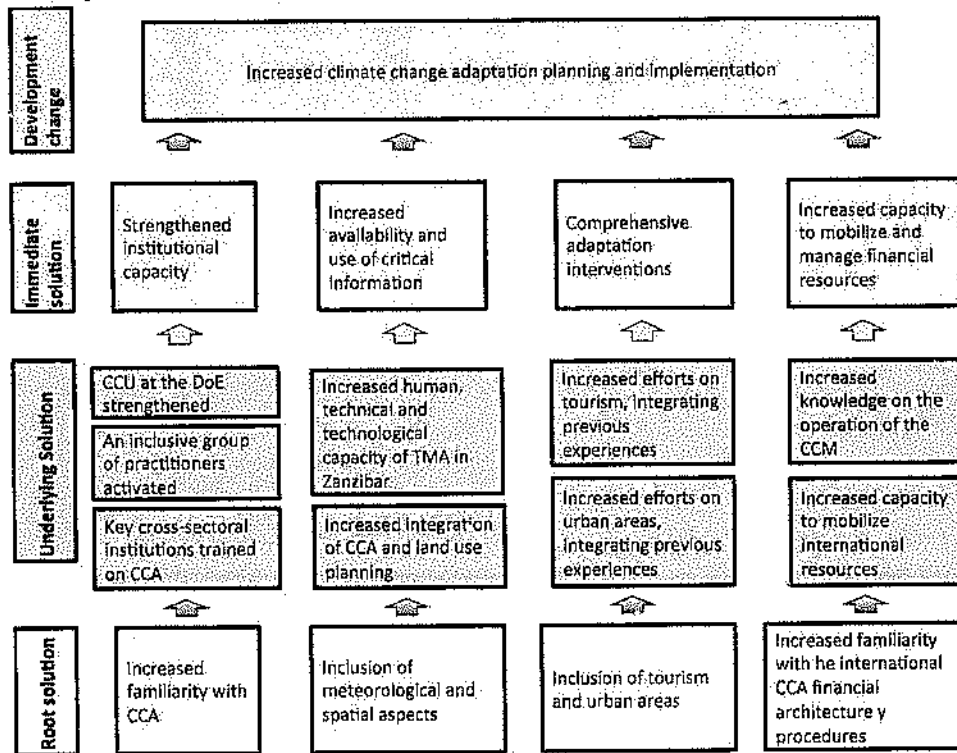
The identification of the strategy of the project to achieve this objective is informed by a set of criteria. Some criteria have been taken from the ZCCS (p. 90), namely i) cost-effectiveness and no-regret or low-regret options; ii) alignment with Zanzibar's development objectives as set forth in Vision 2020 and MKUZA; iii) building on existing measures and policies; iv) potential to attract funding; v) mitigation potential. Some others have been taken from the ZCC Action Plan (p. 29), namely the additionality of actions, in the sense that the project activities should result in outcomes that would not otherwise be covered by e.g. development assistance¹². In addition, the selection of the activities of this project has followed some criteria that are particularly relevant, including i) alignment with the SDGs, UNDAF II and UNDP Tanzania CPD; ii) building on the lessons of the previous UNDP project; and iii) avoiding duplications and seizing potential synergies with other initiatives, ensuring high added value of the UNDP project by having a comprehensive and integrated approach that is both strategic and cost-effective.

Based on these criteria, an approach has been identified addressing the immediate, underlying and root causes of low climate change resilience in Zanzibar. This is presented in figure 2. In particular, the project will strengthen the institutional capacity of the GoZ; increase the availability and use of critical information for climate change adaptation planning, implementation, monitoring and evaluation; based on this, implement activities on the ground in the tourism sector and in urban areas; and strengthen the capacity of the GoZ to mobilize and manage financial resources on climate change, which is a necessary complement to the increased institutional and technical capacity on climate change planning, implementation, monitoring and evaluation. Together these areas of work address the immediate, underlying and root cause of limited climate change adaptation in a comprehensive, cost-efficient and strategic manner, avoiding duplications and seizing opportunities of collaboration with other ongoing and planned projects. It is assumed that development partners will implement their projects successfully and that the GoT will represent the interest of Zanzibar in relevant climate change fora, as well as that UNDP is able to identify

¹²"It is stressed that this excludes important projects that would have key development benefits – on the grounds that these should be funded by development finance (whether domestic budgets and overseas development assistance) and not by climate finance". In particular this implies that for adaptation "there should be an explicit element of current climate variability and risk of future climate change that can be addressed by the intervention, even if this provides resilience in general terms".

adequate national and international consultants. Risks are presented in Table 3. The Theory of Change is presented graphically in Figure 2.

Figure 2. Theory of change of the project.



IV. RESULTS AND PARTNERSHIPS

Expected Results

The project will have four output results. To begin with, it will strengthen the institutional capacity of the GoZ. In this regard, it will improve the human, technical, physical and technological aspects of the DoE and its coordination and communication relationships with other relevant stakeholders, complementing achievement from the previous initiatives by various development partners. In addition to the DoE, in-depth training will involve the Department of Planning, Policy and Research of the ZVPO2 and the climate change focal points in other ministries. In addition, the project will improve coordination amongst stakeholders by supporting the activation of an inclusive group of practitioners that would meet at least once per semester. Furthermore, the project will strengthen the capacity of the Planning Commission to factor in climate change adaptation in their screening and appraisal of development programmes and infrastructure investments, considering the methodology for screening climate change developed in 2013, the guidelines for mainstreaming climate change into sectoral policies, plans and programmes developed in 2013 and the Zanzibar Climate Change Training Manual delivered in 2014.

In parallel, the project will increase the availability and use of critical information for climate change adaptation planning, implementation, monitoring and evaluation. In this regard, the project will increase the human, technical and technological capacity of the TMA Zanzibar, and some other partners (e.g. staff of Ministry of Agriculture directly dealing with climate data), including the preparation of in-depth capacity needs assessment, the provision of training, the purchase and installation of automatic stations and the involvement of a specialist to analyse and communicate the generated climate data. Moreover, the project will help integrate climate change adaptation and mitigation with landuse planning processes, with a focus on ecosystem-based adaptation, by providing training at the national (the Department of Urban and Rural Planning and partners) and local (municipal and district councillors) levels as well as supporting mainstreaming of the codes and regulations related to the National Spatial Development Strategy.

While the institutional and information basics for climate change planning, implementation, monitoring and evaluation are strengthened through outputs 1 and 2, the project will implement activities on the ground through output 3. In this regard, the project focuses on strategic sectors and areas that have been overlooked by previous projects and are likely to be ignored by those in the pipeline. On the one hand, the project will increase awareness and knowledge of key tourism stakeholders and implement pilots in two critical touristic sites, namely Mnemba Island and its influence area, within the coverage of the North East Special Area Plan, and Menai Conservation Area. To promote climate-compatible development in these sites, the project will carry out studies and develop LAPAs as well as implement some prioritized activities, favouring ecosystem-based approaches that could integrate expertise on forestry, agriculture and fisheries (e.g. mangrove restoration, ponds for fisheries where agricultural land is affected by sea water intrusion), factoring in landuse planning and promoting public private partnerships (PPP). As part of the process, and linked to output 2.2, landuse planning will be monitored with drones in both areas. On the other hand, the project will increase adaptation in urban areas, and in particular in the urban areas of Zanzibar, by carrying out a vulnerability assessment and climate change action plan that can serve to mobilize resources and implement strategic interventions.

Finally, output 4 seeks to strengthen the capacity of the GoZ to mobilize and manage financial resources for climate change mitigation and adaptation, which is a necessary complement to the increased institutional and technical capacity (achieved through outputs 1, 2 and 3) on climate change planning, implementation, monitoring and evaluation. On this front, the project will help operationalize the ZCCFM by supporting the finalization of a robust operational manual, helping ensure all climate change-related financial resources are properly managed. In addition, the

project will mobilize additional external resources. Building on the development of a resource mobilization strategy, concept notes will be developed in three carefully selected priority topics, obtaining resources to further put in practice the institutional and technical capacity replicating and scaling up the interventions of output 3, as well as covering other geographical areas and sectors.

