

# DiMSUR Consultative Report

Lessons Learned from the Beneficiaries

*Madagascar . Malawi . Mozambique . Union of Comoros*

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## 1. GENERAL CONSIDERATIONS

Sub-Saharan Africa is the world's fastest urbanizing region, manifesting itself in the growth of its megacities as well as that of its smaller towns and cities. Due to climate change, disasters affecting the region – such as cyclones, floods, droughts and sea level rise – are increasing in frequency, unpredictability, severity and impact. Urban areas are particularly vulnerable due to denser populations, concentration of assets, and variety of activities within comparatively smaller geographic areas. These events impact a range of sectors from water supply to food and health systems, and disproportionately affect marginalized and vulnerable populations. While cities face the biggest disaster risk, they are also the place where the solutions are, considering that they are the locations where people choose to stay, searching for better life opportunities.

The project *“Building Urban Climate Resilience in South-Eastern Africa”* is assisting four countries to build their urban resilience including a mix of city-level infrastructure projects and national-level capacity-building. Four cities with different types of vulnerabilities were selected in these countries to implement climate adaptation projects following a participatory resilience planning process. The pilot projects include four to eight interventions in each city, for example rehabilitating mangroves in Morondava (Madagascar), constructing and rehabilitating bridges and dams in Zomba (Malawi), constructing safe havens in Chokwe (Mozambique) and improving solid waste management in informal neighbourhoods of Moroni (Comoros).

Leveraging the practical implementation of the project at the city level, best practices and guidelines are being derived to create the conditions for replication in other cities and towns at the national level. This national-level component includes elements of training and capacity-building for both central and local authorities to start laying the foundations for building urban climate resilience.

Given that most of the extreme climate events affecting southern Africa are transboundary, there is a need to enhance inter-country collaboration to mitigate the impact of natural hazards. This project promotes inter-country experience sharing and cross-fertilisation and establishes a knowledge platform on urban resilience related issues that can be disseminated in the sub-region.

It is on these premises that the consultations reported in this document are based, trying to extract lessons learned and best practices directly from the main actors involved in the implementation for cross-fertilization and knowledge sharing, among the four countries of the project and in the region.

## 2. OBJECTIVE

The main objective of this consultation is to conduct a survey to collect the opinion of the project's stakeholders and the institutions or groups they represent and through this, obtain a clear understanding about the success and impact of the implemented processes, their difficulties, limitations and lessons learned.

This approach will allow the project implementation team to fine-tune its intervention and try to correct some of the findings raised, until the end of the project. This consultation had the participation of the four countries ( Madagascar, Malawi, Mozambique and The Union of Comoros ) and was addressed to representatives of the beneficiary groups, nationally and locally, representing governments and their respective communities.

## 3. METHODOLOGY

The methodology was based on consultation interviews, conducted remotely, through available digital platforms (*Microsoft Teams, Zoom and WhatsApp* ), telephone calls and by sending a questionnaires and obtaining written responses on the same questions asked in the virtual interviews, for all cases in which the participants did not have the opportunity to do the interviews, due to scheduling reasons or due to some type of access difficulty.

All countries (4) were invited (*Annex 1*) to participate and it was possible to have an overview of the expectations and main constraints generated during the implementation of the project. With these results, it is possible to structure improvements and through the suggestions left, adapt the project for its best execution, during the next year of joint work.

The countries were contacted separately and there was not always the opportunity to separate the interviewees, who in some cases were presented together but it was possible to obtain the comments clearly. Therefore, it is considered that the expected results were achieved, although there were cases in which the community level and the local level were interviewed at the same time, as is the case of Madagascar and Mozambique.

It is important to mention that, in general, all opinions received and collected, reflect the findings and feelings of the stakeholders or the groups they represent.

A template (*Annex 2*) was created where five main questions were addressed and one more comment, considered and advice/suggestion statement, was added, to allow cities/countries the opportunity to mention what from their experience they would like to be able to suggest as a



solution to other project implementers. Opinions are different but they demonstrate that the project leverages an awareness of continuity for all the actions that are being implemented.

