

FINAL REPORT

MID-TERM REVIEW OF THE COASTAL RESILIENCE TO CLIMATE CHANGE (CRCC) PROJECT

This report was prepared and produced independently by **Mundi Consulting** at the request of the **International Union for Conservation of Nature (IUCN)**. The views expressed in this report do not necessarily reflect the views of **IUCN**.

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We also extend our thanks to the members of the many local coastal communities we visited who welcomed us in Inhassoro, Dondo and Memba districts, who shared with us the challenges of their lives, and who inspire the continuing efforts at improved coastal resilience in Mozambique for this and future generations.

Not least, we are thankful for the vision and support of IUCN and its commitment to an evaluation of this type so critical to a defining issue of the 21st century. Sea levels are rising, climate is changing, populations are growing, and coastal communities everywhere are increasingly vulnerable. It is essential that we take every opportunity to learn and share best practices as the global community confronts these challenges. The CRCC project has been playing a crucial role in this regard.

~The evaluation team~

Acronyms

CBO	Community Based Organization
CCP	Fishing Community Council
CEPF	Critical Ecosystem Partnership Fund
CRCC	Coastal Resilience to Climate Change Project
CRuRAP	Community Resource Use and Resilience Action Plans
ESARO	Eastern and Southern Africa
DLAG	District levels advisory group
MIMAIP	Ministry of the Sea, Interior Waters and Fisheries
IUCN	International Union for Conservation for Conservation of Nature
PIM	Program Implementation Managers
SIDA	Swedish International Development Cooperation

Executive Summary

CRCC mid-term evaluation evidence confirms the project as being relevant to the priorities of Mozambique when it concerns to climate change. As climate change continues to expose Mozambique to multiple type of shocks (floods, cyclones and droughts) as a result of its climate change vulnerability, CRCC project is well aligned with national strategies and priorities in the field of Poverty Reduction, Fisheries, Gender & Rights, Coastal Zone Management, Environment & Biodiversity and with strategies and or priorities recently developed in the framework of Mozambique's Climate Change agenda.

In CRCC project sites, local communities occasionally experience climate disasters. In 2019, the central and northern part of the coast experienced two episodes, *Idai* and *Kenneth* Cyclones, causing fatalities and massive destruction to properties and infrastructure. This resilience to climate change project therefore remains highly relevant to the target communities as it contributes to enhance the adaptive capacities of men and women from local coastal communities, local and national authorities to work together to sustainably govern and manage their natural resource base under the changing climate.

Judging by verified information, CRCC is showing good indication of being able to attain its overall outcomes and objectives judging by the results that the project has been able to achieve so far despite the late start of implementation of activities in the field. Additionally, CRCC has proven to be efficient if we are to compare the burn rate or resources used so far against the planned activities.

The project had immediate impact within the communities, given the relevance of the project to coastal communities' livelihoods improvement, the project is still expected to generate tangible impacts at different levels. CRCC has also been ensuring its sustainability through strong local governance and by supporting national, provincial and district governments to strengthen the enabling institutional and policy environment.

Generally the project overall performance in within expectations, considering that most part of the activities planned for the period under analysis were carried out successfully, resulting in successful interventions on promoting initiatives to diversify household income (Conservation agriculture, apiculture and goat production) on the sustainable use of marine resources, protection and restoration of resources.

Considering the late start of implementation of activities in the field, associated with the negative impact of Covid-19 towards the project interventions, we recommend the extension of the project for at least one year, in order to enable the realization of all activities, probably without increasing of project funds, in addition we suggest that some delayed activities eventually should be outsourced to be completed on time.

1. PROJECT BACKGROUND

Mozambique ranks third amongst the African countries most exposed to risks from multiple weather-related hazards, suffering from cyclic floods, cyclones and droughts. Much of this vulnerability is directly related to climate change, which is worsened by the poverty and development level of coastal communities. Climate variability and extreme events have devastating impacts on communities, causing loss of life, human suffering, and destruction of infrastructure and the natural resource base upon which many livelihoods depend.

Responding to climate change must therefore include measures that minimize current vulnerabilities and increase resilience to anticipated changes. For the poorest and most vulnerable communities living in fragile and degraded areas, these response measures must address the deteriorating environmental conditions that undermine their livelihoods and capacity to cope with disasters.

Recognizing this intimate link between disaster vulnerability and natural resource management, the International Union for the Conservation of Nature and Natural Resources (IUCN), in partnership with Rare (international NGO) and the Ministry for the Sea, Inland Waters and Fisheries (MIMAIP) sought the support of the Swedish International Development Cooperation Agency (Sida), represented by the Embassy of Sweden (Maputo), to develop a programme of work focused on strengthening social, economic and ecological resilience to climate change in Mozambican coastal communities. The Program is entitled Coastal Resilience to Climate Change (CRCC), “Nature based solutions for building resilience in vulnerable and poor coastal communities in Mozambique”. The project partners are IUCN (the Cooperation Partner), the Ministry for the Sea, Inland Waters and Fisheries (MIMAIP) and Rare, the Implementing Partners (Third Parties) and the project management and coordination is domiciled at IUCN.

This project has a total budget of 7,266,923.60 USD, which is divided by each expected outcome, results and subresults. The CRCC Project became effective on December 1, 2017 and is being implemented in 3 districts of three Provinces in Mozambique as follows: Memba district (Nampula province), Dondo district (Sofala province), and Inhassoro district (Inhambane province).

The overarching goal of the CRCC Project is to strengthen and restore the value of coastal and marine ecosystem goods and services to improve social, economic and ecological resilience to climate change. Its purpose is to enhance the adaptive capacities of men and women from local coastal communities, local and national authorities to work together to sustainably govern and manage their natural resource base under the changing climate.

Working directly with National, Provincial and District Governments, CRCC supports local community members and groups to restore critical terrestrial landscapes and seascapes. The project promotes nature-based enterprises to provide coastal communities, particularly women, with alternative livelihoods to reduce unsustainable pressures on the natural resource base and increase local level resilience. The project also creates awareness and support for coastal resilience through ecosystem and rights based approaches using innovative social marketing tools and approaches.

The project fits squarely with both National strategies/priorities in the field of Poverty Reduction, Fisheries, Gender & Rights, Coastal Zone Management, and Environment & Biodiversity and with strategies/priorities recently developed in the framework of Mozambique’s Climate Change agenda.

The entry point is the National Adaptation Programme of Action NAPA, which identified four priorities for adaptation in Mozambique: (i) strengthening early warning systems; (ii) strengthening the capacities of agricultural producers to deal with climate change; (iii) reducing the impact of climate change in coastal zones; and (iv) managing water resources within the framework of climate change.

This Project CRCC is informed by integrated sea and landscape based approaches and is guided by an underlying theory of change. Overall, the Programme is designed to deliver against four main outcomes, as articulated below.

(A) Community social resilience – Coastal community social systems are better able to cope with the impacts and shocks of climate change by: i) self-organizing and engaging in equitable and gender-responsive governance and management of their natural resource base; and ii) practicing active local level learning and adaptation based on experiences and new knowledge.

(B) Economic resilience – Local coastal community economics are strengthened and able to minimize or reduce welfare losses due to climate change stressors, shocks and disasters through: i) improvements in and diversification of livelihoods [of women and men]; ii) increases in fisheries and agricultural efficiencies; and iii) specific, nature-based market interventions driven by value chain analyses.

(C) Ecological resilience – The integrity and ecological health of coastal and marine ecosystems and habitats is improved and/or maintained to enable social-ecological systems to better absorb and withstand climate change stressors and shocks.

(D) Institutional strengthening – Institutional frameworks, including policies/legislation as well as local organizational capacities, strengthened to better enable and support evidence-based decision making, adaptation action and ensure social and ecological resilience of marine and coastal systems.

These outcomes are delivered through six Results:

COASTAL RESILIENCE TO CLIMATE CHANGE

1. Programme management structures and mechanisms established and functioning effectively
2. Programme partners and stakeholders mobilized, trained and working together to effectively deliver the Programme
3. Community and District constituencies established to enable effective engagement in improving coastal resilience through sustainable and inclusive land and sea resource use using ecosystem and rights based approaches
4. Community resilience strengthening actions carried out in an inclusive and participatory manner involving men and women and resulting in tangible benefits and positive changes in governance, natural resource management and local level livelihoods
5. Policies, regulatory frameworks and governmental organizations at national, provincial and district level better enabling and supporting coastal community resilience actions
6. Innovative conservation finance mechanisms established to ensure longer term investments in and sustainability of resilience and adaptation action

Since the effective start of Project CRCC it has not undergone any restructuring since then. This Mid-Term Review Report was geared towards promoting project performance improvement, accountability, learning and evidence-based decision making and management. In particular, the review assessed results achieved until the 30th June 2020, in comparison with the performance indicators outlined in the project Monitoring, Evaluation and Learning framework and drawn lessons and recommendations for enhancing project implementation and performance.

The Mid-term Review of Project CRCC determined in an independent, systematic and objective way the relevance, efficiency, effectiveness, impact and sustainability of the expected results of the project. In order to achieve the goal of this consultancy, our team gathered information about the project through desk review of relevant project documents provided by the IUCN, interviewed the main stakeholders of project (IUCN Mozambique staff, IUCN ESARO representatives, Embassy of Sweden in Mozambique representative, RARE staff, Government of Mozambique represented by MIMAIP representatives and Province/District Focal Points) and in addition field work was conducted at as grass root level, by information gathered on the ground by conducting focus groups in the districts of Inhassoro, Dondo and Memba.

This MTR of the CRCC project identified strengths and weaknesses as well as opportunities and risks of the project and developed recommendations for necessary changes in the overall project implementation and orientations by the evaluation of the adequacy and effectiveness of its implementations, delivery of outputs and outcomes of the project to the date.

2. EVALUATION PURPOSE, QUESTIONS AND METHODS

2.1. Evaluation purpose and scope

IUCN commissioned this mid-term review of CRCC project Component 2 to contribute to the understanding of effective development programming for coastal resilience and mangrove management and conservation.

The midterm review is intended to provide indications of overall progress of implementation of CRCC project from the beginning with the aim of promoting improvement in project performance, responsibility, learning and decision-making and evidence-based management. In addition, the mid-term review is intended to provide recommendations that can inform current and future CRCC activities and future programming related to improving coastal resilience.

The specific objectives of the mid-term review are as follows:

1. Evaluate the results achieved up to the date of its realization in comparison to the indicators established in the monitoring of the project, evaluation and learning framework;
2. Draw conclusions and make recommendations to improve project implementation and performance; and
3. Reflect on delays and make suggestions for improved implementation in order to avoid future delays and to ensure that project objectives are achieved.

The primary audience of this mid-term review report is the management of IUCN at headquarters and Eastern and Southern Africa Regional Office (ESARO), Sweden Embassy in Maputo, the Swedish International Development Cooperation Agency (SIDA), implementing partners (MIMAIP and RARE), project steering committee and beneficiaries' communities.

2.2. Evaluation questions

CRCC mid-term review aimed to identify the project's strengths and weaknesses, as well as opportunities and risks, and produce recommendations for any necessary changes to the project's overall outline and orientation, assessing the adequacy and effectiveness of its implementation and presentation of products and results of the project to date.

To this end, the mid-term review focused on **seven evaluation questions and respective sub-questions** (presented below) relating to the mid-term review objectives. Please refer to **Annex II** for a complete list of the evaluation questions and sub-questions sources, data collection methods, indicators and data analysis.

Relevance and Validity of Design and Institutional arrangements
1. To what extent has the project conformed to Sweden's development cooperation strategy for Mozambique; the sustainable development priorities of Mozambique and to the priorities and needs the target beneficiaries/communities?
<ul style="list-style-type: none">• Does the development intervention correspond with the most recent priorities of Sweden's Mozambique county development objective?• Is the solution of a core problem that is important in terms of development policy or a decisive development shortage of Mozambique being tackled by CRCC?