For the sake of clarity, this section presents the structure of outputs, activities and actions in the form of a list.

Output 1: The DoE, the Department of Planning, Policy and Research of the ZVPO2, line ministries and cross-sectoral institutions (i.e. the Planning Commission) have strengthened institutional capacities for climate-compatible development

Activity 1.1 Development of a proposal for the rationalization of the structure of the CCS at the DoE, based on existing frameworks

Activity 1.2 In-depth training for relevant Ministries' officials, including the climate change focal points, on enhancing their knowledge and capacity in climate change awareness, coordination, integration and mainstreaming

Activity 1.3 Participation in international climate change conferences

Activity 1.4 Establishment of coordination procedures with sectoral climate change focal points

Activity 1.5 Establishment of communication procedures with a wide range of stakeholders

Activity 1.6 Improved institutional setup for an enabling and conducive working environment

Activity 1.7 Activation of a practitioners' group across Ministries, NGOs, and other relevant stakeholders dealing with climate change adaptation and mitigation measures

Activity 1.8 Training for Planning Commission officials on climate change to inform screening and appraisal of development programmes

Output 2: TMA Zanzibar, the Department of Urban and Rural Planning and partners (e.g. municipal and district councillors) have increased capacity to generate meteorological and spatial information and knowledge and use it for climate compatible development.

Activity 2.1 In-depth study of the capacity needs of TMA Zanzibar, including the links with TMA Dar es Salaam and specific sites for automatic weather stations, rainfall stations and a tide gauge

Activity 2.2 Purchase and installation of 6 automatic stations (3 in Unguja and 3 in Pemba¹³)

Activity 2.3 In-depth training on climate change to all staff in TMA Zanzibar and other relevant stakeholders

Activity 2.4 Hiring of a climatologist responsible of analysing the data provided by TMA Dar and communicate it to stakeholders

Activity 2.5 Training on climate change and land-use planning to the Department of Urban and Rural Planning and partners

Activity 2.6 Support the implementation of the National Spatial Development Strategy (NSDS) by developing codes and regulations to ensure climate change is mainstreamed

Activity 2.7 Training on climate change and land-use planning to the municipal and district councillors in Unguja and Pemba

Output 3: Touristic and urban areas have strategic climate change-related knowledge and have integrated climate change adaptation in their planning and management

Activity 3.1 Training on sustainable and resilient development to the Zanzibar Tourism Investors Association and other relevant stakeholders

¹³Initial analyses suggest that these should be located in southern and central areas and the airport, in Unguja and in the northern, central and southern areas of Pemba. Detailed analysis will be conducted in activity 2.1.1.

Activity 3.2 Carrying out climate change vulnerability and development potential (carrying capacity) studies in Mnemba Island and Menai Conservation Area, including landuse planning

Activity 3.3 Participatory development of a sustainable adaptation plan of action (LAPA) for Mnemba Island and Menai Conservation Area, following an ecosystem-based adaptation approach, taking into account the North East Spatial Area Plan (NESAP) and including public private partnerships (PPP)

Activity 3.4 Implementing some of the prioritized activities in the two priority areas

Activity 3.5 Monitoring of landuse planning using drones and other technologies (with SUZA)

Activity 3.6 Carrying out a climate vulnerability assessment and climate change action plan in Zanzibar urban areas, following the TACC methodology and in coordination with UN-HABITAT

Output 4. The GoZ has strengthened capacity to mobilize and manage financial resources

Activity 4.1 Finalization of the operational manual for the ZCCFM

Activity 4.2 Development of a resource mobilisation strategy for this project

Activity 4.3 Development of concept notes for accessing international climate finance (GCF, GEF etc.)

Resources Required to Achieve the Expected Results

The resources required to implement this project amount to USD 1,000,000. In terms of resources, this project significantly differs from the UNDP 2012-2016 project, which aimed to mobilize USD 2,800,000 but, without a clear resources mobilisation strategy, was only able to mobilize a small part of it, seriously compromising the effectiveness of the project. The counterpart project in the mainland (the Mainstreaming Project) used the same strategy and suffered the same consequences. Therefore, in contrast to these projects, building on the lessons learned and based on the uncertainty of development partners' direct co-financing, this project plans activities only with the resources that UNDP can mobilize internally. In addition, unlike the two projects referenced above, this project includes a clear resource mobilisation strategy, allocating funds to ensure that resources from international climate change funds, such as the GEF, the Adaptation Fund and/or the GCF, are mobilized to Zanzibar.

Section VII below on multi-year work plan presents the costed logical framework. It is important to note that all costs have been detailed, and that the budget in this sense has been tightly defined. The budget includes resources both for the implementation of the activities and for their management. Project activities have a budget of USD 831,500, while project management has a budget of USD 168,500. The implementation of the activities requires the technical assistance of international and national consultants, with the corresponding costs covering fees, flights and DSAs. Overall technical assistance has a budget of USD 601,050. The project also entails conducting strategic workshops, with a budget of USD 36,000. In addition, the project involves works and investments, including technological equipment, such as meteorological stations, with a budget of USD 370,500. Other costs are linked to travel expenses and to GIS monitoring, for a total budget of USD 21,000. The cost of outputs and activities is summarized in Table 1 below. The multi-year work plan in section VIII provides details on the specific type of consultants, workshops and equipment.

Table 1 Cost of outcomes and outputs

Outcome	Expected Output	Budget			
		Y1	Y2	Y3	Total
Outcome 1. Strengthened institutional capacity for climate-compatible development	Output 1.1 CCU at the DoE strengthened	55,600	-	-	58,600
	Output 1.2 Establishment of a group of practitioners	9,750	4,000	4,000	17,750
	Output 1.3 Training on CCA of key cross-sectoral institutions	15,350	-	-	15,350
		80,700	7,000	4,000	91,700
Outcome 2. Increased availability and use of critical information for climate-compatible development	Output 2.1 Increased human, technical and technological capacity of the TMA Zanzibar	267,000	13,500	13,500	294,000
	Output 2.2 Increased integration of CCA and land-use planning	68,750	-	-	68,750
		335,750	13,500	13,500	362,750
Outcome 3. Climate resilience enhance on the ground	Output 3.1 Increased efforts on tourism, integrating previous experiences	126,250	77,000	92,000	244,750
	Output 3.2 Increased efforts on urban areas, integrating previous experiences	42,000	-	-	42,000
		168,250	77,000	92,000	286,750
Outcome 4. Increased capacity to mobilize and manage financial resources	Output 4.1 Increased knowledge on the operationalization of the ZCCFM	16,800	-	-	16,800
	Output 4.2 Increased capacity to mobilize financial resources	73,500	-	-	73,500
		90,300	-	-	90,300
		675,000	97,500	109,500	831,500
Project Management		61,500	28,500	78,500	168,500
TOTAL		736,500	126,000	188,000	1,000,000

The USD 168,500 allocated for project management includes the time of a project coordinator and an administrative assistant as well as basic equipment and travel expenses linked to monitoring activities, and resources for a terminal evaluation and an audit. Resources for the launching event will be provided by UNDP from a different budget line. As further explained in Section VIII on the governance and management arrangements, UNDP, through its country office, will provide technical and advisory support during project implementation, will be part of the Project Steering Committee (PSC) and will have a key say in all the important decisions. UNDP will also support the monitoring and evaluation (M&E) of the project throughout its 3-year duration.

Partnerships

Table 2 shows the list of stakeholders and their involvement in this project. The list is not definitive or exhaustive, as additional partners may be involved during actual project implementation, as appropriate. In the table, reference is made to the detailed activities of the project, listed in section VI.

