Terminal Evaluation Report for UNDP/GEF Project

"Adaptation in the coastal zones of Mozambique (LDCF)"

PIMS 4069

Pemba Women Group, working in mussel mariculture project (September 2017)

Draft Report Date: 14 November 2017

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ACRONYMS AND ABBREVIATIONS

AAS	Agromet Advisory Service
CCA	Climate Change Adaptation
CCOM	Caixa Comunitária de Microfinanças
CDD	Common Digital Database
CDS-ZC	Centre for the Sustainable Development of Coastal Zones
CENOE	Centro Nacional Operativo de Emergência
CEPAM	Centro de Investigação do Ambiente Marinho e Pesqueiro
CERUM	Centros de Recursos de Uso Múltiplo
CGC	Centros de Gestão de Conhecimento
CLGRC	local committees for Disaster Risk Management
DNAE	National Directorate of Extension Services
DNGA	National Directorate of Environmental Management
DNPDR	National Directorate for the Promotion of Rural Development
DNTF	Direcção Nacional de Terras e Florestas
FDM	Fundo do Desenvolvimento da Mulher
GEF	Global Environment Facility
GoM	Government of Mozambique
ICS	Social Communication Institute
IDEPA	Institute for Development of Fisheries and Aquaculture
IDPPE	Fishery and Marine Institute
IIAM	Instituto de Investigação Agrária de Moçambique
INAHINA	Instituto Nacional de Hidrografia e Navegação
INAM	Mozambique National Meteorology Institute
INGC	National Disaster Management Institute
LDCF	Adaptation in Coastal Zones of Mozambique *Project*
MAE	Ministry of State Administration
MASA	Ministry of Agriculture and Food Security
MICOA	Ministry for the Coordination of Environmental Affairs
MINAG	Ministério da Agricultura de Moçambique
MITADER	Ministry of Land, Environment & Rural Development
MTR	Mid-term Evaluation
NAPA	Country's National Adaptation Programme of Action
PB	Project Board
PIR	Project Implementation Review
PMU	Programme Management Unit
RM	Rádio Moçambique
SCCF	Special Climate Change Fund
SDAE	District Services of Economic Activities
SDPI	District Services for Planning & Infrastructures
SLR	Long-Term Sea Rise
SST	Sea surface temperatures
TE	Terminal Evaluation
TOC	Theory of Change
TVM	Televisão de Moçambique
UEM	Universidade Eduardo Mondlane
UNCBD	United Nations Convention on Biological Diversity
UNCDF	United Nations Capital Development Fund
UNDP	United Nations development Programme
UNFCCC	United Nations Framework Convention on Climate Change
VCA	Vulnerability and Capacity Assessment

ACKNOWLEDGEMENT

The evaluators recognize and thank the representatives of the former Project Management Unit (PMU) (the unit does not exist any longer at time of TE), UNDP Country Office and the MITADER for the organizational support they provided during this review. Specially noted is the efforts that Janeiro Avelino Janeiro of the UNDP made to mobilize all needed background information for the consultants. Thanks also go to the stakeholders at the national and provincial level, and specifically to all partners at the pilot site level, for the information provided during the review and their willingness to share their experiences.

EXECUTIVE SUMMARY

Project title:	**"Adaptation in the Coastal Zones of Mozambique (LDCF)"**			
UNDP Project ID:	PIMS 4069	Project financing	At endorsement (million US$)	At Terminal Evaluation-TE
ATLAS Project ID:	00062383	AF financing:	US$ 4.524	US$ 1.142,871
Country:	Mozambique	IA/EA own:	US$ 0.000	US$ 0.000
Region:	Southern and Eastern Africa	Government:	US$ 0.170	US$ 0.476,394
Focal Area:	Climate Change	Other (UNDP)	US$ 0.200	US$ 0.84,151
GEF Operational Program/Strategic Program	To develop capacity of communities living in the coastal zone to manage climate change risks	Total co-financing:	US$ 0.370	US$ 0.560,545
Executing Agency:	Ministry of Land, Environment & Rural Development (MITADER)	Total project cost in cash:	US$ 4.894	US$ 1.703,416
Other Partners involved:	• National Disaster Management Institute (INGC) • Ministry of Agriculture and Food Security (MASA) • National Directorate of Extension Services (DNAE) • Mozambique National Meteorology Institute (INAM) • Fishery and Marine Institute (IDPPE) • District Services for Planning & Infrastructures (SDPI) • District Services of Economic Activities (SDAE) • Ministry of State Administration (MAE) • National Directorate for the Promotion of Rural Development (DNPDR) • Social Communication Institute (ICS) • Centre for the Sustainable Development of Coastal Zones-CDS-ZC	ProDoc Signature (date project began): Planned closing date: Revised closing date:		Date: 20 Feb 2012 29 Feb 2016 31 Dec 2017

Project description

More than 60% of the population of Mozambique lives in coastal areas, placing significant pressure on coastal resources and natural capital. The inherent dynamic nature of coastlines combined with exposure to destructive maritime hazards, sea level rise (SLR), inefficient land usage, and strain on natural resources renders the Mozambican coastline highly vulnerable to the impacts of climate change, particularly coastal erosion.

Protective ecosystems, such as mangrove swamps, dune systems and coral reefs, are critical to improving resilience against SLR and destructive maritime hazards (storm surges, tsunamis and topical cyclones). So too is addressing the widespread poverty in coastal areas, which inadvertently contributes to the widespread degradation of ecosystems. As such, livelihood diversification is considered important.

The project aimed to break down barriers to weak inter-sectoral coordination and development, eliminate financial constraints, and build institutional and individual capacity to plan for the effects of climate

change. The project also supported the development of human, social, natural, physical and financial capitals to establish climate-resilient livelihoods in Mozambique' s coastal Zones.

The goal of the project was to make Mozambique climate-resilient by integrating adaptation in the coastal zone in the development policies, plans, projects and actions. The project objective was to develop the capacity of communities living in the coastal zone to manage climate change risks.

The project is comprised of two outcomes and eleven outputs. The outcomes include: Climate change risks to coastal zones integrated into key decision-making process and managed at community level and sub-national and national government level and adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced.

Project progress summary

At time of the TE almost all project activities were completed.

Outcome 1 involved the development of systems and instruments to ensure climate change risks to coastal zones are integrated into planning process at community, subnational and national levels. As part of this, the project supported the development of maps and platforms on climate change risk management for the three project areas, as well as, the establishment of baseline indicators to monitor topographic, oceanographic and biological indicators for the three pilot areas. While maps and platforms were not validated at the time of this TE, the baseline was not yet integrated into the national network system to ensure that changes of the defined indicators are monitored. The three project areas benefited from new and functional automatic weather stations; Local radios were supported with a range of office and radio equipment enabling them to widen the broadcasting range. The project financed the development of the operational plan for the newly established *National Climate Change Network*, a platform for civic engagement in climate change issues. The project had anticipated toolkits development outlining methodologies to assess climate change risks and adaptation, but it was found similar activity had been performed by INGC. Because of this, the project financed training of INGC local committees in issues pertaining to their mission. Other training activities under outcome 1 included, training of various district, provincial government officials and community members in GIS mapping, management of cultural agriculture practices; enhancement of water and land management; improvement of early warning system and promotion of climate resilient crops. Local radios personnel (at local and provincial levels) were trained in climate change related broadcasting. Through the project support, an attempt was made to establish a relationship beyond project activities between INAM- Agromet Advisory Service (AAS) and the Media Institute (ICS).

Under outcome 2, the project planned to use microfinance as a critical component for climate adaptation and dissemination of project information and lessons. To this end, the project supported the hiring of a microfinance service provider for each project area. For Pebane, the Ministry took the decision to terminate the contract with the service provider Tseco MF on the ground of administrative issues and misuse of project funds. In the two sites (Inharrime and Pemba), various financial and non-financial services were implemented, including solidarity credit, individual credit, saving groups, training and technical assistance. Various livelihood activities were also implemented by members of communities (as individual or collectively), and these initiatives included: poultry, fishing, egg production, livestock products, fish production, community greenhouses, water supply projects and others. Community investment projects were implemented in the three project areas; the projects included- construction of boreholes, school blocks, public latrines and drainage system. Under outcome 2, the project supported learning and results dissemination initiatives, and these were carried out in form of exhibition visits, workshops, trees planting and including video production disseminated through the UN radio and other social platforms.

Summary of conclusions: with recommendations for corrective actions for the design, implementation, monitoring and evaluation of the project and lessons learnt

The project picked up considerably after its MTR, which was highlighting major short-comings in implementation: It is concluded that project implementation improved significantly after the MTR and the management response had positive effects on project performance. Still the project suffered from shortcomings, but the improvements are visible and commendable. The stronger involvement of the UNDP CO helped project performance, however, clearly was at a big effort of the organization. Notably, at time of the TE, very limited engagement of the former project team was achieved, mostly as the project had largely closed. Outstanding deliverables such as the updating of the capacity score card and undertaking of certain assessments did not take place and consequently it was hard to fully assess project achievements for the TE consultants.