<ul style="list-style-type: none"> • Do CRCC activities correspond to the priorities, the needs and the practical requirements of Mozambique in terms of resilience to climate change? • Was the assistance provided by CRCC in line with the needs, priorities and rights of the affected populations? • Are the implementation structures/ arrangements appropriate for efficient and effective implementation? • What is the progress in mobilizing the project team by hiring staff members or consultants? Is staff hiring or retention a problem? • What is the effectiveness of execution of implementing partnerships?
<p>Effectiveness</p> <p>2. To what extent have the expected outcomes and objectives of the project been achieved thus far?</p>
<ul style="list-style-type: none"> • Will the objectives of the intervention be (most likely) achieved? • To what extent is, the target group reached? • What factors were crucial for the achievement or failure to achieve the project objectives so far? • How effective is the collaboration and coordination between implementing partners and other key stakeholders in contributing to activity objectives? • What do beneficiaries say about the achievements to-date of CRCC? Are they generally positive and proudful about them? Do they think more should have been accomplished by now? • What are the reasons for achievement or no achievement of project objectives?
<p>Efficiency</p> <p>3. Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? To what extent are project- level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation</p>
<ul style="list-style-type: none"> • Were the financial resources and other inputs efficiently used to achieve results? • Is the relationship between input of resources and results achieved appropriate and justifiable? • To what extent have individual resources been used economically? • Are there any alternatives for achieving the same results with less inputs/funds? • What are the key issues affecting the rate of expenditures?
<p>Impact</p> <p>4. Is the project oriented towards achieving the expected impacts? What are the effects of the program, intended or unintended, positive or negative, short term or long term?</p>
<ul style="list-style-type: none"> • Is CRCC on track to achieve its overarching goal of strengthening and restoring the value of coastal marine ecosystem goods and services? If not, what is needed to improve that likelihood? • To what extent were the originally intended, overarching goal realistic? To what extent do they still correspond with the most recent needs?
<p>Sustainability</p> <p>5. To what extent are there financial, institutional, socio-economic, and/or environmental mechanisms for sustaining project results after end of external support?</p>
<ul style="list-style-type: none"> • Will the effectiveness of the development intervention most likely improve or worsen in future? • To what extent is/are the target group(s) capable and prepared to sustain the positive effects of the development intervention without external support in the long term? • To what extent are the implementing partners capable and prepared to maintain the positive effects of the interventions without support in the long term? • To what extent are the target groups and counterparts able to adapt sufficiently to external

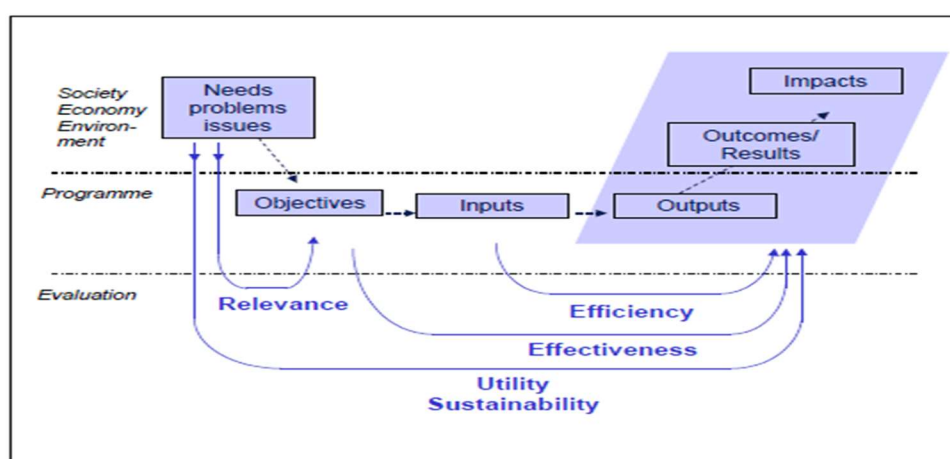
<p>changes and shocks?</p> <ul style="list-style-type: none"> To what extent did the projects/programmes strengthen local ownership and leadership?
<p>Gender mainstreaming</p> <p>6. To what extent was the design and implementation of the intervention gender-responsive? What were the positive or negative effects of the project on gender equality?</p> <ul style="list-style-type: none"> Did CRCC activities incorporate gender mainstreaming promote gender equality and the empowerment of women in population and project activities? To what degree has CRCC achieved female participation and inclusiveness across activities? Do participating women feel they are gaining concrete benefits from the project? What benefits are they excited about?
<p>Challenges and Lessons Learnt</p> <p>7. What was done or worked well and why?</p> <ul style="list-style-type: none"> What went well and why? What could have gone better? What advice could be given if we were to go back to the start of the project? What are the two or three key lessons that can be shared with others? What should we learn from this project a year from now? Are there recommendations to be made with respect to: activity design; implementation strategies or approaches; adaptive management; communication/coordination with partner organizations; technical matters; meeting targets; exit strategy and sustainability; etc. What is working or is likely to work in relation to coastal resilience to climate change? Based on what seems to work, what interventions can you recommend for future project develop? What are the main challenges the project is facing or has faced? How has Covid-19 affected project implementation, project implementing partners, project target beneficiaries etc.

2.3. Approach and Methodology

Approach

The Mid-term review of the CRCC project was based in the model proposed by the Tavistock Institute, transcribed in “The Evaluations of Socio-Economic Development - The Guide” (2003), which specifically focuses on the evaluation of programs and projects was used. The Guide's indications are consistent with the DAC Criteria for Evaluation Development Assistance, documents used by the OECD's Development Co-operation Directorate (DCD-DAC).

This evaluation model used had 4 layers: "beneficiaries", "programming", "monitoring" and "evaluation" (see figure).



The first describes and analyses the socioeconomic context that determines the interventions and the intended effects, at the social, economic, organizational or individual level. The second layer refers to the phasing and programming activities that process products (outputs), results (outcomes) and impacts (outreaches). The third layer addresses the monitoring activities under the responsibility of those who manage the program or project. It contemplates the execution of activities and preparatory tasks for the formulation of the devices and the control of the organization and execution processes. It also contemplates the achievement of the intended goals, ensuring that all moments of evaluation are fulfilled, according to the level of effects previously established. The last layer defines a rationale for a taxonomy of moments, criteria and dimensions of evaluation.

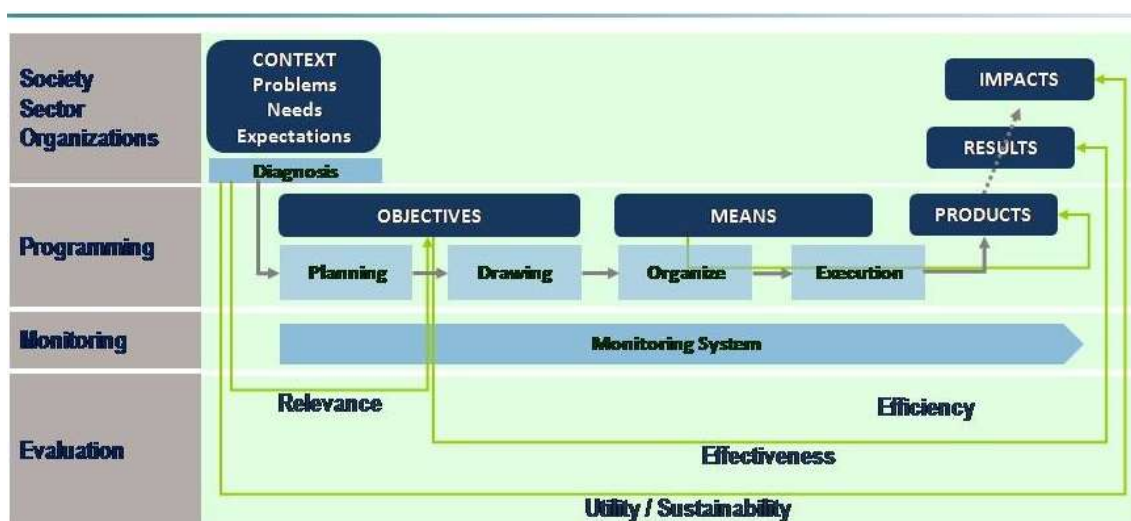
The evaluation of the effects of the execution, according to the model, is made at 3 levels: product (output), result (outcome) and impact (outreach). This differentiation of levels allows an analysis of the effects from a Results Based Management (RBM) perspective.

The analysis at the product level includes the administrative, physical, financial execution of the project, according to a qualitative and quantitative analysis. It integrates the comparative study between the projected and the executed, the achievements achieved, the procedures for ensuring the quality of each achievement and the estimated relationship between an achievement and its contribution to the higher level of analysis (outcome).

The analysis at the level of the result is confirmed with benefits achieved, that is, with the expected results of the projects. The evaluation in this case corresponds to a set of judgments about the process of evolution from a state of departure to a desirable future state. It requires an integrated analysis of the activities developed and the project's management model as an instrument to guarantee its effectiveness.

The purpose of the impact analysis is to discuss the extent to which the results achieved may contribute to more extensive effects, which are also produced by other achievements outside the project being evaluated.

The approach model used, in addition to analyzing the results achieved, analyzed the project in terms of relevance, effectiveness, efficiency and utility / sustainability (DAC criteria):



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- Relevance - refers to the adequacy or alignment of objectives with the initially defined change needs that determined the matrix of the Logical Framework, the Strategic Map or another instrument for systematizing strategic options.
 - Effectiveness - aims to determine if the stated objectives are or have been achieved, what are the successes and difficulties observed and how well the formulation of the expected results and their activities are appropriate.
 - Efficiency - is determined by comparing the products (and hence the results) achieved and the resources mobilized. It is equivalent to the terms “resource saving” or “cost minimization”.
 - Impact - adjusts the impacts obtained by the project in relation to socio-economic needs in a more comprehensive analysis plan, that is, to determine whether the project is capable of ensuring the achievement of the intended impact.
 - Sustainability - aims to determine to what extent the results (and, consequently, the impacts) of the reforms in the sector advocated by the project are durable and produce “leverage” effects promoting subsequent changes and the emergence of development and improvement needs in the areas that motivated the design of the project.

Based on these indicators mentioned above, an analysis was made of the performance of the project with regard to its relevance, effectiveness, efficiency, impact and sustainability.

Methodology

CRCC mid-term review was designed to collect data and information from a broad range of stakeholders and beneficiaries while ensuring independence of the evaluation process, as well as accuracy and completeness of findings, conclusions, and recommendations. The team collected and analysed several types of data, including data from:

- Review of project documents
- Key informant interviews (KII);
- Focus group discussions (FGDs).

Two types of data were collected: primary data (both qualitative and quantitative) collected through KII and FGDs and secondary data (both qualitative and quantitative) compiled through revision of existing documents.

To collect qualitative data, the team conducted meetings and interviews at the national level (Maputo) and local levels (provinces and districts), and FGDs at the community level. To conduct interviews and FGDs, the team used structured but flexible interview and discussion guides, which were designed to ensure consistency across all participants involved.

The main language used to conduct the focus groups was Portuguese. Therefore, there was a need for translation from Portuguese to local language and vice-versa for those participants which were not comfortable in interacting in Portuguese. This role of translation was performed by project focal points. Every effort was made to ensure that translations were accurate, unbiased, and did not influence the respondents’ answers. The translators received guidance on the ethics and importance of reporting back the exact words from each participant. During the FGDs, evaluation team members took copious hand-written notes and later prepared typed summaries for each interview and FGD.

Quantitative data was collected through an extensive desk review of program documents (e.g., AWPB, technical and financial reports, Monitoring, evaluation and learning framework, etc.), including other documents provided by IUCN.

Following data collection, the evaluation team categorized and coded the qualitative responses from the interviews and FGDs. Raw data was compiled and tabulated for content analysis and to facilitate comparison and definition of response patterns between the various respondent groups.

To assess project performance, the evaluation team reviewed the activity-level theory of change and the monitoring, evaluation and learning framework and its targets, and triangulated the reported achievements with the evaluation team's field observations, interviews, FGDs, and questionnaires. This allowed the evaluation team to better assess both progress to-date and the potential for future project performance.

KII were conducted from June 29th to August 13th 2020. The selected approach was using technological platforms selected by the interviewee ranging from Zoom, Skype, Teams and Phone Calls. Every interview was recorded by video, audio or notes in order to ensure consultation whenever needed.

The Focus Group were conducted from July 22nd to July 31st 2020. For FGD the approach selected approach was of physical presence in the districts in the districts of Inhassoro, Dondo and Memba. In Inhassoro the mission met two CCP's of Petane 1 (in the community Petane) and Vuka Litoral (in the community Vuka litoral), also met the CLGRN in the community of Chibo and members of DLAG in the village Inhassoro. In Memba, the mission met with representatives of CCP's Baixo Pinda and Serissa, in the village of Memba. In Dondo, the team met only the CCP Sengo (in the community of Sengo); members of DLAG and PCR at the Chinamicocondo headquarter. The list of people met is presented at the end of this report.

SELECTION PROCESS

The identification and selection of groups and communities to be visited was done by the districts through district focal points and RARE technicians. For that, the Evaluation Team only informed the districts the total number of groups to visit, which was defined in 3, of which one CCP, one DLAG and one of common beneficiaries; the composition, being that each focus group would be composed by a maximum of ten participants among them men, women and youth.

In Dondo and Inhassoro the evaluation team visited the communities receiving project services whereas in Memba, beneficiaries were invited to the village. Different approach was followed in Memba due to long distances separating beneficiary communities.

As to prevent the spread of Covid-19, participants of focus groups were encouraged to follow sanitary rules such as social distancing and use of masks.

2.4. Limitations

It is important to acknowledge some limitations of the methodology used. Recall and response bias are potential limitations for any qualitative data collection effort. To mitigate response bias, the evaluation team rigorously tested the interview guides to ensure that the purpose of the evaluation question was clear and there were no leading questions. Appropriate follow-up questions and the use of secondary data helped the evaluation team mitigate some of the challenges of recall bias.

Additional possible limitations to the data collection methods include, but are not limited to:

- Possible loss of meaning and data richness because of the use of translators: as translation involves interpretation, the message communicated by the respondents in the local language have to be interpreted by the translator and transferred to Portuguese in such a way that the receiver of the message (interviewer) understands what was meant
- Silent participants in focus group discussions which can be due to them being introverts or by presence of more talkative participants that can peer influence the less engaging participants
- Respondents' and evaluators' individual biases due to respondents tendency to answer untruthfully or inaccurately (consciously or unconsciously) questions posed to them as well the distortion of response related to the evaluators questioning respondents during data collection exercise as evaluator's expectations or opinions may interfere with the exercise objectivity;
- Potential error in generalizing findings to other sites not directly visited as per district selection process selected

The evaluation team mitigated the above limitations through:

- Triangulation and validation of information across different data sources;
- Rigorous training and testing of data collection instruments;
- Careful design of data collection instruments to avoid leading;
- Ensuring that all FGD participants have opportunity to speak.

3. MAIN FINDINGS

In the following sections, the key findings, conclusions, and recommendations from the evaluation are presented for each of the 7 evaluation questions.