Table 2 Stakeholders and partnerships

No.	Stakeholder	Partnership	Assumptions
1	ZVPO2	Main implementation partner – involved in all outputs. The Principal Secretary will chair the Project Steering Committee (PSC).	Strong political commitment. Technical capacity to guide management of international projects.
2	DoE – ZVPO2	Day to day implementation partner – involved in all outputs. The Director of the Department of Environment will chair the Project Technical Committee (PTC).	Strong political commitment. Technical capacity to guide management of international projects.
3	CCS – DoE – ZVPO2	Day to day operational partner – involved in all outputs. The	Technical capacity to support management of international

		Project Management Unit will be seated in the CCS office. It will directly benefit from activities 1.1.1 – 1.1.7 and 1.2.1 and 1.2.2. It will be involved in all outputs.	projects.
4	DPPR – ZVPO2	Strategic implementation partner. The Director will be a member of the PTC. It will directly benefit from activity 1.1.2, and indirectly from 1.1.4 and 1.1.5 and 1.2.1 and 1.2.2. It will also be involved in activity 4.2.1.	Technical capacity to support management of international projects.
5	Planning Commission – Ministry of Finance and Planning	The Planning Commissioner will be a member of the PTC. All Planning Officers will directly benefit directly from activity 1.3.1, and indirectly from 1.1.4 and 1.1.5 and 1.2.1 and 1.2.2. It will also be involved in activity 4.2.1.	Strong political commitment.
6	Ministry of Finance and Planning	A high-level official will be member of the PSC. A medium-level official of the Finance branch will be member of the PTC. The Finance branch will directly benefit from activities 4.1.1, 4.1.2 and 4.1.3, and indirectly from activities 1.1.4 and 1.1.5 and 1.2.1 and 1.2.2.	Strong political commitment. Technical capacity to guide management of international projects.
7	TMA Zanzibar	The Director will be member of the PTC. The institution will be the main partner on output 2.1. It will also be involved in activity 4.2.1.	Strong political commitment. Technical capacity to guide management of international projects.
8	Department of Urban and Rural Planning - MLHWE	The Director will be member of the PTC. The Department will be the main partner on output 2.2. The Department will directly benefit from activity 2.2.1, and indirectly benefit from activities 2.2.2 and 2.2.3. It will also be involved in all activities included under outputs 3.1 and 3.2, as well as on output 4.2.	Strong political commitment. Technical capacity to guide management of international projects.
9	Ministries of Agriculture, Livestock and Fisheries; Department of Forestry and Natural Resources; Department of Energy and Minerals	The Directors will be members of the PTC. The Ministries and Departments will be actively involved in activities 1.1.2, 1.1.4, 1.1.5, 1.2.1, 1.2.2, 3.1.2, 3.1.3, 3.1.4, 3.2.1, 4.2.1 and 4.2.2.	Strong political commitment. Technical capacity to guide management of international projects.
10	Ministry of Regional Administration and Local Governments	The PS will be member of the PSC. The Ministry will be involved in activities 2.2.3 and	Strong political commitment. Technical capacity to guide management of international

		4.2.1.	projects.
11	Local Governments and Authorities (LGAs)	Municipal and district councillors will directly benefit from activity 2.2.3. They will also be involved in activities 4.2.1 and 4.2.2. The local authorities of Mnemba Island and Menai Conservation Area will be involved in activities 3.1.2-3.1.5. The local authorities of Zanzibar urban areas will be involved in activity 3.2.1.	Strong political commitment. Technical capacity to support implementation of international projects.
12	NGOs (e.g. ZACCA, CODECOZ, ZAZOSO)	They will participate in the PTC on rotatory basis. They will directly benefit from activities 1.2.1 and 1.2.3. They could be involved in activities 3.1.2, 3.1.3 and 3.1.4, as well as 4.2.1. In the future they could participate in the results of activity 4.2.2.	Technical capacity to support implementation of international projects.
13	Chamber of Commerce, Industry and Agriculture	It will be member of the PTC. It will be involved in activities 1.1.4, 1.1.5, 1.2.1, 1.2.2, 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.2.1 and 4.2.1.	Technical capacity to support implementation of international projects.
14	Zanzibar Tourism Investors Association	It could be invited to the PTC when appropriate. It will be the main partner for activity 3.1.1. In addition, it will be involved in activities 1.1.4, 1.1.5, 1.2.1, 1.2.2, 3.1.2, 3.1.3, 3.1.4, 3.2.1 and 4.2.1.	Technical capacity to support implementation of international projects.
15	SUZA	It could be invited to the PTC when appropriate. It will be main partner for activity 3.1.5. In addition, it will be involved in activities 1.1.4, 1.1.5, 1.2.1, 1.2.2, 2.2.1, 2.2.3, 3.1.2, 3.1.3, 3.1.4, 3.2.1 and 4.2.1.	Technical capacity to support implementation of international projects.
16	Other academic institutions (e.g. Institute of Marine Science)	They will participate in the PTC on rotatory basis. They will directly benefit from activities 1.2.1 and 1.2.3. They could be involved in activities 2.1.1, 3.1.2, 3.1.3 and 3.1.4, as well as 4.2.1. In the future they could participate in the results of activity 4.2.2.	Technical capacity to support implementation of international projects.
17	Communities	They will be actively involved in activities 2.2.4, 3.1.2, 3.1.3, 3.1.4, 3.2.1, 4.2.1 and 4.2.2. They will also benefit directly from 1.1.5.	Strong commitment to climate change resilience.
18	Development partners	They will be involved in activities 1.2.1, 1.2.2, 4.2.2 and 4.2.3. Synergies will be sought on all	Strong commitment to climate change resilience.

	other activities, but especially on outputs 2.1 and 3.1 that involve investments on the ground	
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Table 3 below provides details based on each output.

Table 3. Stakeholder engagement by output

Output	Stakeholders	Involvement
Output 1.1 CCS and other partners strengthened	DoE and DPPR of ZVPO2, Sectoral Focal Points; Planning Commission; NGOs, private sector, academia, development partners	Training, improved physical environment and strengthened coordination and communication mechanisms
Output 1.2 Establishment of a group of practitioners	ZVPO2, all sectoral Ministries, NGOs, private sector, academia, development partners	Improved coordination and communication mechanism
Output 1.3 Key cross-sectoral institutions trained on CCA	Planning Commission	Training
Output 2.1 Increased human, technical and technological capacity of the TMA Zanzibar	TMA Zanzibar, Ministry of Agriculture, Livestock and Fisheries, development partners	Training, improved human and technological capacity
Output 2.2 Increased integration of CCA and land-use planning	Department of Urban and Rural Planning, LGAs, ZVPO2, all sectoral ministries, NGOs, private sector, academia, communities and development partners	Training, improved legal framework
Output 3.1 Increased efforts on tourism, integrating previous experiences	ZVPO2, all other sectoral ministries, Zanzibar Commission of Tourism, LGAs, NGOs, private sector, academia, communities and development partners	Training, increased knowledge and plan of action, interventions on the ground
Output 3.2 Increased efforts on urban areas, integrating previous experiences	ZVPO2, all other sectoral ministries, LGAs, NGOs, private sector, academia, communities and development partners	Increased knowledge and plan of action
Output 4.1 Increased knowledge on the operationalization of the ZCCFM	Ministry of Finance, ZVPO2, all other sectoral ministries	Improved institutional capacity
Output 4.2 Increased capacity to mobilize financial resources	Ministry of Finance and Planning, ZVPO2, all other sectoral ministries, LGAs, NGOs, private sector, academia, communities and development partners	Increased access to financial resources

Risks and Assumptions

Table 4 shows the potential risks and corresponding mitigation measures.