The project design was probably too ambitious in the context of country capacity: The project was complex and hard to manage with three provinces being amongst the key partners. In some ways the project could probably have been programmed simpler. It is critical that a project management team be recruited from the onset of the project that is capable to deliver. Specific trainings and orientation should take place at the beginning of a project to ensure the team and partners understand the focus of the project, reporting requirements and systems.
Three pilot sites were selected. The site in Pebane was very hard to access. It was located for from the provincial capital Quelimane, and accessibility of services on site is complicated at best. It is suggested to identify more accessible and logically less impaired sites for demonstration projects. This can be one prerequisite for successful project delivery.

The assumption that full designation of project activities and budget to MICAO/MITADER would lead to a strong national stakeholder coordination was false and the consequences thereof should be further thought through: At design stage one major assumption was made: that MICOA/MITADER as the single implementing agency would coordinate a multi-stakeholder response effectively. All funds were allocated via the Ministry and the PMU was housed at the national central level. It is asserted that – if some of the partners had more direct access to the project resources and responsibilities - delivery could have been better from the project onset. For example, and institution such as INGC or even the provinces could have been positioned as Responsible Parties in the project design. Having a suite of implementing partners may induce some more work in terms of planning and reporting, but on the other hand it can reduce risks of non-performance.
It is additionally noted that it is a risk factor to channel funds directly through a bureaucratic government institution. It is always hard to devolve funds to the local action level – and more so if funds are managed within a large bureaucracy.

A much stronger emphasis on knowledge management and M&E would be required to make an intervention like the reviewed one a strong demonstration project: This project clearly underperformed in terms of knowledge management, learning and M&E. A much stronger focus of the project team should have been tracking the performance of the pilot interventions and making them more experimental. It would be nice to have well synthesized write-ups of each of the technical innovation, both at the research/ knowledge generation level, in relation to training - and probably more importantly – the local level adaption solutions.

Recommendations: Actions to follow up or reinforce initial benefits from the project

Recommendation 1: Check on outstanding payments to service providers

During the field consultations it was brought to the attention of the evaluators that several institutions seemed to think that they still needed to be paid for some of their work. For example, the team at CEPAM in Pemba was under the impression that payments were not done. It is important to service all project agreements or at least to communicate clearly what certain payments may not have been made.

Recommendation 2: invest into distilling some case studies from the project
This project piloted a great diversity of interventions. On all levels, but specifically with regards to the adaptation options on the community level some very interesting demonstrations have been set up. However, due to the poor knowledge management aspects of the project no systematic documentation of the investments, processes and performance of the demonstrations are available. It is recommended that this be done esp. with the view that UNDP has prepared a new LDFC project with MITADER, which could benefit from a thorough analysis of previous efforts.

Recommendation 3: At least analyze the micro-finance innovation
As the absolute minimum document and analyze the micro-finance component of the project well. This approach may provide some excellent innovative ideas for strengthening communities' resilience, however, at this point no independent and detailed review of project inputs and results is available.

Recommendation 4: Still undertake the endline surveys
The lack of endline surveys limit the scope to replicate/ scale-up the project. Especially in light of preparing for another large LDCF investment, it should be a worthwhile investment to provide a deeper analysis of this pilot project.

Proposals for future directions underlining main objectives

Before the new LDCF project will be incepted it will be extremely useful to process the actual technical results in some more depth and discuss them with the key stakeholders and partners in a learning event.

Lessons learnt: Best and worst practices in addressing issues relating to relevance, performance and success

Lessons #1: The quality of the project implementation team and effective project management are a critical success factor for project performance: The best persons for the job should be attracted to lead the PMU; the blend of talent you can attract my render it necessary to hire staff not previously foreseen in the project document. For example, if you hire a PM who has strong project management, M&E and knowledge management capacity you may not need a M&E specialist. Or vice-versa. It is important to review the team at time of project inception. Hired staff should probably undergo a two to three months' probation time prior to the inception workshop and be assessed for performance at that time.

Lessons #2: During inception, build a joint vision amongst the project team and ensure everyone understands their roles and responsibilities: It may be worthwhile to invest into upfront training in project management related skills development of the project team; orientations on roles and responsibilities are needed for all staff and project partners including the project board. Probably it would be a good decision to increase Project Management cost to include upfront investments into building a good team. While the inception workshop is a very helpful institution in this regard, some additional mandatory and well delivered upfront project management basics should be shared amongst the wider project team.

Lessons #3: Identifying the most suitable implementation arrangements: Countries take a lot of pride in NIM projects, and ownership usually is very good. This is an important asset. However, it is also clear that there are numerous barriers and pitfalls including that huge government bureaucracies take away the

possibility for nibble and flexible project execution – often so important in demonstration project, and for adaptive management. Further thinking on how the most flexible yet well owned and integrated project delivery can be achieved needs to be part of every project design process.

Ratings

As part of the TE, a table with the summary ratings of the project's results and performance are provided in a *TE Ratings & Achievement Summary Table.*

Table. Assessment of overall project results, sustainability and impact

Component	**Rating**	Notes
Project Results (using 6-point satisfaction scale – see Table 1)		
Achievement of Objective	**MS**	*Based on a qualitative assessment, as quantitative indicators could not be assessed at time mot TE.*
Attainment of Outcome 1	**MS**	*Based on a qualitative assessment, as quantitative indicators could not be assessed at time mot TE.*
Attainment of Outcome 2	**MS**	*Based on a qualitative assessment, as quantitative indicators could not be assessed at time mot TE.*
Overall Project Results	**MS**	*Based on a qualitative assessment, as quantitative indicators could not be assessed at time mot TE.*
Overall Quality of Project Outcomes (using 6-point satisfaction scale – see Table 1)		
Relevance	**R**	
Effectiveness	**MS**	
Efficiency	**MS**	
Sustainability (using 4-point likelihood scale – see Table 1)		
Overall Likelihood of Sustainability[1]	**MU**	
Impact (using 3-point impact scale – see Table 1)		
Environmental status improvement	**BC+**	Likely **/ Minimal**

[1] All the risk dimensions of sustainability are critical. Therefore, the overall rating for sustainability should not be higher than the lowest rated dimension (2012 *UNDP Guidance for Terminal Evaluation of GEF-funded and UNDP-implemented Projects*).

1. INTRODUCTION

This report provides the findings of the Terminal Evaluation (TE) of the *Adaptation in Coastal Zones of Mozambique Project (LDCF)*, 2012-2016 (extended to 31 December 2017). The project was a partnership between the Global Environment Facility (GEF), the United Nations Development Programme (UNDP) and the Government of Mozambique (GoM), through the Ministry of Land, Environment and Rural Development (previously MICOA). The project aimed to break down barriers to week inter-sectorial policy coordination and development, eliminate financial constraints and build institutional and individual capacity to plan for the effects of climate change in the coastal zone. The project supported the development of human, social, natural, physical and financial capacities to establish climate-resilient livelihoods in Mozambique's coastal zone. As such it aimed at developing the capacity of communities living in the coastal zone of Mozambique to manage climate change risks. The Project included pilot demonstrations located in 3 coastal provinces of Mozambique- Inhambane, Zambézia and Cabo Delgado.

A standard UNDP GEF TE was undertaken in September/ October 2017, following guidance such as UNDP (2012) Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. Further the following was considered:

- The 2009 revised UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, which provides UNDP programming units with practical guidance and tools to strengthen results-oriented planning, monitoring, and evaluation in UNDP;
- The GEF Monitoring and Evaluation Policy (revised version approved by the GEF Council in November 2010). This policy mandates the strengthening of the evaluation role of the GEF Operational Focal Points.

While the TE was conducted independently, the consultations were co-planned and co-organized with the UNDP Country Office in Mozambique, and in consultation with the Executing Agency (MITADER). Feedback and suggestions from partners, including the project beneficiaries, were considered at all stages of the TE.

1.1 The objective and scope

In accordance with UNDP and GEF M&E policies and procedures, all full (more than US$2 million) and medium-sized (up to US$ 2 million) UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. The objectives of the TE were:

1) to assess the achievement of project results, and
2) to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The scope of the TE entailed a document review as well as stakeholder consultations, and site visits of the three project areas. A national and international consultant worked in a team.

1.2 Methodology

Following the guidance, the evaluators framed the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of standard questions covering each of these criteria was adjusted to the project context and is included in Annex 2. The evaluation is based on evidence-based information that is credible, reliable and useful.

A participatory and consultative approach has been followed, ensuring close engagement with government counterparts, including the UNDP Country Office, project team, UNDP GEF Regional Technical Adviser and key stakeholders.

The team of evaluators conducted field missions to the three project areas in Pemba, Pebane and Závora. The field visit itinerary and the full list of interviewees are included in Annexes 3 and 4, respectively.

The evaluators reviewed all available relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget reports and revisions, midterm review, progress reports, and GEF focal area tracking tools as far as they were available, selected project files, and relevant national strategic and legal documents. Annex 5 includes a list of the documents reviewed.