3.1. SWOT Analysis of CRCC Project

Strengths

- The project fits with both National strategies/priorities of Poverty Reduction, Fisheries, Gender, Coastal Zone Management, and Environment & Biodiversity and with strategies/priorities recently developed in the framework of Mozambique's Climate Change agenda
- The conditions for the project smooth operations were established at basis level and all the acquisitions of equipment planned were undertaken
- All technical staff of the project is familiarized with national and international agendas and policies on the effects of climate change
- Existence of some basic information about the environment, relevant ecological values, stage of conservation and resilience on the all project sites

Weaknesses

- Partnership / project implementation agreements not yet fully effective
- Collection of basic socioeconomic aspects and identification of community behaviours that constitute challenges for the implementation of the program and the sustainability of the future co-management of natural resources does not conclude
- Communication strategy not implemented
- Lack of institutional, legal and political analysis to develop recommendations for future governmental actions to better empower coastal resilience at community level
- Develop a pilot PES for sustainable commodities in exchange for money or catering services
- Insufficient degree of protection of terrestrial areas, not integrated into the National Protected Areas System, even with the presence of relevant ecological values and ecologically sensitive marine ecosystems

Opportunities

- Development and enhancement of the natural values present in the coastal strip of influence of the CRCC Project through activities of resilience to climate change
- Promotion of agricultural activities with reduced environmental impacts, such as organic agriculture and integrated production

-relevant contribution of the project to Mozambican co-management and environmental management policies

- Promotion of nature-based ventures to provide coastal communities, especially women, with alternative livelihoods and increased resilience at the local level

- Ensure regular support for members of the local community to restore critical land and marine landscapes through the involvement of district governments

Threats

- Lack of understanding by project beneficiaries about the extent to which the subproject is profitable, what is the minimum level of operation, what is the payback period

- Need to legalize beneficiary groups and publicize their role so that communities recognize them

- The basic level of literacy of leaders and often the lack of official identification documents is a risk to the sustainability of community subprojects

- Increased negative effects of climate change on coastal ecosystems and their services causing increased human pressure on fishing and agriculture

3.2. Progress towards meeting program objectives

CRCC activities so far carried out are, in general, slightly delayed, but efforts are evidently being made to the attainment of project's objectives. However, it should be noted that the delay that occurred in the effective start of the project, as well as the occurrence of unexpected climatic and social events outside the control of the project, caused changes in the speed of implementation of the activities.

Below, we present by project outputs, a review of the activities being implemented under each CRCC components, including an analysis on their progress in attaining project objectives.

Result 1: Programme management structures and mechanisms established and functioning effectively

Although there were some delays in the beginning of project implementation, this output has progressed significantly.

In terms of project management structures, all planned staff envisaged to be recruited by project partners for effective implementation of CRCC were recruited. The conditions for the project smooth operations were also set as all the acquisitions of equipment planned were undertaken. Despite these achievements, it was noted that these did not all occur when expected and as smoothly as planned. The constraints verified on the process included:

- Hiring and integration of essential staff to provide direct and effective technical assistance in project implementation areas was late and gradual. For instance, the RARE Implementation Program Director only joined in September 2019 (seventh quarter of project implementation); the program implementation managers (PIMs) for Memba joined in November 2018, the same time period as for Dondo, while for Inhassoro only joined in January 2020; MIMAIP finished the recruitment of the Policy officer only on the eighth quarter of project implementation.

- In terms of office spaces establishment in areas of project implementation, there is still a need for clarification and consensus on where there shall be located and what can be shared with local institutions to allow them to become functional.
 - For instance, in Memba district, the technician is based in Nacala, but the office that should have been shared with IIP is no longer available despite the fact that RARE has incurred in expenses for rehabilitation and purchase of furniture. In Dondo district, SDAE provided office space but in precarious working condition. The solution to this was to place the manager in Beira, at Provincial Directorate of Fisheries; In Inhassoro district the office sharing space (SDAE) needs some rehabilitation. The analysis and respective approval of the office's rehabilitation budget has yet to be completed, with a view to making it suitable for the good work of the technical staff.

On the other hand, conditions were created for information analysis and regular technical coordination with partners to review the project's performance, including monitoring the implementation of the work plan, sharing methodologies, challenges and lessons, among others, to accelerate the implementation of the activity and consequently contribute positively to the achievement of the project's macro objectives. Thus, it was agreed that there would be more regular (quarterly) meetings between partners to share the activity plan and other information, a fact that now allows for better coordination and monitoring of everyone's activities.

The effective delivery of project services started in the first quarter of 2020, with the approval of sub-projects financing prepared by communities with technical support from the Project focal points and RARE technicians. Overall, in Inhassoro district there are nine sub-projects approved and under implementation. These subprojects benefit five groups. In Memba district, CRCC has financed seven sub-projects on conservation agriculture, conservation of coral reef, conservation of fish, ice factory, mangrove restoration, apiculture and fishing and conservation of octopus. In Dondo district, the project has already financed two sub-projects of mangrove restoration: one for marine supervision, one on apiculture and two on open-sea fishing. The apiculture and the open-sea fishing projects are approved but not yet delivered.

Regarding project partners annual meetings with the objective to review and reflect on the progress and performance of the activities, two meeting were held: one that covered the activities covering the period from December 2017 to December 2018 and the second in January 2020, which reviewed the activities carried out in 2019.

The table below summarizes the current situation of all activities planned for result 1.

Activities (December 2017- June 2020)	Responsible Partner	Actual Status	Remarks
Establish and effectively manage the Programme Management Team (PMT)	IUCN	Achieved	There was some delays, but the team was completed in the beginning of 2020 and is working
Procure and maintain Programme equipment and supplies	IUCN	Achieved	Equipment acquired; materials for community

			projects also acquired and handed to the beneficiaries
Maintain partnership agreements and relationships	IUCN	Achieved	17 CBOs partnerships, community subprojects in progress
Conduct regular CRCC team meetings for progress updates	IUCN	Achieved	in 2020 first virtual meeting held
Convene annual partnership meeting to review and reflect on progress and performance	IUCN	Achieved	2020 meeting held in January; concerns raised for some RARE (MA+R) and MIMAIP (REPMAR) activities
Regularly report on programme progress and performance	IUCN	Achieved	Planned reports were made; 2019 annual report finalized and submitted, as well as 2020 half year report
Conduct site level programme operations monitoring and evaluation missions	IUCN	Achieved	Visits to the implementation sites have been done; it was important to recommend the way forward after cyclones Idai and Kenneth
Conduct Technical Evaluations and Financial Monitoring (including financial audits)	IUCN	Achieved	Site visits are being held regularly; 2019 audit finalized
Convene Biannual meetings to discuss project progress and performance, lessons emerging	MIMAIP	Achieved	Held in 2018 and 2019; meetings for 2020 are being prepared

In general, some activities in this component suffered some delays, mainly in the mobilization of personnel by RARE and MIMAIP, a fact that had later implications in carrying out the field activities of other components. However, little by little most of the activities planned for the period under analysis ended up being achieved, mainly the regular meetings among the partners and the technical evaluations and financial monitoring.

Result 2: Project partners and stakeholders mobilized, trained and working together to effectively deliver the programme

Although the partnership was agreed, there were delays by certain partners in mobilizing their resources for the timely start of activities. This was the case of RARE and MIMAIP, which had considerable delays in having the entire necessary team ready and prepared to carry out the activities. After that, the activities of this component started to be better directed. However, it is necessary to recognize that not everything was working effectively with all programme partners due to their own constraint, slowing down some activities. Maybe it is necessary to find out if the conditions initially discussed are maintained or if there are any changes that may weaken the partnership.

CRCC conducted, in a participatory consultative manner, a detailed assessment of training needs that involved project stakeholders at central, provincial and district levels, including civil society organizations and academia. During the assessment, the project explored stakeholder knowledge and skill levels in relation to the CRCC's thematic components and cross-cutting issues. During the assessment, the project explored those stakeholder's knowledge and skill levels in relation to CRCC thematic components and crosscutting issues. Because of the assessment, the following areas were identified as the main areas to focus the training on:

1. Climate change and vulnerability;
2. Ecosystem management and restoration: *Training of trainers conducted (2020)*
3. Integrated coastal zone management;
4. Fisheries management;
5. Gender mainstreaming: *Training guide produced;*
6. Community based natural resources conservation and management: *two community training conducted (Memba and Dondo) to local Community Based Organizations (2020)*
7. Conservation finance: *Training of trainers realized with focus on Community Environmental Conservation fund (2020)*
8. Governance and awareness rising (pride campaigns & social marketing): *conducted two trainings on governance (2020)*

A training plan was developed based on the needs assessed but was not only limited to the identified gaps. Additionally, a vocational module "Introduction of Climate Resilience to Fishing", photographic guide for the restoration of mangroves for the teaching of biology, ecology and hydrology of the mangroves was developed. In parallel, Gender Responsible Monitoring and Evaluation Framework was also implemented on the CRCC Program, which supported a better understanding of the relevance of the actions, taking into account the indicators previously defined in the CRCC Project.

On the side of beneficiaries, although they are aware of the protection of marine and land resources, they still do not have solid knowledge about climate change and how it affects their livelihoods. As an example, during the focus groups, it was noted that the project has not yet offered any comprehensive training on the impacts of climate change on the fishery sector as well as the strategies to face and/or adapt to climate change. In addition, from the information collected on the field, the evaluation team realized that the beneficiaries of the project had not been trained yet on how to face devastating shocks similar to Cyclones *Idai* and *Kenneth*, which recently hit the districts of Dondo and Memba. Additionally, the evaluation team found out during data collection that despite fishing being a high-risk activity, the coastal communities do not have access to any weather forecast services that would give them information for decision-making in regards to their fishery activity.

The following table details in a summarized way, the status of this output:

Activities (December 2017 – June 2020)	Responsible Partner	Actual Status	Remarks
Develop and implement a capacity building programme for all core programme partners	IUCN	Achieved	Defined main training areas and tools to be adjusted to the project
Train provincial and district level staff as well as other local CBOs to be involved in Programme implementation in key methodologies and principles	IUCN	Achieved	6 training conducted in 2020 (2 for trainers, 2 for CBOs, 2 for communities) however trainings are still needed to the

			beneficiaries (climate change and vulnerability)
Provide technical support to and share training materials with the Fishing School to strengthen their curriculum with regards to climate resilience	RARE&MIMAIP	Partially achieved	Discussions in progress to finalize part of the material; Fishing School without Director is a setback

In general, the activities of this result were fulfilled, with emphasis on the training of coaches in various areas of knowledge that were identified as priorities for the project. However, an activity has yet to be carried out, namely technical support to the fishing school

Officers from core CRCC implementing partners including central level & provincial level officers were trained in Climate change and vulnerability assessment; Ecosystem management and restoration; Gender approach; Fisheries management, Governance and Policy; Ecosystem approach to Fisheries; concept of fish forever; Territorial Use Rights for Fishery (TURF) + Reserves; and Pride campaign.

Result 3: Community and district constituencies established to enable effective engagement in improving coastal resilience through sustainable and inclusive land and sea resource use using ecosystem and rights-based approaches

Evidence from focus groups discussion shows that established Fishing Community Council (CCPs) have mastery of their areas of activities. However, it was note that there is lack of a legal framework to support their operation. Legally, CCP's cannot charge any breaker of norms for protection of marine resources. Therefore, there is a lack of clarity about how CCPs should manage the problems of unsustainable use of resources. In this domain, CRCC could contribute to the legalization of CCP's and ensure that their actions are legally recognized and hence lend them a more proactive role in implementing measures for the preservation of resources.

In Inhassoro and Memba district, the activities of collection of basic socioeconomic and identification of community behaviors that constitute challenges for the implementation of the program and the sustainability of the future co-management of natural resources were initiated but not concluded. The completion of these activities is important as they will inform the design of a project communication strategy and plan, and will also provide useful information for planning the management of coastal and fishery resources, stakeholder engagement plans, pride campaigns.

The Pride campaign approach as the implementation of training activities for local champions as proposed by RARE has not yet started in any of the communities. Considering that the world is going through an atypical period characterized by the Covid-19 pandemic and the proposed time to build the capacity of a champion versus the time remaining to project closure in December 2021, the evaluation team proposes to cancel this intervention. This proposal is made considering that there will not be enough time to consolidate the approach. However, if this activity is canceled, it will have a negative impact on the project, since it would promote the adoption of fisheries management regimes through the implementation of awareness and mobilization programs. Pride campaigns apply the principles of social marketing that aims to influence the behavior of individuals and communities, to generate greater social good. It seeks to apply commercial marketing lessons to achieve social goals, which is fundamental in bringing behavioral changes and obtaining conservation results. In this way, the failure to carry out this activity will influence to some extent the results that the project proposed to achieve, so it was important to see the possibility of extending the project so that it could be carried out.

District levels advisory groups (DLAG's), the new organizational structure proposed and established under the project were created to serve as the entry points for selection of priority communities to be engaged in the implementation of the Project, with emphasis on the Community Resource Use and Resilience Action Plans (CRuRAPs) as well as the monitoring of the implementation. Six DLAGS were established, one in Inhassoro (with seven members), one in Dondo (with 12 members) and four in Memba (with seven members each) and all DLAGs were established only in 2019. During field visits, the evaluation team found representatives of the DLAGs in all three districts visited. On the beneficiaries side, it was seen that there is clarity among them on what the objectives of the DLAGs even though it was found that they think that these groups are not working well. In addition, it was noted that different approaches are being used in each district in regards to DLAGs operations.

From the field visits, it was concluded that the DLAGs are not playing their role as expected, especially in the districts of Dondo and Inhassoro. In the latter district, DLAG members claimed that they met only once, when the DLAG was created. The group was never consulted about subprojects. Although CRCC has preliminary guidelines for DLAGs, it was noted that all DLAGs do not have internal statutes and leadership structures. This is a gap, since the guidelines are general and must be operationalized by means of an internal statute. In this context, it is recommended that the project should review and harmonize the operationalization of the DLAGs guidelines.

Below, the evaluation team proposes other activities that CRCC could make more efforts for its effective realization:

- Communication strategy implemented using various methods;
- Conducting pride campaigns and Fish Forever and ICM courses aimed at the community in general, including the private sector, NGOs and Government;
- Train DLAGs in risk and mitigation monitoring and management.