Table 4. Risks and mitigation measures

No.	Risk	Mitigation measure
1	Change of government plans and priorities	The project is aligned with long-term planning documents, such as Vision 2020 and MKUZA III, as well as with the UNDP II and the corresponding UNDP Tanzania CPD. The project has been designed to follow this timeframe. In this sense, it will be finalized by 2020, when a new long-term plan should be ready. During project implementation, The PSC has the capacity to discuss any major change and agree on a strategic response to it.
2	Lack of financial resources to implement all the project activities	The project has been designed taking into account only the resources that are secured by UNDP. Activities to mobilize additional resources for the follow up of the project are also secured.
3	Operational limitations causing delays in programme implementation	A robust management system has been designed, including a PSC, a PTC and a PMU. Importantly, the project includes significant efforts to increase the institutional capacity of the government to plan, implement, monitor and evaluate climate change-related projects, including training, improved physical space and strengthened coordination and communication mechanisms. These efforts will facilitate project implementation.
4	Natural disasters of medium to large scale	Physical interventions will be based on detailed studies and environmental impact assessments. Regular monitoring and corrective actions will be taken accordingly in all the activities.

Regarding assumptions, as noted above, it is assumed that development partners will implement their projects successfully and that the GoT will represent the interest of Zanzibar in relevant climate change fora, as well as that UNDP is able to reach and identify adequate national and international consultants. Assumptions for each of the stakeholders is provided above.

Stakeholder Engagement

The target stakeholder groups under this project include central and local government institutions and staff, NGOs, the private sector, academia, communities and development partners. Tables 2 and 4 above present how they will be involved in the project. Section VI presents the results framework.

As presented in Section VIII on the Governance and institutional arrangements, the PSC and PTC are inclusive and will allow managing the project in a strategic way. The CCU will have a key role as the chair of the PSC, the PTC and the group of practitioners. Moreover, output 1.2 will further strengthen coordination and communication amongst a wide range of stakeholders working on climate change. Activity 1.1.5 will enlarge this group of practitioners, gathering and disseminating information from and to even more stakeholders. Furthermore, all studies and plans will follow participatory approaches, including, as appropriate, awareness raising efforts, workshops and fora. Implementation on the ground related to activity 3.1.4 will be coordinated with LGAs and engage communities, NGOs, the private sector and academia. Last, but not least, monitoring and evaluation of the project will be inclusive, gathering and triangulating the views of different stakeholders. Although at this stage negative social and environmental impacts are not foreseen, this will be explored in detail during the implementation of activities 2.1.1 and 3.1.3 that will specify physical interventions on the ground.

South-South and Triangular Cooperation (SSC/TrC)

The project has allocated some funding to support the participation of representatives of the GoZ in international climate change conferences to ensure the archipelago has the chance to exchange with peers and other relevant international stakeholders and identify and seize opportunities for south-south and triangular cooperation. In addition, the project will benefit from UNDP's knowledge and expertise on climate change resilience in the region and in other developing countries. At the same time, the project will make an effort to share its own lessons not only with the national stakeholders but also regionally and globally using UNDP's network. The comprehensiveness of the PSC and the PTC as well as of the group of practitioners to be supported by the project will contribute to an active exchange of information and knowledge. This will favour national and international cooperation, as these will involve development partners that have projects in other developing countries. These platforms will also be used to make strategic presentations, as appropriate, to further boost knowledge, coordination and collaboration.

Knowledge

The project favours information and knowledge sharing in several ways. To begin with, the project involves significant training. Activities 1.1.2, 1.2.3, 2.1.3, 2.2.1, 2.2.3 and 3.1.1 all focus on training, mobilizing international and national expertise. While not limited to or focused on training, activities 2.2.1, 3.1.2 and 3.2.1 will considerably increase knowledge in Zanzibar. In addition to generate this knowledge, the project includes activities that will directly help to disseminate it. Through activity 1.1.5, the project will develop a communication strategy for the CCS, covering a wide range of stakeholders and involving the production and circulation of newsletters and other materials. This will be linked to activity 1.1.4, which will improve information sharing between sectors. In addition, the group of practitioners will further enhance exchange of information and knowledge and the establishment of partnerships. In this regard, it is planned that the Chamber of Commerce, Industry and Agriculture will also share information on climate change adaptation and mitigation measures with its members, so they can encourage climate compatible development. The progress made in project targets, the barriers faced, and the lessons learned will be captured through monitoring and evaluation and will be published through reports, which will be made available to key stakeholders. Internationally, UNDP will use its networks to disseminate the lessons learned of the project. Activity 1.1.3 will also facilitate this exchange through the participation of key representatives of the GoZ in international climate change conferences.

Sustainability and Scaling Up

Building on existing national systems and supplementing ongoing and planned support from development partners, this project addresses the main institutional, human, technical and technological gaps for sustained climate change adaptation planning, implementation and monitoring. At the institutional level, it strengthens the capacity of the CCU and other relevant stakeholders and supports communication and coordination among practitioners. In addition, it reinforces key human capacity, in particular on climatology. Furthermore, the project enhances the technical capacity, both in climate change adaptation in general terms across sectors and in specific aspects, such as climatology, landuse planning and tourism. Importantly, the project not only strengthens technical capacity on these aspects, but it also contributes to increase the capacity to manage climate change projects, by reinforcing the technical capacity to communicate and manage the financial dimension of them, for instance, by helping operationalize the ZCCFM. Financially, the project also promotes PPP, mobilizing resources from the private sector. At the legal level, the mainstreaming of climate change adaptation on landuse planning and the corresponding codes and regulations will further promote the sustainability of the project.

especially when strengthening the capacity to monitor their enforcement through the pilot in touristic areas. Covering these gaps and through a comprehensive approach, the project contributes to solid adaptation planning, implementation and monitoring taking place in the future.

At project level, the inclusive institutional arrangements ensure political ownership and robust management capacity, with a vigilant monitoring system that allows identifying any deviations and challenges and agreeing and putting in place corrective actions to keep project implementation on track. The CCU will have a critical role as chair of the PSC and PTC, but the design of the project ensures the engagement of all relevant stakeholders.

This project has a concrete scaling up potential. Not only does its activities focus on aspects (i.e. meteorology), sectors (i.e. tourism) and areas (i.e. urban) that are proving to be increasingly important for Zanzibar, given its climate, economic and demographic trends, but it has also allocated specific funds to develop a resource mobilisation strategy and, even more tangible, to develop concept notes for international climate change funds, which will ensure the replication and/or scaling up of some of the activities funded by this project. The studies conducted through activities 2.1.1, 2.2.2, 2.2.3, 3.1.2, 3.1.3 and 3.2.1 will all provide information to replicate and scale up the activities on the ground carried out by this project. Financially, the PPP's created through activity 3.1.3 will foster further replication from the private sector, creating a conducive environment for investment.