The consultative part of the TE was conducted mostly through individual and group interviews, based on a semi-structured interview schedule. Discussions with key informants were adjusted according to which role they played in the project, and consequently, which component and outputs were particularly relevant to them. Information provided was triangulated wherever possible to gain a balanced view of responses and individual viewpoints. The team of evaluators participated in the project closure meeting of the oversight committee and undertook one-on-one interviews with key partners at the national level as well, providing a strong level of stakeholder engagement in the TE.

1.3 MTR findings, recommendations and response

Findings of the MTR conducted in December 2015 were the following:

- Overall the rating of the project at MTR stage ranged between MS, MU and U. The summary rating table is reproduced in Table 1, for reference.
- The project was not fully on track including due to poor performance of the executing agency;
- The potential project's strength such as partners' ownership and community enthusiasm that marked the project design phase were at risk if remedial measure were not taken;
- The project was over-centralized with potential negative impact on achievement of project results and impacts; and
- Progress made at the time of the MTR was largely limited to institutional organization, capacity building, community organization and some technical work. Detailed MTR recommendations and responses are compiled in Annex 6.

Table 1: Summary of project performance rating at MTR (December 2015)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: MU	MU. Progress towards Outcome 1 is rated MU and progress towards Outcome 2 is MS. Progress towards the constituent outputs is also lagging in 6 of the 11, with only 2 rated as S.
	Outcome 1 Achievement Rating: MU	MU Progress towards 4 of the 7 outputs is rated as MU and only 1 as S.
	Outcome 2 Achievement Rating: MS	MS Progress towards only 1 output is rated as S, 1 is rated as MS and 2 are rated MU.

Project Implementation & Adaptive Management	Unsatisfactory (U).	U. The project is stuck and there is no evidence of adaptive management on the part of the PMU. Indeed, the most basic management elements are singularly missing.
Sustainability (4 pt. scale)	Moderately unlikely (MU)	MU. There are very few achievements to date beyond the partnership building and some baseline data collected by community and partners. Because of lack of progress the partnership is starting to unwind, and this means that the project is moderately unlikely to be sustainable unless urgent corrective action is implemented.

1.4 Limitations of the TE

The greatest limitation to the evaluation was the inaccessibility of strong financial data. While the basic financial reports were accessible as part of the standard reporting, specifically requested more detailed financial information was not availed. Queries that arose from the project sites with regards to approved proposals, missing payments as well as value for money remained largely unresolved.

Additionally, the basic project reporting and tracking tools, which usually would have to be updated by the project team and shared with the TE consultants at the onset of their assignment – were not accessible, even after continued prompting. The outlined key requirements such as the undertaking of basic surveys were not done during the project implementation. It is noted, that the project extension into 2017 was motivated by the intent to undertake such assessments (aside the additional implementation of one key activity, the construction/ rehabilitation of a drainage system in Paquite/ Pemba.

As the project is mostly closed, the PMU is not any longer existing in its full form. Project activities were limited to Pemba, where the project coordinator was active, and activities were still implemented under the approved project extension. The contracts for the project coordinators in at two project sites, namely Pebane and Inharrime, had already been terminated. At TE stage, there was thus limited engagement or access to project staff, and some significant gaps remain in the TE report due to inaccessibility of requested materials.

1.5 Structure of the TE report

The TE report follows the standard structure set out in the TORs of the TE consultants and includes five distinct sections: (1) Introduction, (2) Project Description and Background Context, (3) Findings, (4) Conclusions and Lessons learnt and (5) Annexes.

The (1) Introduction briefly provides standard background to undertaking TEs, and includes all substantiating materials relevant to this specific project evaluation in the relevant Annexures. the (2) Project Description and Background Content, in this case, also include a retrofitted project Theory of Change. This is a new UNDP requirement and helps guide the review in a context of assessing impact of the project intervention. The major part of the evaluation is contained in section (3) Findings. Following the standard procedures, all relevant aspects of project planning, implementation and strategy are reviewed, based on the findings of the TE and rated. Key conclusions and lessons from the review are then summarized in the final section (4), which also entails the summary table of the project rating. The lessons are formulated in a manner that they inform future planning of UNDP GEF interventions as per focal area, but also specifically future interventions in Mozambique.

The evaluation report starts out with a description of the project, indicating the duration, main stakeholders, and the immediate and development objectives. The findings of the evaluation are broken down into the following sections:

1. Project design/ formulation
2. Project implementation
3. Project results

The discussion under project formulation focuses on an evaluation of how clear and practicable were the project's objectives and components, and whether project outcomes were designed according to SMART criteria (see Table 2).

Table 2: SMART criteria (see Guidance for conducting TEs of UNDP supported, GEF-financed projects. UNDP, 2012)

SMART CRITERIA	
S	Specific: Outcomes must use change language, describing a specific future condition
M	Measurable: Results, whether quantitative or qualitative, must have measurable indicators, making it possible to assess whether they are achieved or not
A	Achievable: Results must be within the capacity of the partners to achieve
R	R Relevant: Results must contribute to selected priorities of the national development framework
T	Time-bound: Results are never open-ended. There should be an expected date of accomplishment.

Also, project formulation covers whether capacities of the executing agencies were sufficiently considered when designing the project, and if partnership arrangements were identified and negotiated prior to project approval. An assessment of how assumptions and risk were considered in the development phase is also included.

The report section on project implementation first looks at how the logical results framework was used as an M&E tool during the project. Also, the effectiveness of partnerships and the degree of involvement of stakeholders are evaluated. Project finance is assessed by looking at the degree of co-financing that was materialized in comparison to what was committed, and whether additional or leveraged financing was secured during the implementation phase. The cost-effectiveness of the project is evaluated by analyzing how the planned activities met or exceeded the expected outcomes over the designed timeframe and whether an appropriated level of due diligence was maintained in managing project funds.

The quality of execution by both the implementing agency and the lead implementing partner (executing agency) is also evaluated and rated in the project implementation section of the report. This evaluation considers whether there was sufficient focus on results, looks at the level of support provided, quality of risk management, and the candor and realism represented in the annual and end of project reports.

The project implementation section also contains an evaluation and rating of the project M&E system. The appropriateness of the M&E plan is assessed, as well as a review of how the plan was implemented, e.g. compliance with the progress and financial reporting requirements, how were adaptive measures taken in line with M&E findings, and management response to the recommendations from the mid-term review.

In GEF terms, project results include direct project outputs, short- to medium-term outcomes, and longer-term impact, including global environmental benefits, replication efforts, and local effects. Usually, the main focus is at the outcome level, as most UNDP supported GEF financed projects are expected to achieve anticipates outcomes by project closing, and recognizing that global environmental benefit impacts are difficult to discern and measuring outputs is insufficient to capture project effectiveness. However, due to the nature of this project and its implementation

realities, a more detailed assessment of achievement of planned outputs is also included in this review.

Project outcomes are evaluated and rated according to relevance, effectiveness, and efficiency (Table 3):

Table 3: Definition of relevance, effectiveness and efficiency (see Guidance for conducting TEs of UNDP supported, GEF-financed projects. UNDP, 2012)

Relevance	The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time. Also, relevance considers the extent to which the project is in line with the GEF Operational programs or the strategic priorities under which the project was funded.
Effectiveness	The extent to which an objective has been achieved or how likely it is to be achieved.
Efficiency	The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.

In addition to assessing outcomes, the report includes an evaluation of country ownership, mainstreaming, sustainability (which also is rated), catalytic role, mainstreaming, and impact.

With respect to mainstreaming, the evaluation assesses the extent to which the Project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. This discussion is distinguished from climate change, which is the focus of the project.

In terms of impact, the evaluator assessed whether the project has demonstrated (a) verifiable improvements in ecological status, (b) verifiable reduction in stress on ecological systems, and /or (c) demonstrated progress towards these impact achievements. The reconstructed Theory of Change was used as a foundation of a Review of Outcomes to Impacts approach (ROtI).

Finally, the evaluation presents recommendations for reinforcing and follow-up on initial project benefits. The report concludes with a discussion of lessons learned and good practices which should be considered for other GEF and UNDP interventions.

1.6 Ethics

The TE was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the evaluators have signed the Evaluation Consultant Code of Conduct Agreement form (Annex 7).

1.7 Evaluation ratings

The findings of the evaluation are compared against the targets set forth in the project results framework, and also analysed in light of particular local circumstances. The effectiveness and efficiency of project outcomes are rated according to the 6-point GEF scale (Table 4) ranging from Highly Satisfactory (HS) – no shortcomings – to Highly Unsatisfactory (HU) – severe short comings. Monitoring and evaluation and execution of the implementing and executing agencies were also rated according to this scale. Relevance is evaluated to be either relevant or not relevant.

Sustainability is rated according to a 4-point scale, ranging from Likely – negligible risks to the likelihood of continued benefits after the project ends – to Unlikely (sever risks that project

outcomes will not be sustained). Impact was rated according to a 3-point scale, including significant, minimal, and negligible.