The following table details in a summarized way, the status of this output:

Activities (December 2017 – June 2020)	Responsible Partner	Actual Status	Remarks
Communications strategy implemented using multiple methods (e.g. radio, CCP/Community Group meetings, short movies via CDs, church/mosques/MSM/Participatory video etc.)	RARE	Partially achieved	Working on it; some communication material produced; CRCC project and activities needs more publicity and visibility
Deliver Pride Campaigns and Fish Forever and ICM courses targeting the wider community, including private sector, NGOs and Government	RARE	Not done	Material produced; launching postponed
Conduct knowledge network workshops bridging communities on resource management, climate change and livelihoods	RARE	Achieved	Women participation were ensured through separated focus groups in some sessions
Work with Provincial and District technical teams to establish DLAGs	RARE	Achieved	DLAGS established in all project's districts

Conduct a situation analysis using existing literature and a spatial mapping with available Data	IUCN	Achieved	Conservation status situation of the ecosystem were identified
Train DLAGs in monitoring and risk management and mitigation	IUCN	Not done	Postponed due to Covid 19; crucial activity for collaborative decision-making, monitoring and learning between communities, districts and provinces
Provide support to the convening of DLAGs at least once a quarter to review, monitor and reflect on progress of CRuRAP implementation as well as manage and mitigate risks as necessary	RARE	Achieved	Various meetings held in implementing districts
Provide continuous technical support and guidance to ensure effective functioning of DLAGs	RARE	Achieved	Support continues to be provided regularly

This result, during the period under analysis, had a large part of the activities carried out, although some were not fully accomplished. Such are the cases of the pride campaign, which, although prepared, was not possible due to the emergence of the pandemic of the Covid 19, which does not allow the gathering of people. DLAGs were established, but they still need to harmonize their procedures and effectively engage in risk monitoring and management.

Thus, for the case of pride campaigns, it is recommended, if possible, to extend the project so that it can be implemented; in the case of DLAGs, there is a need to harmonize its approach to ensure its operationalization.

Result 4: Community resilience strengthening actions carried out in an inclusive and participatory manner involving men and women and resulting in tangible benefits and positive changes in governance, natural resource management and local level livelihoods

One of the CRCC's focuses is to improve the health of coastal and marine ecosystems, supporting the local government to work better with local communities in ecosystem management and restoration efforts. In line with this, the project organized two community training workshops, one in Dondo (focusing on mangrove restoration) and another in Inhassoro (focusing on coastal dune restoration), having obtained good results.

It should be noted that the project has been successful in the production of red mangrove seedlings in Dondo. However, to further improve it is important to establish partnerships with NGOs involved in the same activity in order to harmonize the intervention approach and thus minimize seed loss. It was noticed that NGOs are promoting inadequate techniques for producing seedlings in the same area of the project, so it was good to provide training to improve their techniques and avoid loss of seedlings.

Considering the design of the CRCC project, support is expected in the restoration of about 3000 ha of critical terrestrial landscapes (including mangroves, sand dunes and coastal forests) and 300 km² of seascapes (including coral reefs and seagrasses). Considering the stage of implementation of most of the subprojects that work on this and the challenges of having enough seedlings, the forecast is that by December 2021 the established goals will not be achieved. In case there is no possibility of extending the project, the suggestion would be to promote this activity to neighboring communities / districts, if budget is sufficient. In any case, there must be an effort to fully implement this activity, which is quite important because it responds to one of the main goals of the project, which is to ensure the restoration of the coastal ecosystem by local communities.

The intervention to protect and recover mangroves and other natural resources is one of the subprojects that would be considered an obligation under the CRCC. By promoting the restoration of mangroves and the protection of other natural resources, the CRCC is contributing to building the medium to long-term climate resilience of marine and terrestrial production systems, in addition to contributing to climate mitigation by reducing emissions. Therefore, it is recommended that the project monitor and report the restored mangrove area and possibly estimate the contribution made to the carbon sink.

An important note, which took place during this work, was the national television coverage of the restoration/replacement work on the mangrove that is being carried out in Inhassoro by the project. This shows the importance that the activity has and the recognition for what the project is doing in this activity.

With regard to gender, it is commendable that the project has achieved a good representation of women, in the order of 50%, with emphasis on some subprojects such as conservation agriculture, allocation of bicycles to monitor the conservation of natural resources.

One of the main elements of gender mainstreaming is economic empowerment. Based on what was collected from the focus groups, women participating in the CCP have a responsibility to market the fish. This is a step forward for women's economic empowerment. Therefore, it is recommended that these women be trained in matters of business administration, basic accounting and market relations.

During the focus group discussions, it was reported that women participate equally with men in the project activities, an example of mangrove and natural resource inspection, erosion protection activities, among others. In Inhassoro, CCP Vuka Litoral, it was reported that women are more active than men and pay quotas regularly.

However, the concern is with the quality of their participation. In none of the focus groups were women able to explain about the benefits they are gaining from participating in the project activities or what their views were. The lack of confidence in expresses themselves yet, probably was the main cause of this. Therefore, the evaluation team recommends that the Project place more emphasis on gender-related issues.

As noted, the project has several subprojects to be implemented in the communities. Some of the subprojects include civil works for the construction of buildings. According to the procedures, the civil works are not expected to be paid for by the project, and the beneficiaries are responsible for that. Most of them are subprojects related to fish conservation.

It was noted that the beneficiaries started the construction process with their own financing. This is commendable, considering that the beneficiary's contribution is among the obligations that lead to the sustainable use of subprojects. Despite this, it was found that there is a lack of details of subprojects or executive project (drawings, cost estimate and business plan). This is risky, considering that the beneficiaries of the project would have to understand to what extent the subproject is profitable, what is the minimum level of operation, what is the payback period. There is a need for urgent training for

the beneficiaries of subprojects in matters related to business management, so that they can understand the extent to which the subproject is viable.

Although the process of building infrastructure has already started, it is still lagged when compared to the global implementation of the subprojects. The equipment (e.g. ice maker; freezers) was purchased, delivered to the districts and awaiting its installation. The delay is due to the beneficiaries' lack of contribution. Again, here is an example of the importance of costing the subproject, because each beneficiary would know how much he should contribute to the subproject. The low pace of construction is expected to affect the final assessment of the project because it will be difficult to learn lessons and assess the impact of such a subproject until December 2021. To overcome this delay, the project could consider co-financing the acquisition of material (as has been done with the shade nets for the production of casuarina seedlings) and assign the responsibility for construction to the beneficiaries.

Another issue to consider is the lack of subproject design in the perspective of analyzing buildings' resilience against cyclones, for example. It was noticed that the buildings are made with blocks 10cm wide, which is not recommended for construction. For future similar subprojects, it would be nice to have a standard design and a certified executive design for resilience.

On the other hand, land tenure aspects must be taken into account. Subprojects are being implemented in areas of CCPs. This is good considering that in the future there may be conflicts over land ownership. However, there is a need to ensure that all CCPs have rights for land use (DUATs) from the locations where the subprojects are being implemented as a way to preserve them.

Activities (December 2017 – June 2020)	Responsible Partner	Actual Status	Remarks
Conduct an assessment to establish levels of community knowledge & views on key areas (policy & regulatory framework; climate change & resilience; ecosystem values and management; gender and rights-based approaches; management of community groups and finances)	RARE	Partially Done	Assessment of community needs conducted;
Develop gender sensitive training modules and tools, guided by the Programme Toolkit & capacity needs assessments	RARE	Done	Gender equality training guide produced
Delivery of training modules to target communities, in collaboration with local authorities	RARE	Partially Done	Trainings planned for 2020 postponed
Convene participatory planning and barrier removal workshops to facilitate the development of CRuRAPS	RARE	Partially Done	CRuRAPS developed in all project sites; focus now on measures to address identified problems

Support communities in documenting CRuRAPs for submission to DLAGs for review and approval of sub-grants to facilitate implementation	RARE	Done	Community Grants Operational Manual developed
Men and women supported to develop and implement action plans for the improvement of group governance and leadership	RARE	Done	7 CBOs supported to be legalized
Land use (including mangroves) participatory zoning approaches deployed for communities (working with adjacent communities as necessary)	RARE	Partially done	Mangrove assessment and mapping for Dondo and nearby districts finalized
Drawing upon the TURF Reserve approach, conduct boundary verification to assess and determine existing CCP boundaries vis a vis scope for optimal ecosystem recovery and identify potential conflicts with other resource users/CCP groups etc.	RARE	Done	Locations are being re-evaluated and 7 places are being proposed
Demarcate boundaries depending on site specific needs	RARE	Not Done	Waiting for Sea Fishery Regulation to be approved
Facilitate strengthening of collaboration and engagement between community governance structures, District and Provincial Governments	RARE	Not Done	N/A
Provide training and technical support on specific alternative livelihood interventions to men and women	RARE	Not Done	Trainings planned but postponed due to Covid 19 restrictions
Support men and women in the development of business plans for livelihood Interventions	RARE	Not Done	Data still need to be collectec
Support men and women in the management and use of sub-grants for alternative livelihoods (procurement of inputs, budget management etc.)	RARE	Partially Done	Payments for inputs beekeeping and fishing boats
Provide training and technical support on specific ecosystem management and restoration interventions to men and women	IUCN	Partially Done	Training of trainers conducted
Men and women supported to develop ecosystem restoration and management activity plans	IUCN	Partially Done	Mangrove restoration subprojects
Support men and women in the management and use of sub-grants for ecosystem restoration and management	IUCN	Done	Community projects underway

			(seedlings production and mangrove restoration)
Develop an action learning programme to enable communities to learn, adaptively manage, and to assist in monitoring and protection	IUCN & RARE	Done	Action learning developed;
Provide training and support to local communities to monitor/protect, learn and adaptively manage	IUCN & RARE	Not Done	training will commence after the restrictions due to Covid 19
Conduct remote Sensing and Change Detection M&E for Land and Sea habitats in Target Districts (as well as adjacent districts as applicable)	IUCN	Done	Coastal and marine ecosystems assessment done through remote sensing
Provide technical support to communities during community meetings to discuss monitoring findings and agree on adaptive management measures	IUCN & RARE	Done	

Resumo dos outcome indicators

Result 5: Policies, regulatory frameworks and governmental organizations at national, provincial and district level better enabling and supporting coastal community resilience action

As for this result, under the leadership of MIMAIP, the CRCC has made little progress, having only undertaken a review of policies and regulatory structures at national, provincial and district levels and as a product, a number of legal instruments have already been researched and selected to legislation that needs to be revised, as is the case of fisheries policy and having at this moment already developed Terms of Reference for the formulation of the conservation policy for coastal and marine ecosystems and planning for their start-up has started revisions to the General Regulation on Maritime Fisheries (REPMAR) would be presented to the Council of Ministers, who in turn would approve those revisions by the end of April. This is a critical step in the pathway towards the legalization and zonation of managed areas and reserves (MA+R).

Therefore, although many of the activities have not been carried out due to the situation of COVID-19, there is a need to make alternative efforts to carry them out in order to speed up institutional, legal and policy analyzes and develop recommendations for government actions to better empower coastal resilience and adaptation at the community level through ecosystem-based approaches.

Activities (December 2017- June 2020)	Responsible Partner	Actual Status	Remarks
Conduct institutional, legal and policy reviews and develop recommendations for further government	MIMAIP	Not Done	Legislation to be reviewed were

action on better enabling enable community level coastal resilience and adaptation through ecosystem and rights-based approaches			selected, needs approval by MIMAIP; Note: REPMAR approved during this review
High level decision makers (at all levels) convened and outcomes and recommendations from institutional analysis presented and a road map to better enable coastal community resilience and adaptive action	MIMAIP	Not Done	Activity delayed due to Covid 19
Convene stakeholders' meetings at Provincial and National levels to discuss key findings and outcomes of policy review	MIMAIP	Not Done	Activity delayed due to Covid 19
Carry out research to establish the evidence and 'build the case' around the significance of coastal resilience and ecosystem and rights-based approaches to national level sustainable development	MIMAIP	Not Done	Topics for research identified for each project site

For this result, most of the outputs were not yet achieved, although it is necessary to take into account that some outputs are to be achieved in the coming years

Result 6: Innovative conservation finance mechanisms established to ensure longer-term investments and sustainability of resilience and adaptation action

A report on market opportunities for fishing with conservation impacts has been produced based on different experiences across the country, in the region, as well as globally. It approved the Community Environment Conservation Fund (CECF) as a conservation financing mechanism to be implemented in support of the long-term sustainability of the community's resilience and adaptive actions.

In addition, an analysis was also carried out to understand the connections and find ways to update the subproject value chain while supporting and developing innovative nature-based companies, with a special focus on developing young people and women's business skills to successfully manage companies and diversify livelihoods on the coast under CRuRAPS.

Regarding to the sustainability of the actions of resilience and adaptation of the various interventions, it requires that the beneficiary groups are legalized and their role disclosed so that the communities recognize them. In the case of DLAGs, there is a need to develop guidelines on how they are related to subproject beneficiary groups and an action plan on how DLAGs can generate revenue to cover their operating expenses. The fact that DLAG's are made up of community members who participate in disaster risk committees, heads of localities this represents a potential for the sustainability of these consultation groups. However, the main drawback for sustainability of these groups lies in the fact that communities are not aware about their roles and attributions. This is because on the one hand, at the level of the CCP's there is a lack of clarity about the role of DLAG's in the supervision of sub-projects. A fact that is exacerbated by the lack of internal by-laws. On the other hand, there is a lack of clarity on how DLAG's will obtain the resources to perform their supervisory role, considering for example the mobility from one community to another. Basically, the project does not foresee interventions for

revenue generation for the functioning of DLAG's. In this context, it is recommended that the attributions of DLAGs are further disclosed and that action plans are designed with focus to the relationship with CCP's and how members of the DLAG's should finance small expenses such as travel costs to communities.