The questions were organized as follows, in a structure that allowed the interviewees to respond taking into account the actions that have been implemented up to now:

1. **WHAT IS THE CHANGE THAT THIS PROJECT IS PROMOTING TO YOUR CITY/COUNTRY** (Mention concrete examples of the interventions that are promoting change considering the situation before the project start and today) ?
2. **WHAT WERE THE MAIN CHALLENGES OF THE PROJECT** (Highlight if the challenges were sorted / Propose prominent solutions to sort the challenges encountered) ?
3. **HOW CAN WE IMPROVE THE RESULTS ACHIEVED SO FAR** (Having in mind that we still have one more year of project implementation) ?
4. **WHAT IS THE PLAN TO PROMOTE INFRASTRUCTURES MAINTENANCE TO GUARANTEE THE PROJECT SUSTAINABILITY** (All the assets will be delivered to the local and national governments but they must be maintained to last) ?
5. **HOW THE PROJECT REINFORCE THE RELATIONSHIP BETWEEN THE LOCAL AND NATIONAL GOVERNMENTS FOR BETTER DRR/DRM INTEGRATED ACTIONS** (Considering that this is the value that must be shared for national replication of the project and regional cross fertilization) ?
6. **WHAT IS THE SUGGESTION OF YOUR COUNTRY/CITY/COMMUNITY TO THE OTHER PARTICIPANTS OF THE PROJECT** (Based on your experience comment what is your view about the best actions the other countries can do to promote a more qualitative year towards the end of the projects) ?

#### 4. TIME FRAME

The interviews and data collection took place between **May 26 and June 20, 2023**, subject to the availability of the interviewees schedules. The compilation work took longer than estimated at the beginning of the survey, but taking into account the quality of the interventions and the data collected, it is considered that it was worth waiting for the availability of the interviewees.

This data is a crucial record that demonstrates that the project is well under way and that it can be improved, if during the time that still remains for the implementation of its last activities, the implementation teams consider and adjust the activities having in consideration the comments and suggestions made by these interviewees.

## 5. COVERAGE

The expectation of the survey was to obtain at least three different types of testimonials:

- **Testimony at national level** – at least one of the institutions responsible for the project implementation process at central government level;
- **Testimony at local level** – at least one of the institutions responsible for the project implementation process at the level of the beneficiary city;
- **Testimony at community level** – at least one person/entity responsible for representing the community of the beneficiary city.

Invitation letters were sent on time and the help of all *National Project Managers* was requested, through their direct contacts with national, local and community representative entities and personnel, to be able to gather the best possible quorum to guide the interviews.

This strategy expected to have the best possible results, taking into account the availability of all the guests for the interviews. However, due to some scheduling difficulties, it was not possible to obtain all the necessary testimonies. There was a lack of testimonials, at local and community level, from the city of Zomba, Malawi.

## 6. DATA COLLECTION

In general, the information collected (*Annex 3*), conducted DiMSUR to realize that the problems in the four countries are very similar, being only differentiated by the impact of the weather, by the number of interventions that these countries have in progress and by their cultural, social and political distinctions, that lead them to different postures when choosing and implementing solutions to their problems.

All were unanimous in describing the advantages brought by the projects and the improvements that these interventions will bring to everyone's lives, but mainly to the improvement in the quality of life of the communities.

Even with these positive and very encouraging assessments, it is important to mention that there are specific points to improve and therefore, it would be pertinent to comment on the assessment of the countries in isolation, and to make known their expectations arising from the active implementation of the project.

## 6.1 MADAGASCAR

Madagascar was the first country to be interviewed, immediately making itself available to be the first to answer all the necessary questions, at all levels. The support of the teams that were controlling the project at national and local level, was crucial for the success of the interviews.

### Question 1 – The Change

- For the Government of Madagascar this is a project that promoted a real change to the way Disaster Risk Management is addressed nationally;
- The multipurpose safe heaven is a pioneer infrastructure that the government of Madagascar would like to adopt and multiply all over the country;
- The government of the Menabe region had the opportunity to see the multipurpose safe heaven working (approximately 200 people sheltered) and this is an effective change for the city of Morondava and the region cities;
- The rain from the Freddy cyclone was very severe but with the new drainage system reduced the impact of the flooding, redirecting the water from the flooded areas to the sea;
- All the other partners from the government of the Menabe region and the national government congratulated the results of the project and they encourage the central government of Madagascar to replicate the project all over Madagascar, especially the multipurpose safe heaven and the drainage system;
- BNGRC is making a national promotion of the multipurpose safe heaven to guarantee its replication;
- Municipal technical capacity changed with the implementation of the project and resilience actions began to be concerted and in groups;
- Local communities began to realize, from the training they received, that it is possible to reduce the impact of climate change if communities decide to change some attitudes in their daily lives;
- The change in the behaviour of the communities was so great that they began to be activists of their learning, taking the message to other communities in the region;
- Collaboration with the project management teams provided relevant notions about infrastructure management, purchases and ownership;