Table 4: Evaluation rating scale (see Guidance for conducting TEs of UNDP supported, GEF-financed projects. UNDP, 2012)

Ratings of Outcomes Effectiveness, M&E, I&E executions	**Sustainability ratings:**	**Relevance rating**	**Impact ratings**
6. Highly Satisfactory (HS): no shortcomings 5. Satisfactory (S): minor shortcomings 4. Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (US): significant shortcomings 2. Unsatisfactory (U): Major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): Significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not Relevant (NR)	3. Significant 2. Minimal 1. Negligible
Additional ratings where relevant: Not Applicable (N/A) or Unable to Assess (U/A)			

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Problems the project sought to address

More than 60% of the population of Mozambique lives in coastal areas, placing significant pressure on coastal resources and natural capital. The inherent dynamic nature of coastlines combined with exposure to destructive maritime hazards, sea level rise (SLR), inefficient land usage, and strain on natural resources renders the Mozambican coastline highly vulnerable to the impacts of climate change, particularly coastal erosion.

Protective ecosystems, such as mangrove swamps, dune systems and coral reefs, are critical to improving resilience against SLR and destructive maritime hazards (storm surges, tsunamis and topical cyclones). So too is addressing the widespread poverty in coastal areas, which inadvertently contributes to the widespread degradation of ecosystems. As such, livelihood diversification is considered important.

The project aimed to break down barriers to weak inter-sectoral coordination and development, eliminate financial constraints, and build institutional and individual capacity to plan for the effects of climate change. The project also supported the development of human, social, natural, physical and financial capitals to establish climate-resilient livelihoods in Mozambique' s coastal Zones.

2.2 Immediate and development objectives of the project

The goal of the project was to make Mozambique climate-resilient by integrating adaptation in the coastal zone in the development policies, plans, projects and actions. The project objective was to develop the capacity of communities living in the coastal zone to manage climate change risks.

The project is comprised of two outcomes and eleven outputs. The outcomes include: Climate change risks to coastal zones integrated into key decision-making process and managed at community level and sub-national and national government level and adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced.

2.3 Stakeholders and roles

There were two categories of stakeholders: (i) at national and (ii) subnational level. At national level, stakeholders included- MITADER, the National Directorate for Environmental Management (DNGA); the National Disaster Management Institute (INGC); the Ministry of Agriculture and Food Security-MASA (previously MINAG); the Agricultural Research Institute of Mozambique (IIAM); the Ministry of State Administration (MAE); the National Institute of Hydrography and Navigation (INAHINA); the National Directorate for the Promotion of Rural Development (DNPDR); the Mozambique National Meteorology Institute (INAM) and the United Nations Capital development Fund (UNCDF). At subnational level, stakeholders included - MITADER district level (covering the three project sites); the Marine Environment Research Institute (CEPAM); CDS-ZC; ESCNC; the National Directorate of Extension Services (DINAE); DNTF; the District Services of Economic Activities (SDAE) (covering the three project sites); the National and Resources Centers CERUM and communities of the three project sites. Detailed list of stakeholders and planned roles are presented in Annex 8.

The project targeted seven communities in the three coastal sites comprising of 10,718 households. The table 5 below provides further details on the targeted communities.

Table 5: Pilot communities in three coastal provinces

Pemba	No of HH	Inharrime	No of HH	Pebane	No of HH	TOTAL HH
Community 1: Chuiba (East coast)	1006	Community 4: Shiane (inland from Zavora Beach)	411	Community 5: Malua/Porto (Harbour)	2715	
Community 2: Paquite (North coast)	2220			Community 6: Quichanga (Beach)	558	
Community 3: Chiuabuare (West coast)	3230			Community 7: Macuacuarne (coconut village)	590	
Total HH	6446		411		3861	10,718

2.4 Budget breakdown

The overall GEF budget was USD 4,433,000. The breakdown of its allocation per component/outcome and planned co-financing is depicted in Table 6. Table 7 additionally indicates the planned - and realized co-financing, which is further discussed in Section 3.

Table 6: Planned budget per project component and matching co-financing

Outcome	GEF (USD)	Co-fin (USD)
Outcome 1: Climate change risks to costal zones integrated in key decision-making process and managed at community level as well as sub-national and national government level	644,150	758,000
Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced	3,383,207	8,383,000
M&E	187,000	0
PM	221,643	536,000
TOTAL	**4,433,000**	**9,677,000**

Table 7: Planned co-financing by source

Source of co-financing	Type of co-financing	Planned amount
UNDP Poverty and Environment Initiative	Grant	650,000
UNDP Core Resources	Grant	200,000
UN Capital Development Fund (UNCDF) "Building Inclusive Financial Sector in Mozambique (BIFSMO)"	Grant	8,000,000
GoM	In-kind	657,000
GoM	Cash	170,000
Total		**9,677,000**

2.5 Proposed Theory of Change

The reconstructed Theory of Change (TOC) is based on the provided project documentation, which was reviewed in preparation of the TE inception report and field consultations. The existing project documentation does not contain any detailed or complete TOC, although relevant planning elements are found throughout different project documents. At time of project preparation and MTR, the requirement for a TOC was not yet in place. The TOC has been generated by the consultants to guide the evaluation. The project team may have had different intentions during the project implementation. The TOC presented in the following section is based on the main components of the programme logical framework. The draft reconstructed TOC was used in country and stakeholder consultations, further refined and validated throughout the evaluation process.

As per design, the project consisted of one project goal/objective, two outcomes, and 11 outputs. Indicators are presented at outcome level. The strategic results framework and planned targets and indicators are presented in Annex 9. Overall, **Outcome 1** addressed challenges relating to limited information on coastal erosion and climate change risk management; poor management of physical coastal data; limited knowledge on how the current CC Sea Rise Level (SLR) risk and induced coastal erosion will impact the country's long coast; limited capacity of decision-makers due to limited access to environmental data, especially that concerned with SLR and coastal erosion; and limited community access to media and information in rural areas, especially relating to climate risk information. **Outcome 2** responded to challenges of adaptation measures both at households and community levels. For adaptation measures at households' level, the project envisaged providing credit and other financial products through microfinance institutions to generate income. At community level, adaptation interventions aimed at providing grants for small infrastructure and ecosystem protection and enhancement.

In the context of reconstructing the TOC, it's logic starts with the project outputs, which lead to several intermediate outcomes, which lead to several intermediate stages, and finally, to the overall project intended impact. In detail, it is as follows:

The outputs from component 1 (dynamic monitoring system for dunes, beaches, mangroves and sea-level rise; Operational CC Risk Information Center at INGC; Coastal erosion risk profiles; LUP planning guidelines incorporating erosion risks; Toolkit for assessing CC risks, adaptation planning and implementation; Agric. Services in target provinces to support vulnerable communities in addressing CC risks; and Partnership approach to broadcasting climate forecast and adaptation advice via community radio) will lead to three related the **intermediate outcomes**: **outcome 1**: *Technical information systems in place, informing CC related decision-making on risks and adaptation options;* **outcome 2**: *Coastal erosion risk addressed through relevant information and management interventions*, and **outcome 3**: *Climate resilience in vulnerable communities supported by improved information access and improved government support service.* All three intermediate outcomes revolve around improved information and knowledge systems.

Then, the outputs from component 2 – focusing on 7 pilot sites (Microfinance access for adaptation investments; Adaptation investments plans in place; Priority investments supported according to plan, targeting more than 10,000 HHs; and Learning widely shared and replicated throughout coastal areas in Mozambique) will lead to the **intermediate outcomes 3** and **outcome 4**: *Improved access to financial services increasing resilience of HHs* and *Improved understanding of adaptation options, and systematic planning for climate risks, adaptation options and disasters,* respectively. The intermediate outcomes are related to each other, and they impact on the intermediary stages of project impact sequentially (see Figure 1).

Assuming that the first two intermediate outcomes are achieved and maintained, the process will lead to the intermediary stage 1: **Improved technical know-how about climate risks and capacity to address them (IS1).** The main drivers expected to contribute to realization of this intermediary stage

is 'Sound information, linked to key work mandates' and 'Applicability of research information to management needs', and the main assumptions for this intermediary stage are 'The responsible agency, INGC, takes full ownership and responsibility for this function' and 'Relevant information sharing and capacity building interventions will be implemented and institutionalised'.

Then, thanks to the achievement of IS1 and intermediary outcomes 3 and 5 (and the management aspect of outcome 2), the process will lead to intermediary stage 2: **Planning capacities for addressing climate risks at community and provincial level increased (IS2).** Two drivers are expected to contribute to the realisation of this intermediate stage: Practical planning linked to implementation support; and High level of ownership motivates long-term engagement. There are three key assumptions for this intermediary stage: Relevant information sharing and capacity building interventions will be implemented and institutionalised; Stakeholders respond positively to capacity development opportunities and apply know-how to pilot sites; Piloted technologies and livelihood options are appropriate, technically sound and sustainable.