With the field visit, it was found that savings and revolving credits (PCRs) are particularly important because they allow access to financial services (savings and credit) for low-income fishing communities. Mainly, PCR participants use savings to renovate their boats, purchase engines and other investments along the fishing value chain. Some participants in Inhassoro claimed that they use PCR credit to buy diesel pumps and inputs for agricultural purposes in order to diversify their livelihoods, as fisheries productivity is steadily decreasing. However, it was observed that none of the PCRs is linked to formal financial institutions. This results from the fact that CCPs, as an umbrella for PCRs, are not legalized. Without a formal link with formal financial institutions, there is a risk that participants will lose their savings and the amount collected monthly due to adverse factors, such as theft, death of the person who keeps the money, etc.

Thus, taking into account that the introduction of the conservation finance mechanism will be tested soon, it is necessary to clarify the need for the legalization of the institutions to be created or used to manage the Community Environment Conservation Finance (CECF).

Activities (December 2017 – June 2020)	Responsible Partner	Actual Staus	Remarks
Conduct Market and value chain analysis to identify viable alternative nature-based enterprises (drawing on experiences across the country, in the region as well as globally)	IUCN & RARE	Done	Fishing value chain report finalized and shared with partners and DLAGs
Conduct a survey and assessment of ongoing relevant programmes supporting alternative livelihoods to identify potential partnerships as well as lessons learnt to inform CRURAPs	IUCN & RARE	Done	A survey and assessment of relevant ongoing programmes have been finalized; programmes for potential partnership were identified
Share outcomes of assessments with stakeholders at Provincial, District and Community levels through stakeholder workshops	IUCN & RARE	Done	Workshop to share value chain analysis held
Convene training and information sharing workshops for Provincial/District Technical teams and DLAG representatives to enable them to support and guide men and women in the identification of alternative livelihood initiatives during development of CRURAPs	IUCN & RARE	Done	Training for technical staff and engagement of communities' members and DLAGS for development of business ideas
Facilitate the establishment of partnerships between CRCC and relevant programmes in target District to enable synergies and collaboration	MIMAIP & RARE	Done	Communities under other projects excluded from CRCC to avoid duplication of activities
Develop a pilot PES for sustainable commodities in return for cash or restoration/monitoring services	IUCN	Not Done	To be initiated

3.3. Validation of design, approaches and assumptions

The project uses a partnership-based approach that builds knowledge, supports action on the ground and enhances governance and policy processes geared towards improving socio-ecological resilience of coastal system in Mozambique. The design remains valid, although the deliveries and performance of the partners was not what was expected at the beginning. Probably, in view of this, some activities could be readjusted, redefined or outsourced, in order to be successfully concluded

Regarding to the assumptions underpinning the design of the project, most of them remain, but some have not been verified and others have not been maintained. The following table summarizes the assumptions and indicates the current situation

Description	Assumptions	Actual Situation	Remarks
Programme Goal	Economic and political stability is maintained throughout the life of the Programme	Remains	Economic and political stability did not change
	The impacts of climate variability and natural disasters does not unduly affect Programme success	Changed	There were changes since the beginning of the project: Two cyclones affected heavily the project area; Covid 19 pandemic delays most of the activities of 1 st semester 2020
	Population pressures, migration levels do not increase significantly so as to negate the effectiveness of Programme activities in reducing unsustainable use of natural resources	Remains	No evidence of anything in contrary
	Government willing to increase space and support for community level natural resource governance (including regulation and enforcement)	Remains	There is still a lot of support from the Government
Result 1	All partners, including RARE, National, Provincial and Local Governments and IUCN make decisions in a timely manner and effectively and efficiently work together to deliver the Programme as planned	Remains	It is happening continuously, although there is a delay on the part of the Government, explained by the structural change that occurred
Result 2	Commitment and political will of all parties including Central, Provincial and Local	Remains	Regular meetings among parties confirm the commitment

	Government partners and local communities for project approach and concepts		
Result 3	Commitment and political will of all parties including Central, Provincial and Local Government partners and local communities for project approach and concepts;	Remains	Regular meetings among all parties confirm the commitment and willingness
	Timely and efficient release of funding to local communities by provincial governments	Remains	No problems have been raised by local communities related on funding
Result 4	Benefits of alternative livelihood activities and livelihood benefits arising from ecosystem management actions are sufficient to reduce levels of unsustainable practices;	Early to conclude considering that implementation of livelihoods interventions was delayed, stating only in December/January 2020.	
	Men, women and traditional leaders are supportive of Programme approaches and actively engage in activities	Remains	All are engaged in project activities
	Men, women and traditional leaders are supportive of and do not hinder/constrain the equal involvement of women in Programme activities	Progressing	Women involvement is gradually accepted
	Strong community leadership allows for capacity building and awareness raising to translate into community-led replication activities (adoption/uptake)	Remains	Trainings and knowledge sharing are ongoing
Result 5	Commitment and political will of all parties including Central, Provincial and Local Government partners and local communities for project approach and concepts	Remains	Regular meetings among parties confirm the commitment
Result 6	Enabling environment for the private sector engagement is sufficiently strong and provides adequate incentives for investments in conservation finance	Not yet	
	Economy and markets are sufficiently robust to accommodate and support	Early to conclude	

	innovative nature-based enterprises identified		
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Was it really necessary for a third partner, in addition to IUCN and the Government, to implement this project? From the analysis made and taking into account the constraints that RARE was presenting, it is believed that it was not. It should be noted that even with the absence of RARE partners on the ground, activities continued to be implemented at an acceptable pace. Only those activities specifically designed by RARE remained to be done (Pride Campaign)

3.4. Probability of program objectives being achieved and sustained

In accordance with its program document, in general the Project already has its management structure and mechanism established and functioning effectively, through a partnership-based approach, which builds knowledge, supports action on the ground and improves governance and political processes aimed at improving the socio-ecological resilience of coastal systems in Mozambique. It is important to note that all the agreements developed so far with partners, at the 3 project sites, are being implemented, including the partnership with about 17 CBOs to submit community-level projects with activities ranging from livelihood diversification, farm agriculture conservation, conservation and restoration of ecosystems and governance.

However, from the evaluation carried out during the field work with the different groups (CCP's and PCR's) on the Project's effectiveness, efficiency and impact, it appears that its implementation is being negatively affected by several reasons, among them, namely: delay at the launch of the project due to the lack of clarity in the roles and responsibilities of the project partners; identification of offices, natural disasters, including the COVID-19 pandemic that led to the declaration of a state of emergency in Mozambique in March 2020 and ongoing so far, which resulted in the suspension of several activities.

On the other hand, the sustainability of the various interventions requires that the beneficiary groups are legalized and their role made public so that the communities recognize them. The legalization of these associations has proved to be a challenge, as some of the local leaders have only a basic level of literacy and often lack official identification documents. It should also be noted that the joint implementation activities with the government must be co-financed, with a view to ensuring their execution and sustainability.

It should be noted that the Project has been flexible in the subproject financing process, not taking long between the approval period and the financing channel. However, the stage of implementation of the subprojects varies. There are subprojects in the approval phase, some in the acquisition phase, others in the pre-implementation phase and others under implementation. Delays in the implementation of subprojects are expected to affect the impact of the project. Therefore, to ensure the consolidation of the project interventions, it is probably necessary to propose its extension.

3.5. Findings

Relevance and validity of design and institutional arrangements

Evaluation Question 1: To what extent has the project conformed to Sweden's development cooperation strategy for Mozambique; the sustainable development priorities of Mozambique and to the priorities and needs the target beneficiaries/communities?

CRCC is a project with clear relevance, as it is part of the development of national strategies to mitigate the impacts of climate changes that are already happening. The fact that Mozambique has one of the largest coastlines in the world, there is a need to be prepared to have some resilience resulting from

climate change impacts. The project also corresponds to the government's priorities, as around 60% of the population depend on the marine resources, placing great pressure on the resources existing in that area, but also becoming vulnerable to climate risks (heavy rains, cyclones, etc). The project's activities will create the possibility to develop not only ecological resilience (due to climate shocks that the coastal area suffers, there is a need to show the importance of maintaining coastal vegetation, especially mangroves), but also economic (create alternative income rather than fishing only) and social (gender integration in project activities). IUCN also considered that, with this project, lessons can be drawn for use in countries with similar conditions.

For Sweden, this project is relevant because it is part of the support priorities for Mozambique (mitigation of the effects of climate change), in addition to being one of the first projects that is implemented outside the normal system of the Swedish International Development Agency (SIDA), with the ownership of the project being within the country.

This project proved to be very relevant at the time of its conception, as it intended to create conditions for coastal communities to provide themselves with conditions to adjust to climate changes, taking into account that they face and will still have to face extreme weather events. At the mid-term of the project continues to be very relevant, as the extreme events *IDA* and *Kenneth* that happened after the project started only confirmed how important it is, not only for the project areas, but also how can expand the experience gained to other similar areas.

The assistance that is being provided by the project came to support the communities to overcome some difficulties that they had, such as access to water, improvement of agricultural production, equipment for fish conservation.

Effectiveness

Evaluation Question 2: To what extent have the expected outcomes and objectives of the project been achieved thus far?

There are very good indications of the results obtained so far, despite the late start of the project (although the project was approved in December 2017, only in June 2018 was officially launched, and the activities in fact started in August 2018). After that, all conditions were created for the project to be implemented normally. Naturally, this created setbacks, and the goals that should have been reached in 2018 were compromised, as activities that were planned for the beginning of 2018 began to be implemented in the final months of 2018. However, it should be noted that even with this delay, some activities were carried out with a higher speed than expected, such as the mangrove restoration.

The Project has successfully established nurseries in beneficiary communities. The plantation of seedlings has already started in Farol and it will commence soon in Sengo communities, both in Dondo. In this district there are 1742 seedlings ready for plantation. The restoration of mangroves covers two species: *Ceriops tagal* (white mangrove) and *Avicenia marina* (red mangrove).

The project has been successful on the production of seedlings of red mangrove in Dondo. However, for better results it is important that Project establish partnerships with NGO's involved in the same activity as to harmonize the approach of intervention and thus minimize the loss of seed. It was noticed that NGO's are promoting inadequate technics for production of seedlings in the same area where the project is working. As a result, all seedlings withered.

From the design project it is expected that CRCC support the restoration of ~3000Ha of critical terrestrial landscapes (including mangroves, sand dunes and coastal forests) and 300km² seascapes (including coral reefs and seagrass). Considering the stage of implementation of most sub-projects

working on this and the challenges on having enough seedlings, it is predicted that by December 2021, targets set will not have been achieved.

The project works with three partners: Government, IUCN and RARE, with shared responsibilities. Collaboration between partners is working satisfactorily, although at the beginning of the project there were some moments when RARE was not fully fulfilling its role, probably because they did not fully understand its role of technical assistance on the ground, a fact that burdened other partners in carrying out some activities, such as the part related to baseline studies. The integration of RARE's Technical Director for the project (September 2019) was highly praised by IUCN, having been considered a factor that greatly boosted the execution of RARE's activities and improved on the way the existing collaboration. For better technical assistance and monitoring of field activities, RARE has already put implementation managers on the ground and the project has already made the conditions for the work available. However, with the emergence of the Covid 19 pandemic and, taking into account the restrictions imposed by the organization (banning travel to the field), it will certainly be almost impossible to set the pace and complete the activities on time. Thus, there is a great expectation that the activities will be carried out at a more accelerated pace, and the activities that are somewhat delayed will be in time to be completed within the scheduled time. The fact that there are quarterly meetings between partners helps a lot in harmonizing and monitoring each other's activities, as well as overcoming any problems that may eventually arise.

With regard to the relationship between the resources already allocated and the work carried out, taking into account the initial planning, it can be said that the results are not in line, not only due to the delay in the start of the project, but also due to the activities who were delayed by the responsibility of the project partners.

Efficiency

Evaluation Question 3: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? To what extent are project- level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?

If the relationship between the resources used and the results obtained is considered, somehow it can be considered that the project is being efficient, since in general the disbursement was made according to the activities. However, it is necessary to take into account that the project had not only delays in the beginning, but also unpredictable events that made it difficult to carry out some activities and therefore did not allow the use of all the estimated budget. Thus, in 2018, 78% of the estimated budget was used and in 2019, 61% was used.

In general, the use of resources is aligned with the planned activities, a fact justified by the approved financial reports and a satisfactory audit.

Impact

Evaluation Question 4: Is the project oriented towards achieving the expected impacts? What are the effects of the program, intended or unintended, positive or negative, short term or long term?

It is still too early to measure the impacts of the project at this stage. However, the impacts of the project are being very positive so far, as a lot of knowledge has been passed on and support not only to the beneficiaries but also to the government partner. For example, Policies from the fisheries sector have been disseminated in the districts, as in the case of fisheries licensing, and the dissemination of mangrove strategy which is being prepared.

Sustainability

Evaluation Question 5: To what extent are there financial, institutional, socio-economic, and/or environmental mechanisms for sustaining project results after end of external support?

It is one of the objectives of this project for the activities to be sustainable and this is reflected in result 6, related to Conservation Finance. This is a scheme that IUCN brings from other African countries, which consists of savings and revolving credit, but with the integration of conservation activities.

Taking into account the conservation goals, access to funds is subject to restoration proportional to the loan requested. This allows the beneficiaries to be able to use the necessary amount to develop their personal project, at the same time that they will participate in the vegetation restoration activity. In this way, it is thought that the activities will be sustained in a sustainable way, since the fund to be used belongs to the community.