- They have already started work to look for another place to replicate the multipurpose safe haven, taking into account that what was built cannot supply the total demand of the city of Morondava.

## Question 2 – The Main Challenges

- MATSF deals with a lot of internal challenges:
- The ministry suffered with governance changes and the internal management structure changed;
- The bank account was a very big constraint because it was addressed to the old structure of the ministry that no longer exists;
- The budget had problems to be allocated because of the banking situations of the ministry in its governance structure and this was one of the biggest problems to allow the budget to be disbursed and the project to start;
- At the municipal level, there were some constraints at the beginning due to lack of perception of the added value and advantages that this project could bring to the city and to the communities;
- There are still some difficulties in getting the message across regarding the need to hold communities accountable for the misuse of infrastructure;
- At municipal level, technical groups were created to not allow “construction approvals” to be made directly, with the aim of maintaining multidisciplinary groups that evaluate construction processes, together. This initiative intends to make people stop building in risky places;
- The communities request the power to control the infrastructures as a way of being able to carry out the appropriation process for better management of the *public good*, however the municipality believes that this should be done in a shared way;

## Question 3 – The Results Improvement

- Menabe region must develop an Urban Master Plan that predicts and drives the directions of development for the city, considering the climate events and the new infrastructures built;
- The municipality of Morondava must promote continuous development of capacity at the local level for the best management of the built infrastructures;
- MATSF must continue to improve communication, both internally and externally;



- MATSF will use internal resources as well as skilled personnel to improve the results achieved up to this date;
- Communities consider that it is possible to improve the involvement of local populations in constructions and other processes leveraged by the project, to allow greater inclusion and participation;
- There is a need to expand the resilience project and message to other neighbouring populations for active replication of the resilience message;
- There is a lot of legislation on responding to climate change that has already been created at the municipal level. According to the communities, if put into practice immediately, it could improve the results of the project;
- The municipality and the communities feel that the multipurpose safe heaven does not have the adequate conditions to receive people with specific/critical health needs and does not have the adequate equipment to transform it into a centre that can be used for other purposes, when it is not housing people;
- It is necessary to review the ventilation system in the multipurpose safe heaven, since this does not allow, in extreme situations, the passage of air, making the building stuffy and raising the internal humidity levels;
- It is necessary to place visual communication along the drainage to dissuade the placement of solid waste by communities and all inhabitants of Morondava;
- There is a need to think about how to extend the drainage systems to other areas, as they should work together allowing the city to be able to manage the rise of its waters in times of crisis.

#### **Question 4 – The Infrastructures Maintenance**

- The infrastructures developed by the SEA project will be delivered to the Malagasy people. The government from the city of Morondava and the Menabe region, with the support of the national government and the communities, must guarantee the maintenance of all the infrastructures delivered;
- The Morondava municipality must guarantee that part of the taxes paid by the local communities can help in the maintenance of the infrastructures;
- The municipality of Morondava thinks it has plans for the active management of infrastructure and intends to do so through the review, already under way, of municipal fees and taxes;

- The municipality thinks that the multipurpose safe haven could be used to raise funds for its own maintenance, transforming it into a training centre, with the necessary equipment, whenever it is not fulfilling its main functions;
- There is an Action Plan to be designed internally by the municipality and the cities. All the project's infrastructure must be preserved with municipal own funds.