Cost Efficiency and Effectiveness

The cost efficiency and effectiveness of the programme design is ensured through the following considerations.

a) Use of existing infrastructure

Wherever possible, the project is designed to utilize the existing office buildings of ministries, institutions and other relevant stakeholders to the maximum. The PMU will be housed within the office premises of DoE ZVPO2. The physical location of office infrastructure, staff, mode of operation etc. can be designed to fit within the Legal, Regulatory and Administrative (LRA) framework of ZVPO2.

b) Alignment of project outcomes and outputs with national policies and action plans

This project is designed to create synergies with national policies and action plans thus creating maximum impact from the funds and resources allocated. In this sense, the actions taken by the government through its budget/resource allocations will support effective implementation of this project. The strengthening of the CCS will ensure that relevant climate change adaptation data is collected and disseminated to all relevant stakeholders, further contributing to effectiveness of efforts on resilience.

c) Avoiding duplication and seizing synergies with initiatives supported by other development partners:

A significant effort has been made in the project design to map all relevant previous, ongoing and planned initiatives to avoid overlaps and identify and exploit synergies. As noted in section II, the latter has been a crucial criterion when selecting outcomes, outputs and activities. During implementation, the project will make use of existing knowledge and resources, supplementing them as appropriate. For instance, in output 3.1 the North East Spatial Area Plan (NESAP) will be taken into account, as well as lessons drawn from previous and ongoing projects on the ground and the expertise of SUZA on geospatial monitoring. Similarly, output 4.1 will build on the draft already developed by national stakeholders, while output 4.2 will be based on the resource mobilization strategy developed in 2016 with support from UNDP. Furthermore, the selection of the topics for and the development of the concept notes in output 4.2 will seek co-operation with other development partners. During implementation, lessons learned from other projects will be identified and used, as appropriate to avoid redundant allocation of resources on research.

d) Integrated approaches

Among the lessons drawn from the previous UNDP project, the promotion of integrated approaches stands out. While the previous project spread resources thin, this project favours a comprehensive approach in order to increase cost-effectiveness. At the central level, the project addresses key cross-cutting challenges, such as the availability and use of climate and spatial information, that will inform planning across sectors. At the local level, the project concentrates physical interventions on two sites, in order to generate economies of scale.

Project Management

In terms of geographical scope, the project entails two types of operations. Outcomes 1, 2 and 4 focuses on capacity building. While they consider stakeholders both at the central (e.g. outputs 1.1, 1.2, 1.3, 2.1, 2.2 and 4.1) and local (e.g. outputs 2.2) levels, with the exception of activity 2.1.2, regarding the installation of weather automatic stations, and activity 2.2.4, regarding the NESAP, activities here do not imply physical changes in specific areas. In contrast, outcome 3 implies clearly localized interventions. In particular, output 3.1 involves specific activities in Mnemba Island and Menai Conservation Area, whereas output 3.2 entails an activity target for the

urban areas of Zanzibar. Overall, the project comprises interventions in urban areas (i.e. output 3.2) and rural areas (i.e. output 3.1), with output 2.2 having a clear territorial focus.

As further explained in section VIII below on governance and management arrangements, a Project Steering Committee (PSC), a Project Technical Committee (PTC) and a Project Management Unit (PMU) will be set up for project management and coordination. The PSC will be composed by senior government officials at the levels of Principal Secretaries or Directors. The PSC will include members from the National Steering Committee on Climate Change, to ensure coordination and avoid duplication of efforts. The PTC will be composed by high level technical experts from key ministries and institutions. The PMU will be composed by a Project Coordinator (PC) and an administrative assistant. Both will be seated at the CCU at the DoE of the ZVPO2. International and national experts will be engaged to provide technical advisory services. The project management structure is illustrated in figure 3.

The PSC, PTC and PMU will ensure coordination. This will be further strengthened by the fact that the PMU will be seated at the CCU, which is specifically in charge of coordinating all climate change programmes, projects and initiatives in Zanzibar. The support to the activation of a group of practitioners will further enhance coordination, as the coordinators of all ongoing projects will participate in that platform. In addition, to raise awareness on the project, UNDP and DoE will organize a high-level launch event with all relevant stakeholders, to be funded with UNDP resources not included in this project. Institutional arrangements have been designed and resources have been allocated to ensure continuous monitoring, communication, engagement and coordination during project implementation. An audit will be conducted at the end of project.

As presented with more detail in section VIII below, UNDP Tanzania Country Office and the Zanzibar Sub Office will work closely with the PSC, the PTC and the PMU in overall coordination and management of the project, including providing technical and advisory services in the procurement of international expertise for project needs and in creating partnerships with other international agencies and programmes.

VI. RESULTS FRAMEWORK¹

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Tanzania UNDAF II: Outcome 4.1 "Improved environment, natural resources, climate change governance, energy access and disaster risk management"</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Outcome indicator: "Number of ministries, departments and agencies (MDAs) and LGAs with improved capacities in environmental and natural resource management, climate change governance, energy access and disaster risk management in the mainland and Zanzibar"</p> <p>Applicable Output(s) from the UNDP Strategic Plan: UNDP Tanzania CPD: Output 4.3 "Selected LGAs and communities have their capacities strengthened in climate change governance and sustainable energy access"</p> <p>Output indicators: "Indicator 2.1: Number of districts with plans and strategies for enhanced resilience to climate change impacts" "Indicator 2.2: Number of women in the targeted districts benefiting from climate change initiatives"^{3,4}</p> <p>Project title and Atlas Project Number: Enhancing Climate Change Resilience in Zanzibar. Project No. 00094385</p>										
EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection) (cumulative)			DATA COLLECTION METHODS & RISKS		
			Value	Year	Year1	Year2	Year3 (FINAL)			
<p>Outcome 1. Strengthened institutional capacity for climate-compatible development</p>										
Output 1.1 CCS and other partners strengthened	1.1.1 The structure of the CCS responds to a strategic plan	Organization at chart	0	2018	Structure of CCS corresponds to strategic plan	30 stakeholders	Structure of CCS corresponds to strategic plan	30 stakeholders	Verification of the proposed structure and ToR of staff	
	1.1.2 Number of trained stakeholders	Attendance List	0	2018	30 stakeholders	30 stakeholders	30 stakeholders	30 stakeholders	Verification of attendance list	
	1.1.3 Number of key stakeholders that have participated in relevant international climate change conferences	Mission reports	0	2018	1	2	2	2	Verification of mission reports	
	1.1.4 Satisfaction with coordination mechanisms for climate change	Survey	Survey to be conducted before project start		To be defined based on result of baseline survey.					Verification of survey results.
	1.1.5 Satisfaction with dissemination of climate change-related information									
	1.1.6 Existence of proper working environment for the CCS	Observation	Inadequate working environment.	2018	Adequate working environment	Adequate working environment	Adequate working environment	Adequate working environment	Observation	
	1.1.7 Satisfaction with procurement support	Survey	Survey to be conducted before project start		To be defined based on result of baseline survey.					Verification of survey results.

Output 1.2 Group of practitioners activated.	1.2.1 Existence of ToR for the practitioner group	ToR	It does not exist	2018	ToR of the practitioner group exist	ToR of the practitioner group exist	ToR of the practitioner group exist	ToR of the practitioner group exist	Verification of ToR
	1.2.2 Number of meetings conducted	Attendance List	0	2018	4	8	12	12	Verification of attendance lists

Output 1.3 Capacity of key cross-sectoral institutions on CCA strengthened	1.3.1 Number of staff of the Planning Commission trained on climate change	Attendance List	0	2018	15	15	15	Verification of attendance lists
Outcome 2: Increased availability and use of critical information for climate-compatible development								
Output 2.1 Increased human, technical and technological capacity of the TMA Zanzibar	2.1.1 Existence of a study on capacity needs of TMA Zanzibar	Study	0	2018	1	1	1	Verification of study
	2.1.2 Number of installed and working automatic stations	Observation	2	2018	8	8	8	Observation
	2.1.3 Number of people trained on the climatological aspects of climate change	Attendance List	0	2018	20	20	20	Verification of attendance lists
	2.1.4 Existence of a climatologist responsible for analysing the data provided by TMA Dar and communicate it to stakeholders in TMA Zanzibar	ToR of Contract	0	2018	1	1	1	Verification of ToR of Contract
Output 2.2 Increased integration of CCA and land-use planning	2.2.1 Number of people trained on the integration of climate change and land-use planning at national level	Attendance List	0	2018	20	20	20	Verification of attendance lists
	2.2.2 Number of codes and regulations developed mainstreaming climate change in land-use planning	Codes and regulations	0	2018	2	2	2	
	2.2.3 Number of municipal and district councillors trained	Attendance List	0	2018	100	100	100	Verification of attendance lists