Taking into account the existing experience with savings and revolving credit (PCRs), it is believed that the results will be good. In fact, this will be rehearsed and confirmed during the period of this project, as a whole preparation is being made for a pilot implementation. It was not tested in Memba due to the current restrictions due to the Covid 19 pandemic. Therefore, the foundations for sustainability are being created.

Gender mainstreaming

Evaluation Question 6: To what extent was the design and implementation of the intervention gender-responsive? What were the positive or negative effects of the project on gender equality?

In all activities of the project, the aim is to promote the integration of women, although it is recognized that there are some activities such as fishing that are traditionally carried out by men. Therefore, efforts were made to find activities within the fishing value chain where women could be integrated. This was the case with commercialization, for example, where more and more women began to be integrated into the activity.

During this period of the project, it can be said that the objective of integrating more women into the activities is gradually being achieved, having reached a figure of 53% (from 72 communities members in all three districts) of the participation of women in decision-making bodies created in the activities of this project. Participation is still not fair in all places where the project is implemented, but the average can be considered good so far. It should be noted that the impact of women's participation is being very positive in the grassroots community organizations that were created, in the associations and sub-projects developed.

Planting activities, reforestation and sustainable agriculture are those that are having a lot of participation by women. The fact that the integration of women was done gradually and not as an imposition of the project has been one of the reasons for the success that has been achieved so far.

Challenges and Lessons Learnt:

What was done or worked well and why?

Everything indicates that the project is now well underway, although the pandemic may restrict some movements. However, good communication and coordination between the partners will certainly be a good basis for the smooth running of the project. In fact, the coordination and assembly of the project structure is beginning to have an effect.

Local government agencies are taking on a greater role in this period of Covid 19 due to the fact that field visits have decreased. The districts are continuing their activities; they send monthly activity plans and a budget, which, once approved, start executing the planned activities. The sharing of experience between the districts that takes place on a quarterly basis helped a lot to this sense of local ownership of the project activities.

The main challenges that the project is encountering are related to some important activities that are delayed, with emphasis on:

- Communication strategy: this is an important activity to give visibility to the project and the actions that are being developed. However, it is not flowing very well and there is some discomfort on the part of IUCN that feels that RARE is giving more visibility to its activities within the project and not the overall activities of the project. Therefore, it is an aspect that should be better discussed, dimensioned and harmonized among the partners.
- The establishment of the Community Reserves, which are the responsibility of RARE, is an activity that is beginning to worry because until now no potential area has been selected, and this is one of the important results for the project. RARE is aware of this and has ensured that it will make every effort to ensure that it is carried out more quickly
- The research activities that are planned, which are the responsibility of the Government, have not yet started. This fact is worrying due to the fact that it is already in the middle of the project period and has not yet indicated which area of research will be developed.
- The failure to use existing funds to support the creation and / or elimination of Government Policies is also creating some concern. Policies that the Government should identify as the project has funds to support.
 - the persisting delays in releasing of per-diems and other travel-related funds for central and provincial government staff for co-implementation of project related field activities is eventually impacting a number of planned activities which should be implemented by the government partner
- Management of PIMs could be improved, as it took a long time to put PIMs on the ground. But it is a matter that has been better resolved, although there is one aspect or another to improve, such as the case of having all of them effectively in the implementation sites, but it is a lesson that remains

Impact of COVID-19 Pandemic

From second quarter of 2020, the project implementation of activities was impacted by the COVID-19 pandemic which led to the declared state of emergency in Mozambique on March 14, 2020. With this state of emergency, all planned in-person workshops, trainings, meetings, and face-to-face interactions with communities, staff and partners have been paused. There were partners who, due to their internal policies, did not allow their officers to travel to the field, a fact that obviously had consequences on the pace of some activities and even the interruption of others.

Although community projects have not stopped, activities continue as they are receiving technical assistance on the ground, from district technicians (as the knowledge had already been shared, such as conservation agriculture and mangrove restoration), Covid 19 is impacting the implementation of some activities on the ground, so the project lifespan should be extended to enable consolidation of some sub-projects.

4. CONCLUSIONS & RECOMMENDATIONS

4.1. Conclusions

It can be concluded that, despite some initial delay that at the beginning of the project, either in carrying out some activities as well as the appearance of unexpected climatic and social events, in the middle term the project has shown and overall performance within expectations, if we consider that:

- A large part of the activities planned for the period under analysis were carried out successfully;
- There are activities that are being carried early, before the previewed schedule;
- Some activities are somewhat delayed, but are likely to be completed on time;
- The activities carried out are creating great immediate impact;
- Flow of disbursement of resources goes smoothly.

Regarding the project management and implementation arrangements, the overall project management structure was well designed and each partner role within the project is very clear although there were also aspects that did not go well initially and should be quickly corrected, with an emphasis on location and effective action of PIMs as well as the timely delivery of activity reports by partners, to ensure timely preparation of the project report.

However, it also comes to the conclusion that, the occurrence of unforeseen situations and outside the control of the project, caused the performance of the project to be shaken and relatively delayed, so:

- An analysis of the actual time for carrying out the activities should be considered;
- Adaptation to the restrictions imposed by the Covid-19 pandemic, to be able to perform some activities

The Project has been successful on of promoting initiatives to diversify household income (Conservation agriculture, apiculture and goat production) on the sustainable use of marine resources, protection and restoration of resources.

In context, it is important to continue financing sub-projects such as of the goats production targeting women as to build up their economic empowerment and assistance of vulnerable groups.

4.2. Recommendations

Following the work carried out, the following recommendations are presented:

- Extend the project for at least one year, in order to enable the realization of all activities, probably without increasing of project funds;
- Some delayed activities eventually should be outsourced to be completed on time;
- Extend the activity of mangrove restoration to other areas adjacent to the implementation sites, due to huge impact created by this activity:
 - Considering that the mangrove ecosystem is dynamic and complex and, with interactions that go beyond administrative borders, it is recommended that the mangrove conservation and restoration activity be expanded to the neighbouring districts of the CRCC project, in order to provide a more holistic approach to ecosystem management and conservation intervention. Probably a new nationwide project on mangrove conservation and restoration should be design;
- Urge *RARE* to work more closely and actively with beneficiaries, in order to provide assistance more effectively, as well as accelerate the implementation of activities under its responsibility;
- MIMAIP should try to see how it can accelerate the implementation of activities under its responsibility a little more, which are delayed.
- Speed up the implementation of training in matters of climate change, gender and business management;

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- The sustainability of the various interventions requires that the beneficiary groups are legalized and their role disseminated for the communities to recognize. In the case of DLAGs, there is a need to develop guidelines on how these are related to beneficiary groups of sub-projects and an action plan on how DLAGs can generate revenue to cover small expenses such as travel from one community to another.

ANNEX

ANNEX I: Sources of Information

ANNEX II: Mid-Term Review Evaluation Matrix

ANNEX II: Mid-Term Review Terms of Reference

ANNEX I: Sources of Information

Bibliography of documents reviewed

- Project Proposal
- Project Financing Agreements
- Project annual activities plan
- Project baseline report
- Monitoring, evaluation and learning framework and documentation
- Project activity reports or results produced including strategy documents, toolkits, procedure manuals, etc;
- Quarterly and annual reports, both narrative and financial
- Implementation Partners Agreements
- Minutes of meetings including meetings of project management and implementation teams, meetings of steering committees, etc;
- Audit reports
- Project financier reports
- Studies on the issue of coastal resilience in the context of climate change in developing countries

Stakeholders that participated in the Focus Groups and communities visited

#	Name	Sex	Age Group	Location	Member of	Contact
1	Maurício Machuchuque	M	Adult	SDAE	Focal Point	842711121
2	Nur Rafael	M	Youth	RARE	Technician	850192313
3	Luís Chiu	M	Adult	Petane 1, Inhassoro, Inhambane 21°31'09''S 035°11'39''E	CCP Petane 1	844332051
4	Rafael J. Jonasse	M	Adult			847340529
5	Gidião P. Jeque	M	Adult			848732064
6	Domingos Manuel	M	Adult			840458425
7	Marcos F. Vilanculos	M	Adult			847232880
8	Alexandre Primeiro	M	Elder			840600147
9	Latifa Francisco	F	Youth			844226156
10	Mário F. Sousa	M	Adult			845117260
11	Mariana Zacarias	F	Youth			848622014
12	Xadrique Lazão	M	Adult			844944566
12	Sérgio João Gulube	M	Youth			844143055
14	Pinto Tony	M	Adult			847133111
15	Rafael M. Nguenha	M	Adult	Vuka Litoral, Inhassoro, Inhambane 21°26'43''S 035°08'53''E	CCP Vuka Litoral	S/C
16	Romão Luís	M	Adult			S/C
17	Ricardo L. Chissumbo	M	Adult			846297960
18	Ricardo Chissumbo	M	Elder			S/C
19	Ricardo O. Vilanculo	M	Adult			S/C
20	Ana Salema Moiane	F	Youth			845168535
21	Romana R. Nhamirre	F	Youth			845703351
22	Sérgio B. Vilanculo	M	Adult			845439512
23	Catarina E. Simango	F	Youth	Chibo, Inhassoro, Inhambane 21°24'23''S 035°06'22''E	Beneficiaries	845227579
24	Zaida C. Vilanculos	F	Adult			842930413
25	Cândida P. João	F	Youth			850611242
26	Maria Feleciano	F	Adult			S/C

27	Rita A. Massingue	F	Adult			840455149
28	Nora A. Manjate	F	Adult			S/C
29	Teresa C. Tivane	F	Adult			842285006
30	Evelina J. Vilanculo	F	Adult			S/C
31	Raulina C. Tivane	F	Adult			S/C
32	Albino M. Mafume	M	Youth			855003056
33	António S. Sambane	M	Adult			850634000
34	Inácio P. Mucavel	M	Youth			848640709
35	Adriano B. Chissumbo	M	Elder			S/C
36	Delfina R. Simango	F	Adult			844633911
37	Samuel U. Timbe	M	Elder			S/C
38	Luciano N. Novele	M	Adult			847309986
39	Juliana F. Nhamuho	F	Adult			870142617
40	Ivone M. Malume	F	Youth			847232265
41	Teresa Alfaneite	F	Elder			S/C
42	Gimo Manboche	F	Elder			S/C
43	Fátima Julião	F	Adult			S/C
44	Filomena N. Manga	F	Adult			S/C
45	Teresa F. Palito	F	Adult			847826138
46	Angelina Rafael	F	Youth			850234143
47	Madalena António	F	Adult			840286403
48	João C. Mandigo	M	Adult	Village of Inhassoro	DLAG	846358221
49	Januário Queixo	M	Adult			848377807
50	Silvia R. Sousa	F	Adult			844920161
51	Rosa G. Manuel	F	Adult			842761080
52	Filomena Neves	F	Adult			848080205
53	Agostinho Gabriel	M	Adult	SDAE	Director	875641045
54	Benedita R. Ricardo	F	Adult	SDAE	Focal Point	842877434
55	Jamal Omar Amisse	M	Adult	Village of Memba 14°10'58''S 040°31'41''E	DLAG/CCP	861818648
56	Muapeia Macasse	F	Adult		DLAG	878547293
57	Muiralene Amade	F	Adult		DLAG	877426524
58	Lucas Caniua	M	Adult		DLAG/CCP	866126900
59	Rosalina J. Mussunca	F	Youth		DLAG	869999227
60	Fabião I. Saíde	M	Youth		DLAG	860774048
61	Razaque Assamo	M	Adult		DLAG/CCP	860107977
62	Cristina Buana	F	Youth		DLAG/CCP	864319030
63	Carlos André	M	Adult		DLAG	860632132
64	Razaque António	M	Youth		DLAG	861631371
65	Edmundo Anibal Gimo	M	Adult	RARE	Technician	846613753
66	Domingos M. António	M	Youth	SDAE	Focal point	848648642
67	Jonito Amade	M	Adult	SDAE	Extensionist	865521689
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69	Chico Alberto	M	Adult	Sengo, Savane, Dondo, Sofala 19°34'33''S 035°15'46''E	CCP Sengo	866610559
70	Paulino Abril	M	Adult			876414489
71	Meque Boi Ndongdo	M	Adult			864022568
72	Daniel Buandeze	M	Adult			867499989
73	Daniel Luís	M	Adult			-
74	Rosa Xavier	F	Adult			869346876
75	Bento Segredo	M	Adult			871646267
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80	Carlito Meque	M	Adult			879196594
81	António Pita	M	Adult			864119171
82	Camanguira L. Macua	M	Adult			878567479
83	Jeque Boi Xidondo	M	Adult	Chinamacondo, Dondo, Sofala 19°34'43''S 035°07'12''E	DLAG/CCP	864022568
84	Isaquiel A. Paiva	M	Youth		DLAG	877096454
85	Zacarias Mariamo	M	Adult		DLAG	865014332
86	Ricardo Luís Donco	M	Adult		DLAG	863587669
87	Luís Henrique Amaral	M	Youth	Chinamacondo, Dondo, Sofala 19°34'43''S 035°07'12''E	PCR Irmãos vencedores	868970595
88	Samuel Francisco	M	Adult			861807434
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90	Rabeca Paulo	F	Adult			875456080
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Stakeholders Interviewed

Institution	Name	Position
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	Carla Manjate	National Program Officer - Gender
	Silene Bila	National Program Assistant
	Manuel Menomussanga	National Program Officer
	Peter Muocha	National Program Officer - Finance
IUCN ESARO	Luther Anukur Bois	IUCN Regional Director
	Charles Oluchina	Regional Program Coordinator
	Francis Musau	Regional Program Officer – M&E
MIMAIP	Anastácia Simango	Technical Focal Point
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	José Mabingo	Sofala Focal Point
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	Maurício Machuchuque	Inhassoro Focal Point
	Domingos Manuel	Dondo Focal Point
	Camilo Zimbulane	SDAE Director - Dondo
	João Gabriel	SDAE Director - Memba
	Benedia Rosa Ricardo	Memba Focal Point