### Question 5 – The Relationship Reinforcement

- This project is considered a top priority for the government of Madagascar. Because of that the involvement has a top down approach starting from the president of the country to the community level and all the stakeholders are called to contribute to the resilience agenda, in the country;
- The project is considered a communication enabler by the nature of its implementation;
- When the communities evaluate the role of the governments in the local perspective, the project comes to reinforce the government's position and it is considered nationally and locally, a strong *governmental commitment* project;
- The parties are close, as this is a local project with impacts on a national scale, however, from the perspective of the communities, the relationship continues to be somehow isolated, where communities have a circumscribed space of action and governments work in other spheres. This relationship can be improved by increasing project monitoring and evaluation meetings.

### Question 6 – The Suggestion

- The other country must invest in the capacity of the local communities and the chiefs of the neighbourhoods in climate resilience and they have to understand with very simple messages, what are the advantages of having a more resilient city and what are the actions that can promote this resilience;
- Engaging communities is engaging the success of any project;
- The communities should start to have access to other meetings, at other levels and to start acting with the communities of the other beneficiary cities of the project to understand what are the native ways existing in other countries, for the resolution of problems similar to theirs.

## 6.2 MOZAMBIQUE

Mozambique acted proactively and the invited representatives responded with some promptness to the interview proposal, placing themselves at the disposal of DiMSUR in order to be able to take a position, in relation to the added value of the project and also, the existing possibilities for improvement.

### Question 1 – The Change

- The project generated great benefits at all levels and these benefits are evaluated as changes that allow changing the course of climate interventions at the Chokwe level, and also allow collecting data to be able to set up a pilot to be replicated at national level;
- The teams that control the project at local and national level are very active and for this reason it has been possible to obtain very interactive results, where the local teams have the possibility of, together with the national responsible for the areas of climate change and disaster risk management, make policies and laws to improve intervention in Mozambique;
- The change in legislation has been one of the biggest national benefits of this project. With this action, it is possible to adapt the existing legislation, making it up-to-date and with an inclination to adapt the use of the best international practices for climate change and urban resilience;
- Local populations see the effective reduction of floods in Chokwe after the interventions made by the project next to the irrigation;
- Community radio is in use and allows people to have active early warning systems that play an important role in the life of communities, as they not only function as a warning system but are also a platform for disseminating of information. The radio is considered a reliable information partner;
- The people's awareness is growing and they start to act together and find it easier to identify the problems arising from climate change;
- After the start of the project, in addition to improving issues related to identification, communities began to understand more about ways to solve old problems: waste management and non-pollution of natural aquifers;
- Drainage was expanded at several points. The correction of bottlenecks made the reduction of municipal flooding points effective;
- The safe shelter will be a very relevant piece to accommodate populations that need shelter during extreme events;

- Solid waste treatment centres presuppose changes in the way communities treat their waste, which could make them a source of income in the near future;

## Question 2 – The Main Challenges

- The most critical challenges were related to making funds available in a timely and programmed manner;
- There were problems in planning and this did not allow some contingencies to be safeguarded. However, the project takes place anyway, in the expectation that improvements can always be made from the perspective of timely financial availability;
- There was a difficulty at the local level with regard to defining priorities, but thanks to the massive participation of local communities, it was possible to overcome this point and define what the priority problems would be, which should be resolved.
- The Covid 19 pandemic limited some actions mainly due to the fact that it was an outbreak that did not have concrete forms of resolution. The difficulty of contacting people, mainly at the local level where the means of communication are more deficient, meant that people had to interrupt some activities until normality was re-established;
- Mozambique has a very significant exchange rate and currency devaluation policy and taking this into account, added to the fact that the amounts were made available a long time later than they were supposed to, there were activities that had to be reviewed because the amounts allocated would not allow doing everything. what was desired;
- Works on the irrigated land had to be conditioned several times with the arrival of cyclone Freddy and in some parts of the municipality temporary evacuations were requested. However, everything passed and the work was able to resume its pace.

## Question 3 – The Results Improvement

- It would be necessary to increase monitoring visits so that the intervening parties would have the opportunity to follow the project, in loco, more frequently;
- There is a need to improve the central-local governments connection, for the success of the process;
- Improve the planning and budgeting of activities taking into account all the relevant points (change, dates of availability of values, contingencies...);



- Increase the value chain of participants and stakeholders, making the project able to demonstrate to more government institutions, the good work that is being carried out in Chokwe for the promotion of similar actions in other parts of the country.