Outcome 3: Climate resilience enhance on the ground								
Output 3.1 Increased efforts on tourism, integrating previous experiences	3.1.1 Number of stakeholders trained on mainstreaming climate change on tourism	Attendance List	0	2018	30	30	30	Verification of attendance lists
	3.1.2 Number of climate vulnerability assessment in Mnemba Island and Menai Conservation Area, including land-use planning	Climate vulnerability Assessment	0	2018	2	2	2	Verification of climate vulnerability assessments
	3.1.3 Number of LAPAs in Mnemba Island and Menai Conservation Area	LAPA	0	2018	2	2	2	Verification of LAPAs

	3.1.4 Percentage of priority activities implemented in Mnemba Island and Menai Conservation Area	Project report	0	2018	0	50%	100%	Verification of project reports
	3.1.5 Percentage of the area of Mnemba Island and Menai Conservation Area that has been monitored	Monitoring reports	0	2018	0	0	100%	Verification of monitoring reports
Output 3.2 Increased efforts on urban areas, integrating previous experiences	3.2.1 Existence of a climate vulnerability assessment and climate change action plan in Zanzibar urban areas	Climate vulnerability assessment and LAPA	0	2018	1	1	1	Verification of climate vulnerability assessment and LAPA
Outcome 4: Increased capacity to mobilize and manage climate finance resources								
Output 4.1 Increased knowledge on the operationalization of the ZCCFM	4.1.2 Existence of an operational manual for the ZCCFM	Operational Manual	0	2018	1	1	1	Verification of operational manual
Output 4.2 Increased capacity to mobilize financial resources	4.2.1 Existence of an updated resource mobilisation strategy taking into account UNDP's added value	Resource mobilisation strategy	0	2018	1	1	1	Verification of resource mobilisation strategy
	4.2.2 Number of concept notes approved by international funds	Websites of international climate change funds	0	2018	0	3	3	Review of websites of international climate change funds

Note 1: UNDP publishes its project information (Indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project

Note 2: It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plan:

The Project Steering Committee (PSC) and the project manager are responsible to ensure that M&E activities are conducted according to UNDP policies. The PSC will be responsible for M&E, including organizing the project evaluation, approving annual implementation work plans and budget revisions, monitoring progress, identifying problems and suggesting remediating actions, facilitating timely delivery of project outputs and supporting the coordination and networking with other related initiatives and institutions in the country and in the region.

The programme will be monitored through the following M&E activities.

Programme start:

A programme inception workshop will be held within the first 2 months of the project start, with assigned roles in the project organization structure, UNDP country office and other stakeholders. The inception workshop is crucial for building ownership of the project results and for the first annual work plan. The inception workshop should address several key issues including:

- Assisting all the partners to make them fully understand and take ownership of the project.
- Detailing the roles, support services and complementary responsibilities of the PSC, UNDP and the project team.
- Discussing the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms.
- Finalizing the first annual work plan, based on the project results framework.
- Reviewing and agreeing on the indicators, targets and their means of verification, and recheck assumptions and risks.
- Providing a detailed overview of reporting and M&E requirements.
- Scheduling the agreed M&E work plan and budget.
- Discussing financial reporting procedures, obligations and arranging for the annual audit.
- Planning and scheduling the PSC meetings.
- Defining the roles and responsibilities of the entire project organization structure.
- Conducting the first PSC meeting within 12 months following the inception workshop. An inception workshop report is a key reference document and must be prepared and shared with the participants to formalize various agreements and plans decided upon, during the meeting. Training will be provided to all relevant stakeholders on data collection and reporting for effective capture of project conditions.

Quarterly:

- The Project Secretariat should track progress made in each output (including output indicators) and activity
- The risk log shall be regularly updated, based on the initial risk analysis submitted.
- Project Progress Reports (PPR) will be prepared and submitted to the PSC based on the information collected. Each PPR will indicate progress in the corresponding quarter as well as consolidated progress (in all quarters)

Annually:

Annual Project Review (APR): This key report will be prepared to monitor the progress made since project start and for the reporting period. The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made towards the project objective and project outcomes - each with

- indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual),
 - Lesson learnt/good practices.
 - Risk and adaptive management
 - Annual Project quality assurance- implementation assessment

The PSC will meet at least annually.

Periodic monitoring through site visits:

The Project Secretariat and UNDP will conduct visits to the project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess project progress first hand. Other members of the PSC may also join these visits. A Field Visit Report will be prepared by the Project Secretariat and will be circulated within one month after the visit to the project team and the PSC members.

Approach for gender mainstreaming:

Wherever possible, female consultants/experts will be engaged for training, monitoring data collection, survey, etc. Women's participation will be encouraged throughout the project activities. The monitoring will focus on capturing gender benefits and their feedback on the project interventions.

End of project evaluation¹⁴:

An independent Terminal Evaluation will take place three months prior to the final PSC meeting and will be conducted under the guidance of UNDP. The terminal evaluation will focus on the delivery of the project's results as initially planned. The terminal evaluation will look at the relevance, efficiency, effectiveness, impact and sustainability of results, including the contribution to capacity development, gender integration and the achievement of global environmental benefits/goals. The ToR for this evaluation will be prepared by Project Secretariat under the guidance of UNDP.

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing:

Results from the project will be disseminated within and beyond the project intervention zone through the existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit the project implementation through lessons learned. The project will identify, analyze and share the lessons learned that might be beneficial in the design and implementation of similar future projects.

The summary of the monitoring plan and associated budget is provided below:

¹⁴ Note that given that it will last 3 years and many of the activities will take place in year 1, and due to the relatively limited amount of resources it involves, this project does not involve a mid-term evaluation.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Conducted by the Project Management Team	117,650 USD
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over	Annually, and at the end of the project (final report)			

<p>Project Review (Project Board)</p>	<p>the period. The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation	UNDP		UNDAP II: result area 4, outcome 4.1, output 4.3 UNDP Tanzania CPD; pillar 2, output 2.	December 2020	All stakeholders working on climate change adaptation	30,000 USD / UNDP Tanzania.

VIII. MULTI-YEAR WORK PLAN 1516

Outcome	Expected Output	Planned Activity	Input		Planned Budget by year						
			Type	Unit cost (USD)	Y1	Y2	Y3				
Outcome 1. Strengthened institutional capacity for climate-compatible development	Output 1.1 CCS and other partners strengthened	Activity 1.1.1 Develop a proposal for the rationalization of the structure of the CCS at the DOE	International consultant fees	700	35	10, 10, 7, 8	24,500	-	-	24,500	
		Activity 1.1.2 In-depth training for on CCA for the CCS, the DPPPR of the MLWEE and the climate change focal points on the other ministries	International consultant flight	1500	2	-	3,000	-	-	3,000	
		Activity 1.1.3 Participation in international climate change conferences	National consultant DSA	150	9	5, 4	1,350	-	-	1,350	
		Activity 1.1.4 Establishment of coordination procedures with sectoral climate change focal points	National consultant DSA	450	25	-	11,250	-	-	11,250	
		Activity 1.1.5 Establishment of communication procedures with a wide range of stakeholders	National consultant DSA	100	5	-	500	-	-	500	
		Activity 1.1.6 Renovation of working space for the CCS	Workshop (30 people)	1000	2	-	2,000	-	-	2,000	
		Activity 1.1.7 Support on procurement for climate change interventions	Travel expenses	3,000	2	-	3,000	-	-	3,000	
		Sub-Total of Output 1.1	Equipment and furniture	3,000	2	-	7,000	-	-	7,000	
		Output 1.2 Establishment of a group of practitioners	Activity 1.2.1 Develop the ToR for the group, including its composition	International consultant DSA	700	5	-	55,600	-	-	59,600
			Activity 1.2.2 Support to meetings	National consultant fees	450	5	-	3,500	-	-	3,500
			Sub-Total of Output 1.2	Workshop (30 people)	1000	5	-	2,250	-	-	2,250
			Activity 1.2.3 Training of the seven officers in the Planning Commission and the Commission on climate change up that this can actually inform screening and appraisal of development programmes	International consultant fees	700	15	-	9,750	-	-	12,000
			Sub-Total of Output 1.3	International consultant fees	150	5	-	10,500	-	-	17,750
		Output 1.3 Training on CCA of key cross-sectoral institutions	Activity 1.3.1 Training of the seven officers in the Planning Commission and the Commission on climate change up that this can actually inform screening and appraisal of development programmes	National consultant fees	450	8	-	750	-	-	10,500
			Sub-Total of Output 1.3	National consultant DSA	100	5	-	3,600	-	-	750
Sub-Total Outcome 1						15,350	-	-	3,600		
					80,700	7,000	4,000	500	15,350		
									91,700		