ANNEX II: MID-TERM REVIEW EVALUATION MATRIX

Key Evaluation Questions	Evaluation Sub-Questions	Sources	Data Collection Methods	Indicators	Data Analysis Methods
<p>Relevance and Validity of Design: Relevance: To what extent has the project conformed to Sweden’s development cooperation strategy for Mozambique; the sustainable development priorities of Mozambique and to the priorities and needs the target beneficiaries/communities?</p> <p>Validity of Design and Institutional Arrangements:</p>	<ul style="list-style-type: none"> Does the development intervention correspond with the most recent priorities of Sweden’s Mozambique county development objective? Is the solution of a core problem that is important in terms of development policy or a decisive development shortage of Mozambique being tackled by CRCC? Do CRCC activities correspond to the priorities, the needs and the practical requirements of Mozambique in terms of resilience to climate change? Was the assistance provided by CRCC in line with the needs, priorities and rights of the affected populations? Is the intervention logic/Theory of Change still valid and Realistic? Are the implementation structures/arrangements appropriate for efficient and effective implementation? What is the progress in mobilizing the project team by hiring staff members or consultants? Is staff hiring or retention a problem? 	<ul style="list-style-type: none"> Project reports Government policy documents on climate change 	<ul style="list-style-type: none"> Documents review KII Field visit 	<ul style="list-style-type: none"> Ownership of national/local stakeholders Proportion who state the CRCC tackled the most important and relevant climate change issues and or priorities Proportion of respondents that feel that priority needs were addressed The degree to which beneficiaries feel/perceive that the service was tailored to their needs 	<ul style="list-style-type: none"> Content and narrative analysis Discourse analysis

<p>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved thus far?</p>	<ul style="list-style-type: none"> • Will the objectives of the intervention be (most likely) achieved? • To what extent is, the target group reached? • What factors were crucial for the achievement or failure to achieve the project objectives so far? • How effective is the collaboration and coordination between implementing partners and other key stakeholders in contributing to activity objectives? • What do beneficiaries say about the achievements to-date of CRCC? Are they generally positive and proudful about them? Do they think more should have been accomplished by now? • What are the reasons for achievement or no achievement of 	<ul style="list-style-type: none"> • Progress reports • Implementing partners agreements • Interview of implementing partners and other stakeholders • M&E data • Annual work plan and budget • Interview of CRCC beneficiaries 	<ul style="list-style-type: none"> • Documents review • KII • Field visit 	<ul style="list-style-type: none"> • Planned vs Actual Activity implementation and output/outcome delivery rate • Proportion of key informants and beneficiaries that state that the objectives of CRCC will be reached • Evidence of CRCC partners and stakeholders collaboration and coordination • Evidence of different type of services provided by CRCC 	<ul style="list-style-type: none"> • Analysis of Activity, Output or outcome delivery rate (disaggregated by IAs) • Content and narrative analysis
<p>Efficiency: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?</p>	<ul style="list-style-type: none"> • Were the financial resources and other inputs efficiently used to achieve results? • Is the relationship between input of resources and results achieved appropriate and justifiable? • To what extent have individual resources been used economically? • Are there any alternatives for achieving the same results with less inputs/funds? • What are the key issues affecting the rate of expenditures? 	<ul style="list-style-type: none"> • Project audit reports • Annual workplan and budget 	<ul style="list-style-type: none"> • Documents review • KII 	<ul style="list-style-type: none"> • Planned vs Actual Burn rate (disaggregated by implementing partners) • Evidence that CRCC budget size was commensurate to objectives and expected Outcomes. • Evidence of CRCC considering economy, efficiency and cost effectiveness when selecting activities including monitoring of implementing partners • Qualitative evidence that actions funded by CRCC 	<ul style="list-style-type: none"> • Content and narrative analysis • Descriptive statistics

<p>Impact: Is the project oriented towards achieving the expected impacts? What are the effects of the program, intended or unintended, positive or negative, short term or long term?</p>	<ul style="list-style-type: none"> • Is CRCC on track to achieve its overarching goal of strengthening and restoring the value of coastal marine ecosystem goods and services? If not, what is needed to improve that likelihood? • To what extent were the originally intended, overarching goal realistic? To what extent do they still correspond with the most recent needs? 	<ul style="list-style-type: none"> • Progress reports • Implementing partners agreements • Interview of implementing partners and other stakeholders • M&E data • Annual work plan and budget • Interview of CRCC beneficiaries 	<ul style="list-style-type: none"> • Document review • KII 	<ul style="list-style-type: none"> • Evidence of results brought by project implementation • Evidence of the difference made in the life of beneficiaries • # of project beneficiaries • Evidence of significant positive or negative, intended or unintended, higher-level effects generated by the project 	<ul style="list-style-type: none"> • Content and narrative analysis • Descriptive statistics
<p>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental mechanisms for sustaining project results after end of external support?</p>	<ul style="list-style-type: none"> • Will the effectiveness of the development intervention most likely improve or worsen in future? • To what extent is/are the target group(s) capable and prepared to sustain the positive effects of the development intervention without external support in the long term? • To what extent are the implementing partners capable and prepared to maintain the positive effects of the interventions without support in the long term? • To what extent are the target groups and counterparts able to adapt sufficiently to external changes and shocks? 	<ul style="list-style-type: none"> • Quarterly and annual reports • Interview of implementing partners and other stakeholders 	<ul style="list-style-type: none"> • Document review • KII • Field visits • Focus Group Discussions 	<ul style="list-style-type: none"> • Identification of good practice worthy of advocacy/communication 	<ul style="list-style-type: none"> • Content and narrative analysis

<p>Gender mainstreaming: To what extent was the design and implementation of the intervention gender-responsive? What were the positive or negative effects of the project on gender equality?</p>	<ul style="list-style-type: none"> • Did CRCC activities incorporate gender mainstreaming to promote gender equality and the empowerment of women in population and project activities? • To what degree has CRCC achieved female participation and inclusiveness across activities? Do participating women feel they are gaining concrete benefits from the project? What benefits are they excited about? 	<ul style="list-style-type: none"> • Project's M&E data; • Quarterly and annual reports • Project activity reports • M&E reports 	<ul style="list-style-type: none"> • Focus group discussions 	<ul style="list-style-type: none"> • Identification of appropriate actions aimed at promoting gender equality • Evidence of women strengthening and participation in development processes. 	<ul style="list-style-type: none"> • SWOT analysis • Data disaggregation (women/vulnerable groups)
<p>Challenges and Lessons Learnt: What was done or worked well and why?</p>	<ul style="list-style-type: none"> • What went well and why? • What could have gone better? • What advice could be given if we were to go back to the start of the project? • What are the two or three key lessons that can be shared with others? • What should we learn from this project a year from now? • Are there recommendations to be made with respect to: activity design; implementation strategies or approaches; adaptive management; communication/coordination with partner organizations; technical matters; meeting targets; exit strategy and sustainability; etc. • What is working or is likely to work in relation to coastal resilience to climate change? Based on what seems to work, what interventions can you recommend for future project development? • What are the main challenges the project is facing or has faced? 	<ul style="list-style-type: none"> • Interview of implementing partners and other stakeholders • Interview of CRCC beneficiaries 	<ul style="list-style-type: none"> • Documents review • Focus group discussions 	<ul style="list-style-type: none"> • Identification of areas of replication and improvements on future similar projects <ul style="list-style-type: none"> • Qualitative evidence that CRCC interventions generated knowledge 	<ul style="list-style-type: none"> • Narrative/thematic analysis of secondary data

ANNEX III: Mid Term-Review Terms of Reference



**MID-TERM REVIEW
TERMS OF REFERENCE (TOR) COVER SHEET**

Project title:	Coastal Resilience to Climate Change (CRCC): Nature based solutions for building resilience in vulnerable and poor coastal communities in Mozambique.		
Date started:	1 ST DECEMBER 2017	Registration n°:	Project Portal ID: P02320
Estimated start/end date of Review:	Start: March 2020. End: April 2020.		Contribution ID: 51140120
Mid Term Review Manager:	Review Coordinator	Programme Unit/Region/Country Office	
MUSAU Francis	XERINDA Mauricio	ESARO - Mozambique Programme (MZ)	

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Terms of Reference for Mid-term Review

Coastal Resilience to Climate Change (CRCC) Project

1. INTRODUCTION

1.1 Project Background

The International Union for Conservation of Nature (IUCN) is the world's oldest and largest global environmental organization. It is a membership Union uniquely composed of both government and civil society organisations. The organization's work is supported by hundreds of partners in the public, NGO and private sectors around the world. IUCN helps the world find pragmatic solutions to the most pressing environmental and development challenges. The institution's work focuses mainly on three theme (i) valuing and conserving nature, (ii) promoting and supporting effective and equitable governance of natural resources and (iii) deploying nature-based solutions to societal challenges such climate change, food security and human development. IUCN supports research, develops and disseminates conservation knowledge products, manages conservation and development projects and brings global conservation partners (including the UN and the private sector) together to develop policy, laws and best practice.

IUCN Eastern and Southern Africa Regional Office (ESARO) covers 24 geographically connected countries in Africa and implements its programme through the Regional Office in Nairobi, Kenya and 5 country offices (Mozambique, Uganda, Tanzania, South Africa and Rwanda). ESARO's regional thematic programmes include Conservation Areas & Species Diversity, People & Landscapes, Drylands Resilience land management, Business and Biodiversity, Water & Wetlands and Resilient Coastal & Marine Resources management.

With funding support from Embassy of Sweden in Maputo, International Union for Conservation of Nature (IUCN) in partnership with the Government of Mozambique, through its Ministry of Sea, Inland Waters and Fisheries (MIMAIP) and Rare (an international NGO), is implementing the Coastal Resilience to Climate Change (CRCC) project. The project is being implemented in 3 districts of three Provinces in Mozambique as follows: Memba district (Nampula province), Dondo district (Sofala province), and Inhassoro district (Inhambane province).

The overarching goal of CRCC is to strengthen and restore the value of coastal and marine ecosystem goods and services to improve social, economic and ecological resilience to climate change. Its purpose is to enhance the adaptive capacities of men and women from local coastal communities, local and national authorities to work together to sustainably govern and manage their natural resource base under the changing climate. CRCC initiative is designed around improving the contribution of ecosystem services to addressing climate-variability related challenges in Mozambique. The project does this by promoting the use of nature as a solution to support integrated approaches to issues such as economic and social development, climate change adaptation, food security, water security, human health and disaster risk reduction. The project delivers on four components - community social resilience, economic resilience, ecological resilience and institutional strengthening.

Working directly with National, Provincial and District Governments, CRCC supports local community members and groups to restore critical terrestrial landscapes and seascapes. The project

promotes nature-based enterprises to provide coastal communities, particularly women, with alternative livelihoods to reduce unsustainable pressures on the natural resource base and increase local level resilience. The project also creates awareness and support for coastal resilience through ecosystem and rights based approaches using innovative social marketing tools and approaches.

The project intervention logic includes six expected outcomes:

- i.) Programme management structures and mechanisms established and functioning effectively
- ii.) Programme partners and stakeholders mobilized, trained and working together to effectively deliver the Programme
- iii.) Community and District constituencies established to enable effective engagement in improving coastal resilience through sustainable and inclusive land and sea resource use using ecosystem and rights based approaches
- iv.) Community resilience strengthening actions carried out in an inclusive and participatory manner involving men and women and resulting in tangible benefits and positive changes in governance, natural resource management and local level livelihoods
- v.) Policies, regulatory frameworks and governmental organizations at national, provincial and district level better enabling and supporting coastal community resilience actions
- vi.) Innovative conservation finance mechanisms established to ensure longer term investments in and sustainability of resilience and adaptation action

A mid-term review is one of the key milestones of the project. IUCN, therefore intends to use part of the project funds to finance consultancy services for the Mid Term Review of the Coastal Resilience to Climate Change (CRCC) project. Mozambique Country Office, on behalf of IUCN Eastern and Southern Africa Regional Office (ESARO) is the coordinating institution for CRCC and is charged with mobilization and management of the mid-term review consultancy.

1.2 Purpose for the Review

The main purpose of this consultancy is to review the implementation of the CRCC project since its inception. The mid-term review is geared towards promoting project performance improvement, accountability, learning and evidence-based decision making and management. In particular, the review will assess results achieved to date in comparison with the performance indicators outlined in the project Monitoring, Evaluation and Learning framework. It will also draw lessons and make recommendations for enhancing project implementation and performance. The project became effective on December 1, 2017 and has not undergone any restructuring since then. The consultants should explore any delays in project implementation, their causes, and draw lessons from the delays and provide suggestions for improved implementation to avoid further delays going forward and to ensure achievement of the project objectives.

This exercise is an activity in the project cycle which determines, as systematically and objectively as possible, the relevance, efficiency, effectiveness, impact, and sustainability of the expected project outcomes. The review will assess the achievements so far of the project against its stated outcomes, including a re-examination of the validity of the project design. It will also identify significant factors that are facilitating or impeding the delivery of outcomes. Whilst the review of the past is, in itself, very important, the review is expected to lead to recommendations and lessons learned for the

project's future. It will also address the underlying causes and issues contributing to targets that are not being adequately achieved.

The Mid Term Review is intended to identify strengths and weaknesses as well as opportunities and risks of the project and develop recommendations for any necessary changes in the overall design and orientation of the project by evaluating the adequacy and effectiveness of its implementation and delivery of project outputs and outcomes to date. Consequently, the review is also expected to assess the effectiveness of implementation and partnership arrangements and make detailed recommendations for the remaining project period. It will also provide an opportunity to assess early signs of project's success or failure and propose the necessary adjustments need to refocus the project.