#### Question 4 – The Infrastructures Maintenance

- The infrastructures must be integrated into the budgets of the hosting entities in order to benefit from a *maintenance plan* for the sector;
- Between events, the infrastructures must be used for the benefit of the communities in coordination with the local emergency committees, which must choose the priority actions and initiatives that bring the greatest benefit to the maintenance of these infrastructures;
- There is a municipal *maintenance plan* that includes budget considerations available from the central government in order to be able to maintain infrastructure considered relevant (e.g.: there is a budget from the Ministry of Transport and Communications for the maintenance of early warning services);
- There is a plan to make the radio available to be able to advertise and publicize services in order to raise funds for the active maintenance of this infrastructure;
- Solid waste centres should provide waste recycling campaigns, making the centre somewhat profitable in order to leverage part of its maintenance;
- A reassessment plan for municipal fees is underway to improve the source of revenue that could help maintain infrastructure;
- The municipality has some heavy equipment to actively maintain the drainage and this is part of the *maintenance plan* that aims to build other ditches to add value to the existing system.

#### Question 5 – The Relationship Reinforcement

- The capacity-building component capitalized on the relationship between the different governments and the project's stakeholders in general. Through the sharing of knowledge and experiences of the various actors, organizational interaction has been improving for the success of the project;
- The opportunity for local technicians to travel to national meetings helped raise awareness of the need to invest in building urban resilience at all levels, local, national and regional;

- The municipality has made an effort to continue to present the best local results so that the central government can continue to invest in the credibility of initiatives with the same purpose, not only in Chokwe, but in the country as a whole.

#### Question 6 – The Suggestion

- The suggestions are linked to the definition of the paths to sustainability, therefore, it is suggested that there be an investment in the creation of local capacities and in the generation of knowledge, done in a transversal way and this could make the parties capable of becoming autonomous in the management and maintenance of similar projects.

### 6.3 UNION OF COMOROS

It was possible to gather the opinion of Union of Comoros and it was a very valid contribution to DiMSUR's perception of how they see the project at community (local) and national level, transforming the severe problem of solid waste management in the island. These contributions were made in the form of a questionnaire and the answers were sent promptly, helping to understand their difficulties and their desires, which could be improved, through the possibilities of the project, for the subsequent year of implementation.

#### Question 1 – The Change

- The project has several components (drainage, construction of cisterns, waste and early warning). Just to comment one specific the project of drainage and retention of stormwater in the north of Moroni. Apart from the interest it will bring in terms of protection of the populations, the design of the structures is considered as an innovation at the national level as it takes into account the protection aspect but also could promote agricultural and livestock activities all around. This will make it possible to develop urban and peri-urban agriculture, which is essential for supplying urban centres with agricultural products. It should be noted that if this operation is successful, it could be replicated in other areas of the city of Moroni;
- Improved access to water for all people in the intervention neighbourhood;
- There is a sense of protection brought about by the work being carried out.

## Question 2 – The Main Challenges

- The project is faced with constraints related to the use of private land but thanks to the involvement of village communities the problem is gradually solved;
- The teams were working under the pressure of bad weather and they had to suspend the work many times. This could be taken into account in the delivery timeline evaluation;
- For the waste project, the change of the *management team* at the city level, delays the implementation and it's a very critical point on the delivery timing;
- The construction of large basins has been a great challenge;
- The regular distribution of water captured by the basins has also been considered a relevant challenge.

## Question 3 – The Results Improvement

- The close collaborative work between the municipality, the neighbourhood associations, the Ministry of Spatial Planning and the Directorate General of Civil Security, must be strengthened;
- Continue carrying out activities to try to allow better access to water;
- Install an autonomous power generation system to feed a water collection and distribution pump. (e.g.: solar panels and a pump to raise water to a point where it can be distributed by gravity to communities).

## Question 4 – The Infrastructures Maintenance

- The technical level of the municipality must be trained to be able to put in place a structure to prepare a *plan of maintenance*, for all the infrastructures built;
- From the community perspective, all places where infrastructure is placed, especially those that can be moved, must be staffed by agents who guarantee its preservation.

## Question 5 – The Relationship Reinforcement

- The project implementation involves local and national actors. But this relationship is often ephemeral. This kind of relationship must be formalized so that each actor knows exactly what must be his role, during and after the project is carried out;

- The district chief is considered by the communities to be the only qualified and competent person to strengthen this relationship, since he is in constant communication with the government.