Then, thanks to the achievement of IS3 and the additional impacts of outcomes 3, 4 and 5, the process will in due course lead to intermediary stage 3: **Innovative ideas and experiences for adaptation options and resilience building strategies piloted in 7 coastal communities (IS3).** In this case, two drivers are expected to be influential: Pilot sites are applying locally relevant solutions and demonstrate success; and Benefits from self-governance are evident. Additionally, two assumptions play an important role: Piloted technologies and livelihood options are appropriate, technically sound and sustainable (which also affected IS2); and Lessons are effectively documented and widely shared and will lead towards sustained post project impacts.

Finally, through the completion of the IS3, the process will eventually lead to the project intended impact: **Effective climate risk responses and resilience building in the selected coastal communities, whose lessons will contribute to enhancing livelihoods and ecosystem in Mozambique.** For more details see Figure 3.

It should be noted that progress on intermediary state 3 on a pilot site level can be made in the absence of IS1 and IS2, however, is unlikely to be sustainable and replicable on a larger scale – thus would not lead to the intended project impact.

Note that "Drivers" are defined as the significant, external factors that if present are expected to contribute to the realization of the intended impacts and can be influenced by the project / project partners & stakeholders. Emerging from the Project Document, the main drivers for the above-mentioned process which leads to the intended project impact are:

- *Sound information, linked to key work mandates:* the engaged project partners consider the research to be useful to their mandates and daily work, which will ensure delivery of the planned outputs. They deliver high quality research and information.
- *Applicability of research information to management needs:* the produced information is relevant to management needs and decision-making so that it will be used and integrated into ongoing work.
- *Practical planning linked to implementation support:* The tools and training are directly relevant to the partners and the project directly support planning needs, where relevant ongoing planning.
- *High level of ownership motivates long-term engagement:* Partner organisations and individuals responsible for mainstreaming climate change information into planning have a high level of ownership in conceptualisation and implementation of project activities and thus ensure that knew information, knowledge and know how about climate change and addressing vulnerabilities will be routinely implemented by them in future.

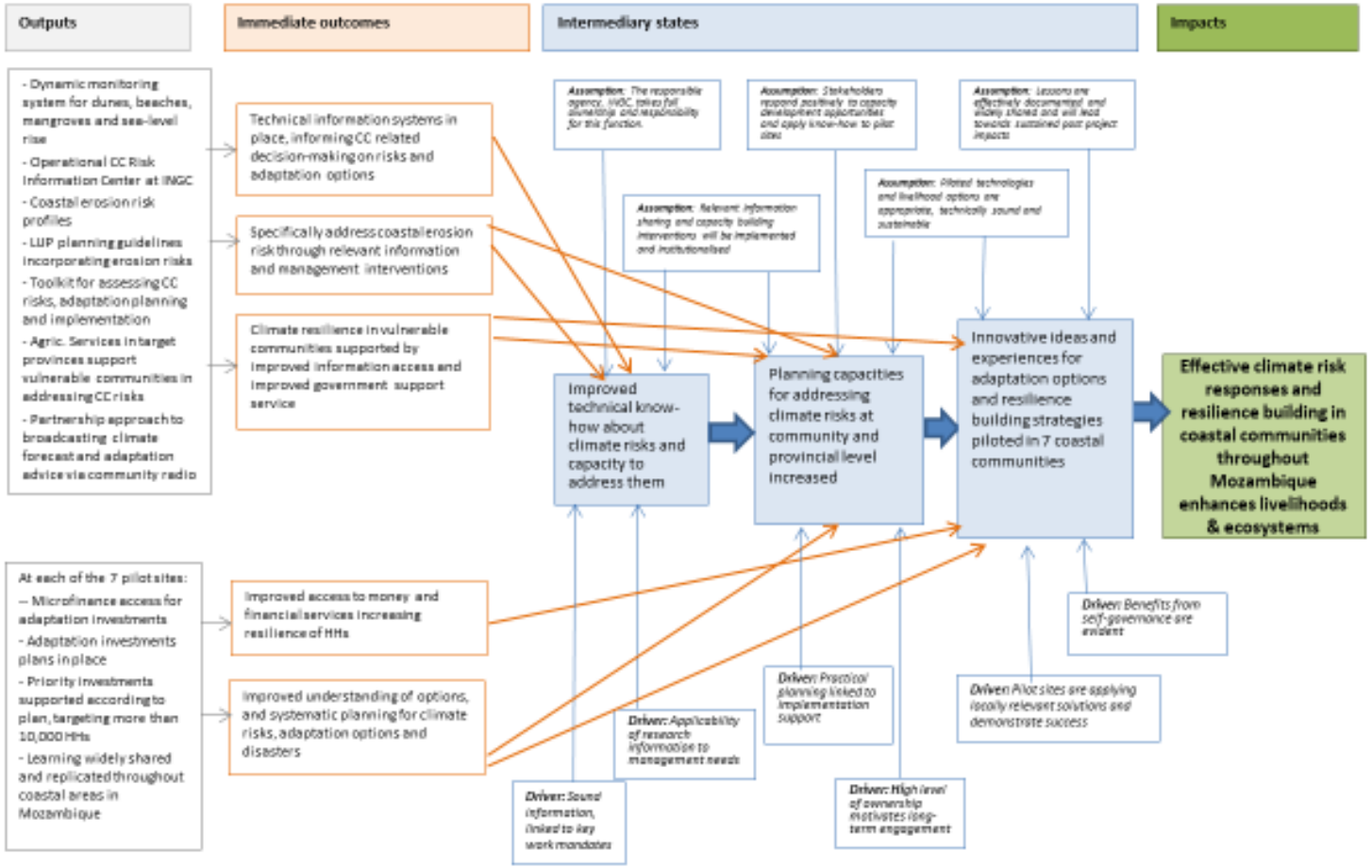
- *Pilot sites are applying locally relevant solutions and demonstrate success:* Peer learning is highly motivating and leads to actual actions and lasting engagement.
- *Benefits from self-governance are evident:* A high degree of self-governance not only creates buy-in but also self-responsibility to address climate change risks in a self-motivated way and develop own responsibilities to act.

"Assumptions" are the significant external factors that if present are expected to contribute to the realization of the intended impacts but are largely beyond the control of the project / project partners & stakeholders. The main assumptions for the abovementioned process are which leads to the intended project impact follow.

- *The responsible agency, INGC, takes full ownership and responsibility for this function:* having a prominent role in the project would be an incentive to engagement and work delivery; this also applies to other project partners;
- *Relevant information sharing and capacity building interventions will be implemented and institutionalised:* this is at the national, provincial and district level, as well as in the implementation of work with local communities;
- *Stakeholders respond positively to capacity development opportunities and apply know-how to pilot sites:* i.e. willingness to collaborate and actually internalise the new information, knowledge and know how generated through the project;
- *Piloted technologies and livelihood options are appropriate, technically sound and sustainable:* while the project has some level of influence on the selection, this relates to the longterm appropriateness of interventions not always fully understood;
- *Lessons are effectively documented and widely shared and will lead towards sustained post project impacts:* beyond the project horizon and by partners to ensure the achievement, continuation and expansion of the project impact.

Note that several Drivers and Assumptions are applicable to and influence more than one Intermediate State.

Figure 1: Retrofitted Theory of Change (TOC) for Adaptation in Coastal Zone Project



3. FINDINGS

3.1 Project design and formulation

3.1.1 Analysis of strategic results framework

The design of the project was generally found to be sound and of good quality, responding to the thorough situation analysis presented in the project document. The project objective is clear, and outcomes were generally well formulated, mostly following the SMART criteria outlined in Table 2, above.

It is clear that at programming stage, the GEF guidelines in terms of clarity of project objectives and components; existence of capacity of the executing institutions; incorporation of relevant lessons from other project design; clarity of partnership arrangements; inclusion of counterpart resources (funding, staff, and facilities); enabling legislative environment for project implementation; appropriate project management arrangement and well-articulated assumptions and risks under each project component were considered.

The MTR identified that certain indicators and set targets were very ambitious, and recommended a revision at MTR stage (see Table 8). The revision focused on outcome indicators. Detailed information on the suggested revisions and the rationale are presented in the following:

Table 8: Revised indicators proposed at MTR. Note that these were not updated in the SRF prior to TE, but are included in this report.

Objective/Outcome	Objective/Outcome Indicator	MTR Suggested Changes to Indicator	Reason
To develop the capacity of community living in the coastal zone of Mozambique to manage climate change risks	% of targeted population affirming ownership of adaptation process (disaggregated by gender)	Add an indicator to the existing one "improved knowledge of climate change risks and resilience building mechanisms by the Disaster Risk Management Committee members (disaggregated by gender)."	This is SMART- specifically it is relevant and attributable to the project unlike the original formulation that has been retained to align with the AMAT and LDCF/SCCF RBM Framework
Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change	% of targeted population affirming ownership of adaptation process (disaggregated by gender)	Number and type of measures to build CC resilience introduced by the project is operational (disaggregated by gender)	This is easy to measure and is directly attributable to the project intervention and is relevant unlike the original formulation which bears little relevance to the project intervention
	50% of target community members to be receiving financial services by the end of the project	20% of target community members to be receiving financial services by the end of the project	The original target is simply too ambitious. 20% of the receiving assistance will be more than enough of challenge. Will also need to clarify direct and indirect assistance. Having half of

			the population receiving financial services is not necessarily a desirable target

Notably, indicators remained very ambitious and hard to measure, especially with a view of assessing project impacts and undertaking surveys to assess beneficiary levels of know-how and adaptive capacity. This will be further discussed in the M&E section below.