1.3 Audience for the Mid-Term Review

The audience refers to people or groups of people who are the primary intended users of the findings and will ensure implementation of the necessary changes. CRCC mid-term review is initiated by IUCN Mozambique Country Office (MCO) on behalf of ESARO, the Cooperation Partner and recipient of funding under the agreement signed with the Embassy of Sweden in Maputo. Therefore, the primary audience of the review includes the management/leadership of IUCN including Eastern and Southern Africa Regional Office (ESARO) and the Headquarters, especially Global Ecosystem Management Programme, Global Marine and Polar Programme and Global Programme Governance and Rights and the Planning, Monitoring & Evaluation and Risk Management Unit. The Embassy of Sweden, Maputo and the Swedish International Development Cooperation Agency, Sida are also main audience of the mid-term review. Other audience will include project beneficiary communities and implementing partners, specifically Government of Mozambique (through MIMAIP) and RARE. The project management and implementations teams as well as the project Steering Committee are also a crucial audience.

1.4 Context of the Mid-Term Review

Mozambique has a terrestrial area of 801,590 km², a coastline of more than 2,400 km, a continental shelf encompassing more than 120,000 km² (the 3rd largest in Africa), and an exclusive economic zone (EEZ) estimated at 575,230 km² (7th largest in the continent). Seven of its 11 provinces, 59 of its 128 districts, and six of the 10 most important cities are coastal. The country is currently experiencing huge economic, social and political challenges. Occasional devaluation of its currency (metical) creates inflation and a concomitant deterioration in living conditions, creating challenges for the current government. Mozambique is highly vulnerable to shock from several factors, primary of which is its high level of poverty. In the 2015 United Nations Development Programme (UNDP) Human Development Index, Mozambique was ranked 180 out of 188 countries, with more than 50% of the population living on less than USD1.0 a day. The 2011 Gender Inequality Index (GII) assigned Mozambique a value of 0.582, ranking it 125 out of 148 countries, ahead of some of its neighbours and slightly ahead of the Sub-Saharan African average of 0.577 (UNDP, 2013).

More than 82% of jobs nationwide are dependent on natural resources. More importantly, an estimated 17% of the GDP is lost “due to environmental degradation and inefficient use of natural resources” (Santos, Roffarello, & Filipe, 2016). Therefore, sustainable and inclusive management of the country's natural resource base is a central priority for the Government. Sustainable natural resource management is critical to ensure stability and growth as the country overcomes current

challenges, mainly absolute poverty, food and nutritional security, economic growth and loss of ecosystem services.

Mozambique ranks third amongst the African countries most exposed to risks from multiple weather-related hazards, suffering from cyclic floods, cyclones and droughts. Much of this vulnerability is directly related to climate change. In early March 2019, cyclone Idai struck Mozambique, Malawi, and Zimbabwe affecting over 2 million people and killing close to 1,000 in the three countries. This tragedy was compounded by Cyclone Kenneth, which hit the northern coast of the country just six weeks after cyclone Idai. It is the first time in recorded history that Mozambique has been hit by two cyclones in one season. The CRCC project focuses on preparedness and strengthening the capacity of communities to cope, adapt and rebuild, thus enhancing their resilience to climate disasters.

1.5 Stakeholders of the Review

Stakeholders are individuals, groups, organizations, agencies or entities that have an interest in and/or are likely to be affected by the outcome of the review. The key stakeholders include implementing agencies (IUCN, Mozambique government ministry i.e. MIMAIP and RARE), project primary beneficiaries (target communities) and development partners especially the Embassy of Sweden in Maputo. Majority of these stakeholders will play a role in the mid-term review process, mainly through consultations.

2. THE SCOPE OF THE MID TERM REVIEW

The scope of the mid-term review will cover all activities undertaken in the framework of the Project from December 1st 2017 to November 30th 2019. It is expected that the review will compare planned outputs/outcomes of the Project to actual outputs/outcomes and assess the actual results to determine their contribution to the attainment of the project objectives. The mid-term review will extract lessons learned, diagnose and analyse issues and formulate a concrete and viable set of recommendations. It will evaluate the efficiency of Project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency. The total amount of funds disbursed to the project until June 30th 2019 is USD 2,893,547.

The review will use the OECD¹ Development Assistance Committee (DAC) international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability. Gender Equality and the Empowerment of women will be mainstreamed throughout the review process.

Midterm Review Evaluation Matrix will be completed by the consultant and included in the MTR inception report. The matrix should include key evaluation questions, evaluation sub-questions, indicators, sources of information and methodology. Indicative key evaluation questions are provided below:

- **Relevance:** To what extent has the project conformed to Sweden's development cooperation strategy for Mozambique; the sustainable development priorities of Mozambique and to the priorities and needs the target beneficiaries/communities?

¹ OECD – Organization for Economic Cooperation and Development.

- **Effectiveness:** To what extent have the expected outcomes and objectives of the project been achieved thus far?
- **Efficiency:** Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?
- **Impact:** Is the project oriented towards achieving the expected impacts? What are the effects of the program, intended or unintended, positive or negative, short term or long term?
- **Sustainability:** To what extent are there financial, institutional, socio-economic, and/or environmental mechanisms for sustaining project results after end of external support?
- **Gender mainstreaming:** To what extent was the design and implementation of the intervention gender-responsive? What were the positive or negative effects of the project on gender equality?
- **Lessons Learnt:** What was done or worked well and why?

The consultant is expected to review the following aspects of CRCC:

2.1 Project design

- Assess the value added of the project design approach
- Review the problems addressed by the project, the underlying assumptions and the effect on achieving the project results as outlined in the project document;
- Appropriateness of the design to the current economic, institutional and environmental situation;
- Is the level of interaction and co-operation amongst the implementing partners effective? Do the implementing partners recognize themselves as active partners in a joint initiative? Do the implementing partners take advantage of their individual capacities to reach optimized results?
- Review the project theory of change and determine if provides the most effective route towards expected results;
- Relevance of the project to local conservation and development needs and priorities;
- Assess extent to which relevant gender issues were integrated in the project design;
- Results framework analysis:
 - Are the project objectives, outcomes, indicators and targets clear, practical, and feasible within the project time frame?
 - Undertake a critical analysis of the project's results, indicators and targets and determine if there are any specific revisions required for the remaining period;
 - Development and gender aspects of the project are being monitored effectively.
- Sustainability considerations in project design;
- Recommend areas for improvement in the design of the project.

2.2 Project implementation

- Implementation strategy:- examine if, how and why the strategies contribute to the achievement of the expected project results chain;

- General implementation and management of Project components in terms of quality of inputs and activities, adherence to work plans and budgets, major factors which have facilitated or impeded the progress of the project implementation;
- A review of Project performance in relation to the indicators, assumptions and risks specified in the project documents;
- Review of the compliance to the Financing Agreement and the various other implementing agreements signed in respect of the implementation of the project;
- Adequacy of management arrangements as well as monitoring and backstopping support to the project by all parties concerned;
- Assessment of the capacity, cooperation and performance project implementing partners (IUCN, Rare and MIMAIP);
- An assessment of the functionality of the project Steering Committee;
- Review of project coordination and management arrangements including the effectiveness of monitoring and evaluation mechanisms, financial management; partnership strategy, risk identification and management system and communication.

2.3 Project progress in relation to Outputs, Outcomes and Impacts

- Achievements to date of CRCC outputs and outcomes as compared with the end-of-project targets outlined in the project monitoring, evaluation and learning framework;
- Assess causality and attribution of results to CRCC project activities?
- Level of the awareness and ownership of the project by the stakeholders;
- Assess the likelihood of achieving project targets within the remaining project implementation period;
- Review aspects of the project that have already been successful, identify ways in which the project can further expand these benefits;
- Identify barriers to achieving the project objectives and targets in the remainder of the project;
- Identify significant unexpected effects, whether beneficial or detrimental.

2.4 Sustainability:

- Is there an exit/sustainability strategy in place?
- Assess the extent to which the interventions and benefits of the project will continue after the end of the current external funding.
- Is it likely that the benefits of the project (capacities developed; linkages, mutual learning and knowledge and experiences shared) are sustainable?

2.5 Learning

- Identify good practices and lessons learned;
- Based on project successes, identify areas where knowledge generation and sharing is required;
- Documentation of the main challenges of CRCC and recommendations on how to overcome the challenges;
- Assess and document adaptive management in project management and implementation including how adaptive management lessons have been documented and shared with key partners;

- Identify what works, under what context and why for coastal resilience to climate change.
- Based on the findings and emerging lessons on what works in relation to coastal resilience to climate change, and considering existing information on cyclone *Idai* ecosystem assessment status, recommend clear areas of focus in future programming and develop a draft project concept.

3. METHODOLOGY

The consultant should propose the methodology to be used to carry out the review. The proposed methodology should address sufficiently the preliminary issues and questions outlined within the ToR, specifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders. It is suggested that the methodology should include, but not be limited to the following, but consultants must propose their own methodology and justify and explain that proposal. The mid-term review will consist of three activities:

a) *Document review*: The consultant will review of relevant project documents including:

- Project proposal
- The Project Financing Agreement
- Annual work plans
- Monitoring, Evaluation and Learning Framework
- Project activity reports or deliverables including strategy documents, toolkits, operational manuals etc.
- Project Quarterly and Annual reports (both narrative and financial)
- Implementing Partner agreements
- Minutes of meetings including project management and implementation team meetings, project Steering Committee meetings etc.
- Project Audit reports

b) *Field visits*: The field work shall focus on the project initiatives that have been undertaken in the three provinces/districts. During these visits, the consultant shall contact, amongst others, national and sub-national government officials, local communities, private sector, local public institutions, non-governmental organizations (NGOs) and community based organizations (CBOs).

c) *Interviews*: Interviews will be carried out during field visits. Appropriate questionnaires shall be developed by the consultant and discussed with Project Management Team for approval. Key informants will be drawn from the key project stakeholders including the beneficiary communities.

4. QUALIFICATION OF THE FIRM

The mid-term review team is expected by a firm including three multi-disciplinary team members, one of them being the designated team leader. At least one team member should be female. The team will have the following competencies and/or experience:

- Prior experience in evaluating projects of a similar nature and scope;
- Experience in conducting mid-term reviews or end of project evaluations for Sida funded projects including demonstrated experience in evaluation report writing in accordance with Sida evaluation requirements;
- At least a master degree in natural resource conservation and management or related fields such as, Environmental Economics, Natural Resources Economics, environmental science, climate change adaptation or resilience, Gender & Development or any other relevant course;
- The Team leader will have expertise in one of the technical areas listed above as well as expertise and demonstrated experience in designing evaluation methodology and data collection tools and demonstrated experience in leading similar reviews/evaluations;
- The role of the Team leader will be defining the approach and methodology, guiding and managing the review team, leading the mid-term review mission, drafting and revising, as required, the MTR reports and debriefing and presenting the findings;
- Excellent English and Portuguese communication skills.

5. DELIVERABLES/EXPECTED OUTPUTS

It is envisaged that the mid-term review will be performed through 5 phases – preparation, inception, research, reporting and follow-up and dissemination. Some key activities during these phase include development of research tools, document review, data collection, analysis/interpretation, report writing and presentation to key stakeholders. The key deliverable of the review will be:

i.) Inception report

The consultant is expected to produce an inception report detailing the following:

- a) A comprehensive description of the consultant’s understanding of the Terms of Reference and indicating any major inconsistency or deficiency in the Terms of Reference and proposed amendments
- b) A detailed methodology for the review including the tools to be used in the review
- c) The proposed team members and a description of their respective roles
- d) A complete work plan for the entire review period
- e) A proposal for the final report layout.

ii.) Draft report

The consultant is expected to generate the first draft report by the end of the third week after inception of the assignment. This draft report will be presented and discussed with key stakeholders including the project teams, steering committee and the donor. Inputs from these discussion will be incorporated into the final report.

iii.) Final Report

The final report shall be submitted within two weeks of receiving comments on the draft report. This report will be the detailed mid-term review report covering items outlined in the scope of this TOR with special attention to main findings and conclusions, lessons learned and recommendations. Issues requiring management response should be clearly outlined. The reports shall be written in both English and Portuguese languages.

6. SCHEDULE OF THE ASSIGNMENT

The review will be carried out for 20 working days and is scheduled to take place in the period between 1st March 2020 and 30th April 2020. Considering the geographic spread of the project area as well as the scope of the assignment, the consultant shall develop and submit a detailed schedule for assignment and distribute the days accordingly among the different tasks.

7. PAYMENT SCHEDULE

The consultant's consortium shall be paid the consultancy fees upon completion of the following milestones:

- 30% after submission and presentation of the inception report by 15th March, 2020;
- 30% after submission and presentation of the draft report 15th April, 2020;
- 40% after the approval of the final report by 30th April 2020.

8. MANAGEMENT ARRANGEMENTS FOR THE REVIEW

The Representative, IUCN Mozambique Country Office as the Focal Point for the mid-term review will have the overall coordination role of the review including facilitating the logistical requirements for consultants and setting up interviews and field visits. The consultant will also work closely with the ESARO Regional Monitoring and Evaluation Officer who will provide technical guidance in the management and conduct of the review.

9. HOW TO APPLY

Interested firms are requested to submit their application including both Technical and financial proposals. The technical proposal should clearly demonstrate their skills and experience for the review process, methodology and approach and a detailed work plan.

Applications should be sent electronically (email) to MARQUES Helga (Helga.MARQUES@iucn.org) and copied to Francis Musau (Francis.Musau@iucn.org) **no later than 5.00 p.m. SAT, December 28th, 2019**. Any need for clarifications on the Terms of Reference should be directed to Francis Musau using the above email address.