#### Question 6 – The Suggestion

- No suggestions received.

### 6.4 MALAWI

There were some difficulties in obtaining answers from Malawi, but the interview that was possible to carry out, even if it demonstrated a unilateral perspective due to the lack of a interviews for comparing data, reflects the perception of the national government and reveals some concerns that should be addressed as part of the lessons learned or improvements to be implemented for the last year of joint project implementation.

#### Question 1 – The Change

- For Malawi as a country, this project brought a different perspective to the way in which issues related to climate change were addressed and their approach to adaptation;
- Malawi's focus has always been on districts and not precisely on city level. For this reason, the approach to Zomba demonstrated that the project alike in cities are a relevant strategy and through it is possible to promote integrated climate resilience actions: city – rural area;
- The implemented project enhances the *Malawi 2065 Agenda* for building resilience in the country;
- Coming from the process that is being carried out in Zomba, it was possible to start designing a strategy for the city of Blantyre that has been affected by climate change. The strategy to be implemented, using Zomba's examples, is in the resource mobilization phase;
- The central government is surprised with the adherence of the communities to the project in Zomba and this serves as a reference for the replication of similar initiatives throughout the country.



## Question 2 – The Main Challenges

- The implementation arrangement is a big challenge. The entity that was responsible for implementing the project locally don't report the developments to the central government. The project is being implemented in a specific city but the national level don't have precise information about the project developments and constraints, nor from the implementer or the local governmental;
- No specific budget was designed at central level to allow the project to be actively monitored, since it would be possible to obtain information from the local government or the local project implementer;
- There are delays in approving funds for carrying out activities and this has hampered the process of implementing activities.

## Question 3 – The Results Improvement

- The project implementer at the local level has to devise a format to be able to report directly to the central government on the progress of the project so that it can have a general understanding of the project's contribution to the *Malawi 2065 Agenda*;
- It is necessary that Malawi has the opportunity, at local and national level, to be exposed to the other beneficiaries of the project, through more meetings to be able to exchange experiences and share lessons learned;
- Elaborate a communication strategy that can be disseminated not only at the local level, but that allows the project to be shared in other cities with similar comorbidities. In this way, solutions can be disseminated nationally and help other cities to promote climate resilience actions automatically;
- Increase the financial allocation that allows for more monitoring actions throughout the process. These processes should include central government whenever possible;
- It is necessary not to maintain this process only in urban areas, since people who transit in cities do not always live or work in them. Peripheral or peri-urban areas need to be included in the planning process so that interventions are more assertive.

## Question 4 – The Infrastructures Maintenance

- It is necessary to elaborate a *sustainability strategy* for the infrastructures that will be delivered. At the end of the process, it is important that the infrastructures have a

maintenance and sustainability plan and these strategies must be made known to the central government, to allow for the tracking and monitoring of the assets.

#### **Question 5 – The Relationship Reinforcement**

- The country has new legislation for disaster risk reduction, revised now in 2023 and it obliges cities, districts, local and central governments, to collaborate to improve resilience at the national level;
- The new urban policies in Malawi suggest that there is a transversal interaction between all the actors that participate in resilience projects and for this reason there is no need for information not to flow. The central government is always available to welcome initiatives coming from cities and towns;
- Sharing information can be the starting point for all relationships to be fruitful and bring added value to all those informed.

#### **Question 6 – The Suggestion**

- When implementing projects of this nature, it is necessary to allow the exchange of information and one should not work in isolation;
- There must be a plan for massification of risks informed areas in countries and this can only happen if these processes are not limited to cities, thus increasing the effectiveness of resilience processes;
- Countries should share formats and strategies for solving their problems, so that other members can study how these interventions were made.

## **7. CONCLUSION**

The collected data allow a positive evaluation of the project at all levels of implementation: local, national and regional level. In this document, DiMSUR intend to share regionally, the resilient way in which cities have dealt with climate events, since the beginning of the project's implementation. It should be noted that, although communities find creative ways to solve their problems, with few resources available, with this project the change in behaviour is transversal and there is a governmental and community change of mindset and posture, which allows risk reduction policies to be implemented to benefit the entire region. Respondents felt valued for

having the opportunity to explain the vision that was imbued in their minds, representing the perception of the groups they represent, whether governmental or community.