Although the project document contains all elements that make up a strong ToC, it was not an integral part of the project document at the time, as this was not a programming requirement. Designing projects with an outcome and impact focus – and getting implementation teams to fully embrace that thinking – is only just emerging, but certainly should be encouraged.

Overall, as already identified at MTR stage, the design seemed to be very ambitious, and probably overly ambitious in the country context of Mozambique. Mozambique is one of the least developed LDC's and faces significant challenges in terms of governance and implementation capacities at all levels – governmental and non-governmental, policy coordination, implementation and enforcement, research – to name just a few. Designing complex and ambitious projects will require the inclusion of sufficient practical support i.e. to the project management unit. All project partners need to understand the whole intend of the project to ensure that it can be managed for maximum results.

Interviews with key stakeholders and project beneficiaries clearly highlight that the designed project was seen to be of critical importance to generating climate change adaptation know-how in Mozambique and to spark innovative interventions and approaches to deal with CC risks in coastal zone. Especially a decentralized focus on community empowerment, community investments and microfinance products and services were highly regarded.

3.1.2 Assumptions and risks

Assumptions underlying the project design were included in the strategic results framework. Several of these assumptions were summarized in the ToC as well.

In retrospect it does appear that several assumptions may have been too optimistic, if not unrealistic. For example, while the team of evaluators noted existence of a genuine will to engage and progress project implementation especially at subnational level, there was no strong evidence to suggest that by simple hosting the project within the National Directorate of Environment of MITADER, strong coordination was assured. Making such assumptions is risky, as they may lead to an underrepresentation of planning and implementing supporting actions and resources. In this case, for example, all financial resources were given to the Ministry – which posed certain difficulties for implementation (see below).

The project design included identification of nine (9) risks beyond project control, namely: problems related to involvement and co-operation of stakeholders to provide the project team with data; conflicts among stakeholders as regards roles in the project; lack of political will to support the project; poor co-ordination among implementing and Responsible Parties; limited capacity within relevant ministries/insufficient qualified human capacity; communities may not adopt eco-system protection and

enhancement measures; lack of commitment from communities; natural disasters (Strong coastal winds, Cyclone and floods) may disrupt project work for other national priorities and climate risk reducing finance mechanisms increase indebtedness and vulnerability. For each risk, potential consequences, countermeasures and possible impact were equally identified.

At design stage, the risks identified were comprehensive and relevant mitigation measures were identified. Based on this initial risk analysis, the project design considered that risk log needed to be regularly (quarterly) updated in ATLAS. At the time of drafting of this TE, updated risk log could not be accessed. However, the team of evaluators noted that project risk management measures were not systematically recorded in the Project Implementation Review (PIR), especially in circumstances where there have been palpable challenges in project implementation and management. This is further elaborated on below under *Project Implementation*.

3.1.3 Lessons from other relevant projects (e.g. same focal area) incorporated into project design

While the project document does not specifically draw on lessons from other relevant projects, it did include a detailed situation analysis including from the site level. The project design also described relevant other projects, mostly associated with UNDP, which provided some level of lessons. These projects included: Building Inclusive Financial section in Mozambique (BIFSMO, under UNCDF); Africa Adaptation Programme; Joint Programme of Environment and Climate change; Poverty and Environment Initiative (PEI); Coping with Drought and Climate Change (SCCF); Strengthening national capacities and frameworks for disaster risk reduction and climate change adaptation. Relevant linkages to these projects were also made, and especially the BIFSMO and PEI projects were official co-financing partners to the project.

3.1.4 Planned stakeholder participation

The project design involved relevant stakeholders, and consultation meetings were conducted at national, subnational levels, and at project implementation sites. Consultations at site level sought to assess the coastal erosion baseline conditions, the Vulnerability and Capacity Assessment (VCA) to establish the baseline of Communities' vulnerability towards CC, Sea Level Rise (SLR) and induced coastal erosion, the CC Capacity Assessment (CCA), and to establish the baseline for stakeholder's capacity.

Besides, the project document contained the framework to guide two-way engagement between key implementing partners (MITADER and responsible parties) and relevant stakeholder with whom the project had to engage throughout project implementation. This engagement aimed to: (i) ensure a general vision and understanding of the project and its expected outcomes by all concerned stakeholders; (ii) engage key stakeholders in planning, implementing and monitoring of specific interventions; (iii) ensure consistent, supportive and effective communication (information, documentation, sharing, learning and feedback) processes with key interaction groups and the wider public and (iv) influence and ensure strategic level support for project implementation from state and non-state organizations and international agencies through engagement in effective community, private sector and donor forums or platforms.

While stakeholder participation was effective in the project design phase, as well as a stakeholder engagement plan was foreseen in the design, during project implementation this was not equally

realised at all project sites. Especially in Pebane (Zambezia), stakeholder participation was reported as poor (see below). Additionally, the strategy employed to facilitate stakeholder engagement was, in hindsight, probably ineffective. By making MITADER national office the central piece for coordination and budget flows certain barriers to decentralisation and stakeholder engagement were induced instead of effectively removed. This will be further discussed below, under *Project Implementation*.

3.1.4 Replication approach

The project was exclusively designed to learn lessons on how investments in climate-resilient livelihoods can be profitable; including promoting the extension of microfinancing services; integration of climate risk information into land-use guidelines, coastal zone management regulations and development plans at national, provincial and community level. It was anticipated that lessons from the project would be replicated into coastal provinces of Mozambique. This would be achieved through political awareness of the need for adaptation, promotion of dialogue among policy makers for the other coastal provinces and, public awareness, field demonstration, sharing of project results and lessons through communication media and knowledge network.

The approach was well thought through, while it is noted that the project budget did not make allocations for knowledge management and sharing of lessons learnt, as is nowadays common practice in GEF programming. Some limited funds were allocated to print and production of reports/ maps and films, however the amounts budgeted were modest.

3.1.5 UNDP comparative advantage

The proposed project is aligned with UNDP‟s comparative advantage, as articulated in the GEF Council Paper C.31.5 “Comparative Advantages of GEF Agencies”, in capacity building, providing technical and policy support as well as expertise in project design and implementation. At the national level, UNDP‟s comparative advantage for the proposed project lies in its strong track record of working with GoM on complex environmental and disaster management projects. On Climate Change, UNDP has helped Mozambique to prepare the Initial National Communication to the UNFCCC and the Country’s National Adaptation Programme of Action (NAPA), and is overseeing the implementation of a SCCF adaptation project: Coping with Drought and Climate Change. UNDP had to leverage its comparative advantage across the following themes:

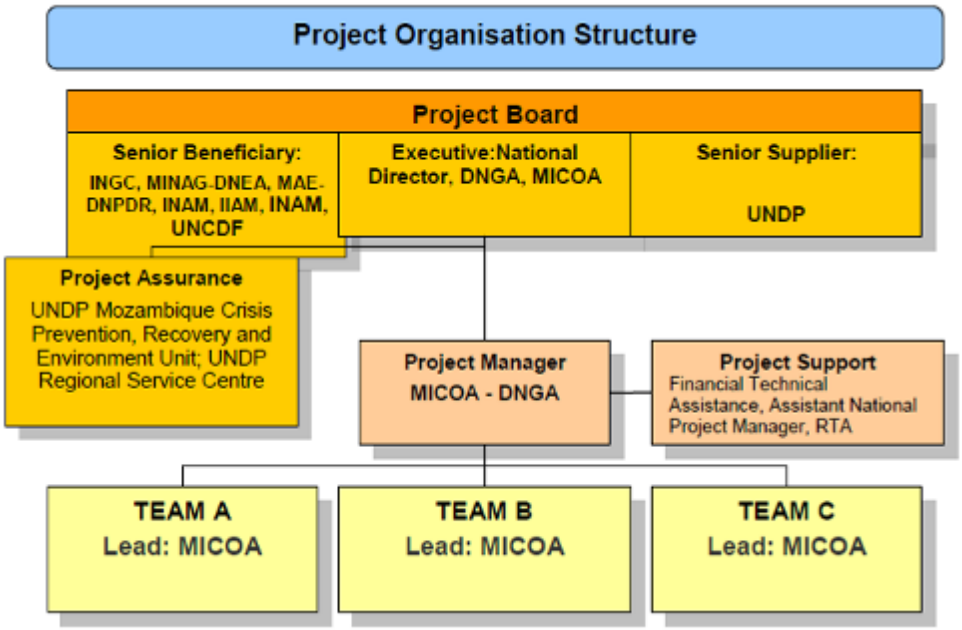
- Policy and Advocacy
- Normative and technical support
- Capacity Development
- Civil Society partnerships
- Relationship with government

Further, UNDP was associated with various related projects (see above) and co-financing initiatives – thus providing a relevant baseline for the project.