¹⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32
¹⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

IX. Governance and Management Arrangements

The project will be implemented using National Implementation Modality (NIM) under government established mechanisms and coordination structures. The Department of Environment (DoE) of the Ministry of Lands, Water, Energy and Environment (MLWEE) shall retain the overall responsibility for the project implementation and shall be the main Implementation Partner. In this sense, the DoE will assume the project executive role representing the project ownership and shall perform the coordination role through creation of a coordination team that will be responsible for linking activities of the project with partners coherently.

For operational purposes the Principal Secretary of the MLWEE will be the overall incharge of the day-to-day running of the project. At a higher level, a Project Steering Committee (PSC) will be set up to provide strategic directions and management guidance during implementation. The PSC will be constituted of senior Government officials at the levels of Principal Secretaries or Directors from the following institutions: Departments of Environment, Energy and Urban and Rural Planning of the MLWEE; Ministry of Finance and Planning; Ministry of Tourism; Ministry of Agriculture, Livestock and Fisheries; Department of Forestry and Natural Resources; and Tanzania Meteorological Agency Zanzibar and the Disaster Risk Management Office; as well as UNDP Tanzania. Members from NGOs and Academia/Research Institutions may also be invited to join the steering committee as needed to add value to the committee and ensure high standards in project management for achieving the results, getting best value for money, fairness, integrity and transparency. The PSC will be co- chaired by the Principal Secretary of the MLWEE and UNDP.

The project will be managed through a project management unit (PMU), a dedicated unit to manage the project and oversee its implementation. The PMU will be composed by a project coordinator (PC) and possibly an administrative assistant sitting at the CCU within the DoE. The project management unit will facilitate effective delivery of the planned activities and entire project objectives, overseeing day to day activities.

The PC will be responsible for overall project coordination and implementation, ensuring that the project produces expected results as specified in the project document to the required standard of quality, contributing to the achievement of both the national policies and the UNDP targets agreed between the UN and Government. In this regard, the PC will compile and prepare quarterly technical progress reports and present these to the Project Steering Committee. These reports should present both the progress achieved during the reporting period and the cumulative progress, as well as the barriers, measures to overcome them and lessons learned. The PC will report directly to the Principal Secretary of the MLWEE. The coordinator will maintain a direct liaison with UNDP country office through the Climate Change Programme Specialist. In addition, the MLWEE may second/select an Administrative Assistant to be part of the project implementation team. The PC and the Administrative Assistant will be seconded/selected based on the possession of required technical, financial and management skills. The ToR for the project coordinator/administrative assistant will be jointly agreed on by MLWEE and UNDP. UNDP will support in the selection process as needed.

The PMU will be supported by a Project Technical Committee (PTC). This committee will include high level technical experts from key ministries and institutions which are members of the PSC. The PC may be supported by short-term international and national experts/consultants who will assist in implementation of specific technical assistance components of the programme. Technical Assistance will be contracted directly by UNDP in consultation with MLWEE through a transparent procurement process. UNDP will be directly involved in the recruitment of TAs and other associate project staff under Country Office support. The Government of Zanzibar through the MLWEE will approve the TORs and supervise the actual recruitment.

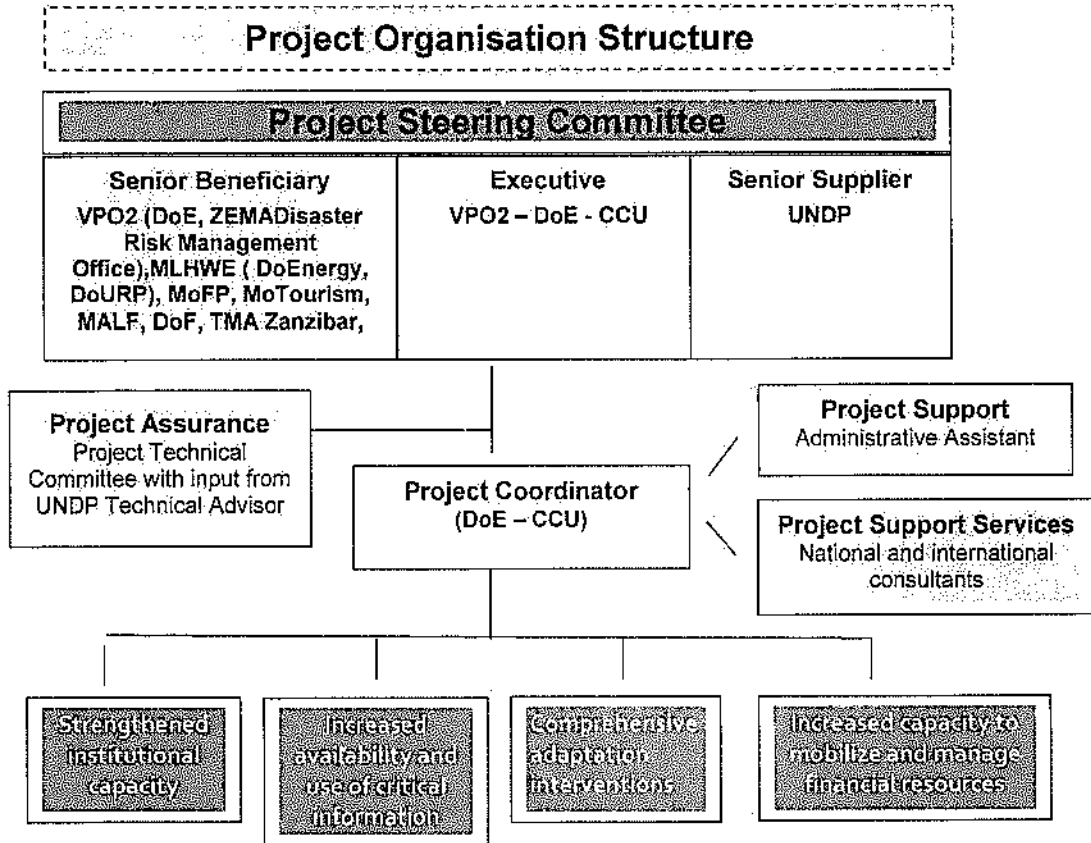
The PMU will also be supported by UNDP Tanzania and the Zanzibar Sub Office, as required, through their administrative, programme and finance units. Specific support services will include support for annual project implementation review (PIR) and terminal evaluation. In this regard, the UNDP Country office will be responsible for ensuring that there is efficient and effective use of project resources as well as providing oversight of project implementation including sharing of the

project information with the broader UNDP Programme Working Group (PWG).

The (Deputy?) Permanent Secretary of MLWEE will preside over the PSC and The TSC and will be accountable to UNDP regarding management of project resources, results and activities.

The project management structure is indicated in figure 3 below.

Figure 3: Management Structure of the project



Project implementation will be governed by the provisions of the present project document. UNDP will maintain oversight and management of the overall project budget. Governance of the Project will be supported through annual work plans as well as reporting and monitoring of results and impact, based on the results framework. The annual work plans and progress reporting will be the responsibility of the PC and will be approved by the PSC.