Several ways are identified to leverage improvements to the project during its last year of implementation. It is necessary for all participants to be aware, and this was explained and discussed in the interviews, that after the Covid 19 pandemic, this is a great learning process for everyone, not only for the beneficiaries but also for the implementation teams.

In a concerted way it is necessary to summarize the different approaches of each country, saying that it is unanimous for all countries that this is an initiative that aims to add value to their climate resilience agendas. In this way, it is relevant to mention that this is not a project, limited to **(1) training in urban resilience issues, (2) change of mindset and behaviour or (3) improvement of legislation on resilience and climate change and (4) cross fertilization and sharing of lessons learned**. The project proved to be much deeper than this, as it has a direct connection with the daily experiences of the communities and the way in which climate changes negatively affect their lives in the last years. In an objective way, it can be said that this is a project that changes the direction of government and community planning, in the development of urban resilience actions, making these actions more assertive, sustainable and lasting.

The learning curve is growing and with it governments and communities are getting more aware, prepared and more capable as we move to the end of the project, but it's clear from these interviews that the project can be always improved. For the government and the community representatives it is possible to obtain better, sustainable and maintainable results if we address properly the following findings:

**1. This project should leave not only a great improvement in the intellectual capacity of people and institutions, but also tangible physical buildings, infrastructures and assets, which need maintenance and sustainability plans. Knowledge must be renewed and maintained, with due updates and improvements and the infrastructures that will be delivered by the project must also be maintained and for this it is necessary that all beneficiaries devise maintenance, monitoring and sustainability plans. It is also relevant that the entities that will be responsible for the maintenance of the infrastructures begin to create forms of responsibility to guarantee the good use and maintenance of the assets;**

2. It is necessary to improve communication and information exchange. This sharing, which should be done among all stakeholders, should make known what is being done locally, so that it can be replicated nationally and shared regionally. In the same proportion, all project participants will directly benefit from their project, as it is being carried out in a city in their country, but also indirectly, through sharing the experiences of other countries, thus being able to help solve problems;

3. Planning should be inclusive and monitoring should be continuous and periodical along the implementation process. It is only possible to be assertive in the implementation of projects, if the planning processes have been inclusive and quantified in order to include the participation of governments and communities, from their design to the monitoring and evaluation actions;

4. Project implementation teams at local level should not behave as if they had different sides to the implementation process. Responsibility for the assertive implementation of processes is an issue that must be shared, not only in obligations but also in benefits. The communities and their respective local governments must work in a shared way and have benefits that allow this project to be sustainable by replicating the acquired information. This is only possible if beneficiaries drop the hierarchical barriers that separate them and focus on solving the problems that affect everyone in a transversal way. All government officials, whether central or local, at the end of the day are part of communities affected by extreme events resulting from climate change.

With this document, DiMSUR intends to make known the concerns to government and community implementers, who will be the final beneficiaries of the project. These act will make possible for beneficiaries to understand whether their problems are the same as those of other countries, but mainly, it will make it possible for the problems declared by others to be anticipated during its implementation, through conduction of assertive anticipated solutions to promote anticipatory action.

As an organization that should carry out the regional integration of the project partners, DiMSUR understood its role in concerting the organized and structured sharing of the information produced and also comprehended that its strategies could be outlined, in the future, in order to avoid some of the situations described in this document. The issue of integration of implementing partners, from the project concept period onwards, is a message that was clear in this screening process and, in one way or another, it is an assumption that has generated difficulties that could have been avoided. However, it is very important to mention that all the partners who are implementing the project, did everything within their power to make it run as smoothly as possible, even taking into account the complexity of their internal procedures and the lack of speed of their financial structures.



There are many ways to facilitate the implementation of projects in the future and these assumptions range from the assertive choice of partners to the detailed recognition of the limitations of the beneficiaries, in all senses, in order to promote a realistic and conscious management of expectations.

With that said, the project is in good progress and neither the deficiencies in planning, nor the climate issues of great impact, much less the delays in financial disbursements, will prevent it from ending positively for all participating countries and multilateral implementers.

## 8. ANNEXES



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**REPUBLIC OF  
MADAGASCAR**



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