3.1.6 Management arrangements

The in the project document presented and agreed to project management arrangement is shown in Figure 2, below.

Figure 2:Project management chart



The Project Board (PB) was housed within MITADER and it was chaired by the National Director of Environment. The PB was comprised of responsible parties as well as the UNDP, UNCDF and the regional MITADER offices from Pemba, Zambézia and Inhambane.

The PB was responsible for making management decisions for the project when guidance was required by the Project Manager. The PB had the lead role in project quality assurance, using evaluations for performance improvement, accountability and learning. It had to ensure that required resources were committed and adequately accounted for, and it had the responsibility to arbitrate any conflicts within the project or with external bodies. In addition, PB had the responsibility to approve the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

The project envisaged a support structure with administration, management and technical role. Three operational teams had to be established, one in each of the three districts in which the project operated as well as a main project support unit at the national level within MITADER. The task team at district level had to be composed of an Assistant National Project Manager and national level comprised of Project Manager and a Technical Financial Assistant

MITADER had the role to provide UNDP Country Office with certified periodic financial statements together with annual audits of the financial statements in accordance with the procedures set out in the Programming and Finance Manual and in compliance with the UNDP financial rules and regulations. The audit had to be conducted by a legally recognized auditor of their respective agencies and or by commercial auditors engaged by UNDP.

While the design was well intended, it was found during implementation that the assumption that MITADER would coordinate a multi-stakeholder engagement effectively was flawed. In fact, it is asserted that this flawed assumption led to severe implementation and execution bottlenecks, described below.

3.2 Project implementation

3.2.1 Adaptive management

Up until the MTR, and a coinciding mission by the project's Regional Technical Advisor[2], the project clearly underperformed. The absence of adaptive management up to that point was noted by the mission and criticized at MTR stage, and the PMU was primarily made responsible for project failure, both by the reviewer and interviewed project stakeholders. In reaction to the poor project implementation performance systematically documented and demonstrated at MTR stage, the PB, and more specifically UNDP, took up their oversight responsibilities and started enacting adaptive management. A strong management response was crafted and implementation of it was seen through determinedly (see Annex 6). Following the MTR adjustments were made to the SRF, and more importantly the management arrangements were strengthened. Decentralisation was increased and on-the-ground actions under outcome 2 were specifically "unlocked". The non-realization of critical co-financing from UNCDF of the micro-finance component of the project had to be addressed, and was seemingly well handled as part of an adaptive management response after the MTR, in line with the new efforts to deliver on outcome 2.

While responsible project implementing partners were informed/trained about the project during the project inception, it is clear that additional trainings maybe needed in future. The importance of ensuring that the responsible implementing partners and the project management team are fully understanding of the project per se, its designed intensions cannot be overstated. Further key project staff and oversight personnel need to have a full understanding of results-based (project) management (RBM). This is often being taken for granted. Adaptive management is only one element of such RBM. In a complex multi-partner intervention such as this LDCF project, strong coordination and management capacities are a prerequisite for project performance. With sub-hubs in three provinces, away from the central PMU office, this played an even greater role. While the project had some established reporting lines and responsibilities, these were poorly followed through on. Staff in the provinces were disengaged from management at central level, and adaptive management was reportedly disjoint. Up to MTR, almost no actions were reported from the provincial level at all. At the national level, the evaluators found that there was reasonable planning and reporting, in line with GEF and UNDP guidelines, however, this apparently was not internalized as adaptive management tool. Project reporting such as through the PIRs and quarterly reports did not strictly follow best practice, and reports did not align with the project SRF, for example.

According to stakeholders on the provincial level, adaptive management particularly improved after the MTR management response, and local level facilitators/ field staff were positively viewed in facilitating demand led and adaptive management. However, it was mentioned that such field officers were not always supported effectively in implementing their work by MITADER and the PMU, e.g. in the

[2] See Back to office report (BTOR), December 2015.

processing of contracts and disbursement of funds, and UNDP had to step in to facilitate some of these support actions.

3.2.2. Partnership arrangements

While MICOA (MITADER) was foreseen to be the lead-implementing agency for the project, a multitude of partnerships were clearly described in the project document. Many of these were manifested during project implementation, i.e. including through representation on the PB, but also through responsibility for the delivery of specific project outputs. Under Outcome 1, several national level organization such as e.g. INGC were identified as project partners. On the provincial/ site level other a suite of other location specific partners was foreseen. Proposals were requested from such partners, and reviewed and approved as relevant. For example, the CEPAM was made responsible for working with local women groups on dune stabilization efforts as well as mariculture opportunities during the second project half. At time of TE, it was clearly found that partners in the provinces, especially in Pemba and Inharrime were engaged and enthused. Some exciting and promising field demonstrations were visible, and the partnership model seemed to be guarded very positively.

Table 9: Organizations who signed MOUs with MITADER for decentralized project implementation

Institution	Pilot site location	Type of intervention
Pemba Municipality	Pemba	Intervention in the drainage Ditch and construction of public latrines
CEPAM (Centre for Marine and Coastal Research	Pemba	Reforestation and enhancement of the biological brace
IIP	Pemba	Institute for fishery research -mussel cultivation and production of fish in tanks
SDAE	Pemba	District Service for Economic Activities - improved agricultural practices in place and establishment of value chains
Local community radios	Pemba Inharrime	Broadcasting of early warning messages
INAM (National Meteorology Institute)	Pemba Inharrime	Provision and interpretation of meteorological information)

A wide range of locally activity institutions, governmental and non-governmental, got engaged in their areas of expertise. Micro-finance institutions rolled out the savings groups components and clearly could make linkages to climate change resilience building and supporting local level adaptive capacities. It can be said that in large the partnership arrangements on the local level worked out very well after the management response at MTR stage.

Table 10: Micro-financing institutions who signed contracts with MITADER

Institution	Pilot site location	Type of intervention
CCOM	Pemba	Microfinance – CC Resilience focus; various products: savings groups; micro-credits
FDM	Inharrime	Microfinance – CC Resilience focus;

		mostly savings groups
Tseco – discontinued after MTR	Pebane	n/a – did not work; only initial financial literacy training

Some of the national level partnerships were less convincing, and e.g. INGC, a highly acclaimed institution which collaborated with UNDP already on the Africa Adaptation Programme effectively, seemed to have lost traction with the project and interest, which did not necessarily improve even after the MTR corrective measures. This is reflected in the lack of achievement of some basic outputs, and underperformance on the aggregated outcome level esp. in view of outcome 1. Few cutting-edge knowledge products were generated through this project, and the foreseen partnerships seemingly did not deliver.

3.2.3. Feedback from M&E activities used for adaptive management

Already mentioned above, a strong management response was issued and implemented post MTR (see Annex 6). Key focus was:

- Revamp of the PMU to ensure more effective performance
- Stronger UNDP oversight despite NIM arrangement
- Financial management support; incl. direct payments were made to local services provider
- Expedited decentralization and emphasis on delivering under outcome 2
- SRF updates (indicator)

3.2.4. Project Finance

Co-financing

The LDCF project was designed to build on existing parallel investments at the project sites. It was intended to work in parallel with a number of site based projects underway and to add incremental climate change adaption know-how in them. As most of these investments were associated or close to UNDP, this was a good strategy. However, especially the USD 8 Mio investment by UNCDF was discontinued and did not realize as co-financing. This has serious implications for the LDCF project, which had to rethink and reposition its micro-finance strategy.

It should be noted that UNDP Country Office (CO) was able to leverage a significant amount of project co-financing through TRAC resources. Especially at the end of the project, UNDP CO mobilized needed cash inputs to finalize the building/ rehabilitation of the Paquite/ Pemba drainage canal, which is considered a key project success.