X. LEGAL CONTEXT

This document constitutes a project initiation plan as referred to in the Standard Basic Assistance Agreement (SBAA) signed between the UN and United Republic of Tanzania in May 30, 1978.

This project will be implemented by the Ministry of Water, Lands, Energy and Environment – Department of Environment in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of the ZVPO2 does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XI. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

Annex 1.0 Priority sectors and activities in the Zanzibar Climate Change Financing Strategy and Action Plan

Action Plan Summary	Strategic Priorities			
	Building Capacity	Low- and no-regret options	Main-streaming	Addressing future challenges
Information, capacity, DRM & settlements	<ul style="list-style-type: none"> -Enhanced capacity & co-ordination -Enhanced met. serv. -Awareness raising -Governance -Finance & Investment 	<ul style="list-style-type: none"> -Enhanced communication -Enhanced forecasting -Strengthening of DRM -Enhanced EWS (inc community level) 	<ul style="list-style-type: none"> -Enhanced climate risk screening -Risk mapping use in spatial planning -Sector mainstreaming 	<ul style="list-style-type: none"> -Enhanced research -Linkages to URT, regional, SIDS and global research -Urban resilience -ZNAP/ZLAPA/ZAMA
Resilient coastal and marine areas	<ul style="list-style-type: none"> -Enhanced coastal & marine data and monitoring -Capacity and awareness (inc. community groups, policy maker) 	<ul style="list-style-type: none"> -Salt water intrusion - analysis & programme -Mangrove & shoreline replanting / restoration -Enhanced protection & conservation (fisheries) inc community manag. 	<ul style="list-style-type: none"> -Enhanced climate risk screening -Strengthening Integrated coastal zone management / Community ICZ 	<ul style="list-style-type: none"> -High resolution risk elevation mapping. -Research & pilot studies (e.g. cage-culture, livelihood diversification) -Study on blue carbon
Climate smart agriculture & NRM	<ul style="list-style-type: none"> -Information support and awareness raising (e.g. extension service, indigenous knowledge, etc.) 	<ul style="list-style-type: none"> -Good practice -SALM, soil management, water conservation (e.g. agro-forestry, rain-water harvesting) 	<ul style="list-style-type: none"> -Sustainable land use planning -Integrated water management 	<ul style="list-style-type: none"> -Research and pilots (e.g. new varieties, new practices, future risks such as doves)
Sustainable forests and energy	<ul style="list-style-type: none"> -REDD+ extension -Energy surveys -Public/community awareness and education 	<ul style="list-style-type: none"> -Community forest management -Enforcement -Improved cook-stoves -Energy efficiency -Solar water heating -Renewable power 	<ul style="list-style-type: none"> -Sustainable land use planning -Standards and codes for development planning 	<ul style="list-style-type: none"> -Sustainable energy for all -Renewable energy develop. & studies -Urban sustainable & resilience
Climate resilient, low-C tourism	<ul style="list-style-type: none"> -Survey/ assessment and pilots -Awareness raising -Analysis of sustainability criteria 	<ul style="list-style-type: none"> -Energy and water efficiency programs -Enhanced awareness and enforcement 	<ul style="list-style-type: none"> -Investment and development planning controls -Risk screening 	<ul style="list-style-type: none"> -Long-term sustain. tourism planning. -Research on tourism development & climate change

Cross-cutting priorities

Align with sustainable development objectives

Protect the most vulnerable Good Governance Gender equality

Community based capacity, awareness raising and plans

Annex 2.0 Phases of the Zanzibar Climate Change Financing Mechanism

	Phase 1: CC Unit Approach	Phase 2: Fund/Mechanism	Phase 3: Government
Objective	<ul style="list-style-type: none"> ○ Increasing CC awareness ○ Support to mainstreaming of CC in the MDAs 	<p>As phase 1 plus</p> <ul style="list-style-type: none"> ○ Support preparation of proposals that meet national and Funders criteria ○ Support MDAs in resource mobilisation ○ Carry out monitoring of result and financial performance ○ Effective reporting to Government and donors ○ Introduction of budget tracking code ○ Prepare operation guidelines for semi-autonomous Fund/Mechanism ○ Select and build capacity of possible Implementing Entity for GCF 	<p>CC coordination plus</p> <ul style="list-style-type: none"> ○ Ensure window for local adaptation support ○ Ensure sustainable funding from internal/ external resources to support CC action plan ○ Support Fund/mechanism in accreditation process
Expected outcomes	<ul style="list-style-type: none"> ○ Stakeholders at different levels are aware of possible impacts of CC and recognise possible adaptation/mitigation activities ○ Key sectors integrate CC in their annual and long term planning 	<ul style="list-style-type: none"> ○ Increased number of approved proposals for implementation ○ Effective budget tracking ○ Increased volume of climate finance attracted ○ Operation manuals for Fund completed and validated ○ Capacity building and accreditation process for GCF IE initiated 	<ul style="list-style-type: none"> ○ Increased volume of climate finance attracted ○ Support provided to new implementation actors in addition to MDAs ○ Accreditation process of IE completed by year 3
Major Implementing Institutions	<ul style="list-style-type: none"> ○ MLWEE, DoE, CC unit 	<ul style="list-style-type: none"> ○ MLWEE, MoFP 	<ul style="list-style-type: none"> ○ MLWEE, MoFP ○ Semi-Autonomous Fund/Mechanism
Available resources	<ul style="list-style-type: none"> ○ Staff but numbers and capacity are limited ○ Limited operating budget (Government, UNDAP) 	<ul style="list-style-type: none"> ○ Staff but numbers and capacity lacking ○ UNDAP 2, AfDB programme ○ DFID's A/M 4 Resilience 	<ul style="list-style-type: none"> ○ Government contribution towards fund ○ Donor contribution towards fund

	Phase 1: Current approach	Phase 2: Coordination Unit	Phase 3: Accreditation
Additional resources needed	<ul style="list-style-type: none"> ○ Capacity building of staff through training, courses etc ○ Additional funds for operation 	<ul style="list-style-type: none"> ○ Capacity building through local and specialised courses ○ TA to establish effective budget and results monitoring framework ○ Budget for additional hardware, office facilities and operation ○ 	<ul style="list-style-type: none"> ○ TA support to formulate Fund/Mechanism structure and operation manual ○ TA support during the initial year of in operation to reach accreditation ○ Budget for hardware and operation for 1st year
Time frame	<ul style="list-style-type: none"> ○ Year 1 	<ul style="list-style-type: none"> ○ Year 1-2 	<ul style="list-style-type: none"> ○ Year 2-3
Budget indication	<ul style="list-style-type: none"> ○ USD 500,000 	<ul style="list-style-type: none"> ○ USD 750,000 	<ul style="list-style-type: none"> ○ USD 1,000,000
Strengths	<ul style="list-style-type: none"> ○ Institutional simple ○ Some experience from previous years. 	<ul style="list-style-type: none"> ○ Increased cooperation involving the key sectors of climate governance ○ Relatively simple to implement ○ Limited requirement in staff resources. 	<ul style="list-style-type: none"> ○ Additional channel to increase funding ○ Opportunities for different stakeholders to engage in climate relevant actions ○ Opportunities to get direct access to international funds
	Phase 1: Current approach	Phase 2: Coordination Unit	Phase 3: Accreditation
Weaknesses	<ul style="list-style-type: none"> ○ Limited impact on actual implementation of ZNCCS ○ No effective monitoring due to no mandate ○ Effect on attracting additional resources is limited 	<ul style="list-style-type: none"> ○ Effective coordination across three institutions will be challenging ○ Which institution will effectively lead the CC coordination unit 	<ul style="list-style-type: none"> ○ Time and resource intensive process to set up ○ Attracting of donor funding difficult to achieve ○ Limited number of donors will increase financial risk

Annex 3.0 Key project documents/templates

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**