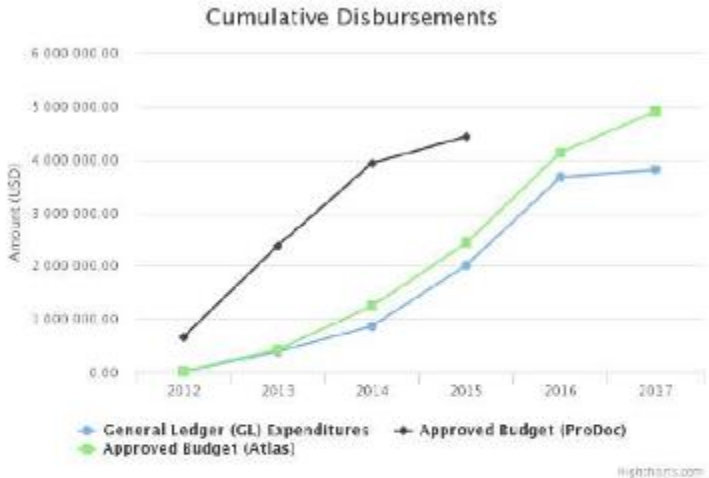
Table 11: Planned versus realized co-financing by source

Source of co-financing	Type of co-financing	Planned amount	Realised amount
UNDP Poverty and Environment Initiative	Grant	650,000	700,000
UNDP Core Resources	Grant	200,000	559,400
UN Capital Development Fund (UNCDF) “Building	Grant	8,000,000	-

Inclusive Financial Sector in Mozambique (BIFSMO)"			
GoM	In-kind	657,000	420,000
GoM	Cash	170,000	50,000
Total		**9,677,000**	**1,729,400**

Table 12: Actual spending as per outcome

Outcome	**GEF (USD)**	**Spent USD**
Outcome 1: Climate change risks to costal zones integrated in key decision-making process and managed at community level as well as sub-national and national government level	644,150	
Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced	3,383,207	
M&E	187,000	
PM	221,643	
TOTAL	**4,433,000**	



Cumulative GL delivery against total approved amount (in prodoc):	85.73%
Cumulative GL delivery against expected delivery as of this year:	85.73%
Cumulative disbursement as of 30 June (note: amount to be updated in late August):	3,778,266.23

3.2.5. Monitoring & evaluation: design at entry and implementation

The M&E budget for the project was USD 187,000, thus about 4,2 % of the overall budget. This is very reasonable. The in the project document SRF was acceptable, with the caveat that certain indicators seemed to me too complicated for the project circumstances and capacities. This at MTR certain revisions were made.

However, a major short coming was that no project specific M&E plan was designed by the PMU. While reporting during quarterly reports and PIRs gave some feedback, the reporting was not strongly aligned with the SRF. No baseline assessments were undertaken beyond the information presented in the project document, and surveys that were to be conducted after the MTR were not available at time of TE. No updated SRF was availed to the evaluators, even after prompting the responsible agency MITADER to kindly facilitate such at the onset of the TE.

It should be noted that the End of Project report which was availed to the evaluation consultants looked very impressive. However, the consultants found that the presented data was partially not in line with the evaluation findings, and seemed to be an overly positive assessment of end of project delivery. The report is a good overview of field activities implemented, but provided little reflection on impact and sustainability.

3.2.6. UNDP and Implementing Partner implementation/ execution coordination and operational issues

At mid-term, MITADER and the at MITADER-housed PMU were heavily criticized for poor performance and endangering the project. Consequently, as part of the management response, certain staff adjustments were made and especially the Financial Officer and Project Manager were replaced. Since MTR project implementation improved and overall performance of the implementing/ executing agency. UNDP largely took over several operational functions after MTR.

While certain improvements were seen, including on financial management, at TE stage certain operational gaps were still visible, albeit the situation improved. Financial information was hard to get, and M&E data was not collected. Certain agreements made between MITADER and UNDP with regards to finalisation of the project were not serviced, such as full support to conducting the TE and availing all relevant and requested information. While it is understood that staff are under considerable work load and have difficulties e.g. in accessing emails, it also is apparent that the TE was given a relatively low priority. The UNDP Country Office did invest considerable effort into trying too leverage the necessary information, however, largely without success.

Two UNDP RTAs were involved with this project. While the first was responsible for project preparation and early implementation up to 2015, the second came on board thereafter, and introduced the initial changes that led to some degree of decentralized project implementation. Reasonable oversight and support were rendered by both. The UNDP CO clearly has limited human resource capacity on hand, and taking on a much more prominent management role since MTR was a major effort. It is important that future projects, especially where such difficulties with project partners are experienced, receive high level support from within the organisation. Systematic allocation of DPC to newly developed projects may be one solution. More rigorous recruitment of the best available staff for PMUs as well as investing into upfront management training of the project management team may be other suitable investments.

3.3 Project results

3.3.1 Achievement of project outputs

The achievements of project results were based on the various PIPRS reviewed, and substantiated further with the information gathered from interviews and site visits.

As this project was not managed on the SRF basis, a review of the output achievement as reported by project staff. Some level of triangulation took place during the TE, however certain outputs were not accessible and could not be reviewed for quality. Note that performance on outputs is not rated in the overall assessment.

Output 1.1: A dynamic monitoring system for dunes, beaches, mangroves and sea level rise established to measure topographic, oceanographic, chemical and biological indicators.

Maps and platforms on climate change risk management of the three coastal zones were developed. Local community members (Pemba- 75; Inharrime- 22; and Pebane-45) were involved as volunteers in primary data collection. As part of the establishment of a monitoring system for climate change risk management system, a consultant was hired to establish topographic, oceanographic and biological baseline indicators. Public employees (Pemba- 12; Inharrime- 12; and Pebane- 17) drawn from relevant institutions were trained in GIS Mapping to enable them undertake assessment of climate change risk and vulnerability in the project sites. In addition, the project supported the purchase and installation of automatic weather equipment for the three weather stations (Pemba; Inharrime and Pebane). To ensure operational sustainability and impacts of the new stations, INAM technical staff (a total of 12) from the three project sites attended a training about the use and regular maintenance of the equipment and link with the local radio stations.

Note by the TE consultants: While we are able to access study containing georeferenced analysis and maps, achievement of this output is not guaranteed. The study is still in its draft form and will need to be validated through a consultative process/ workshop. Several training materials were availed in the form of PowerPoint presentations. Indicators were not communicated. The automatic weather station could be visited in Pemba and Pebane. Stakeholder interviews in Inharrime confirmed the existence of the automatic weather station financed by the project.

Output 1.2: A Climate Change Risk Information Centre made operational within an existing institution to facilitate production of climate risk assessments in other coastal zones in Mozambique.

A center for Knowledge Management (Centros de Gestão de Conhecimento- CGC) was established. Associated with the Mozambique Academy and integrated within MITADER, the CGC collect and process information on climate change. A consultant was hired to develop in a consultative manner the operation programme for the CGC. The consultation process involved more than 100 public employees drawn from 34 public institutions at central, provincial and district levels. The CGC aim to contribute to: (i) scientific knowledge generation on CC and adaptation; (ii) identification of new approaches to CC impact; (iii) identification of gaps in climate change risk reduction planning; (vi) establishing a functional

system for CC related data collection and sharing, and (vii) identification effective ways of utilization of digital information for government planners, investors and coastal managers, among others.

Note by the TE consultants: The establishment of the CGC is an integral part of the Mozambique's National Climate Change Adaptation Strategy (2013-2025) and it was set up independent of the project. The project contribution was limited to support CGC to operationalize the National Climate Change Network. While the operational manual contains the network institutional framework, the TE team was unable to verify activities conducted by the network in terms of generating climate change knowledge and its impact. The network's websites are as follows: http://www.cgcmc.gov.mz http://www.mctestp.gov.mz/?q=content/cerim%C3%B3nia-de-lan%C3%A7amento-da-plataforma-sobre-gest%C3%A3o-de-conhecimento-em-mudan%C3%A7as-clim%C3%A1ticas .

Output 1.3: Coastal erosion risk profiles prepared for multiple coastal segment of 2 km of extension

A national consultant was hired to develop a CC risk profile of multiple segments (a total of 2km) of the coastal zones in the three project sites. The profiles were based on GIS techniques and modelling for 10-year return period and other ancillary data such as: Bathymetric and topographic information obtained from Common Digital Database (CDD) and topographic maps; long-term erosion trends obtained from Old aerial photographs and CC and SLR projections; data from any previous erosion studies in the area or vicinity; anecdotal evidence of past erosion events including community questionnaires and wave data and local surveys.

Note by the TE consultants: The TE team accessed the report "Costal Erosion Risk Profile for Multiple Segments of 2km for Coastline". It provides an overview of climate change risk and means for developing climate change risk monitoring tools. At the time of this TE, validation of the report had not been conducted and it was not yet disseminated to stakeholders.

Output 1.4: Land-use planning guidelines developed that incorporate the coastal erosion risk profiles

A national consultant was hired to develop community erosion risk profiles. These profiles allow the identification of special features influencing coastal erosion rates (e.g. breaks in the barrier reef), areas along the shoreline that are more prone to erosion hazards facilitating future land use planning for coastal areas. Conservative, long-term erosion shoreline retreat values and other key erosion hazards were established to help land-use planning in coastal areas

Note by the TE consultants: Although LUP development had been anticipated in the project, it had already been done by INGC. However, the LUP guidelines were not accessible to the TE team, thus it was not possible to assess how the LDCF project could have further engaged with the process.

Output 1.5: Toolkit developed outlining methodologies used to assess climate change risks, adaptation planning, cost effectiveness analysis and a replication plan for Mozambique.

In accordance with the laws of Mozambique, the project supported INGC establish CLGRC in the seven project communities. These committees were trained in CCA and they provide relevant community information of climate change. Additionally, the committees were provided with emergency kits to support vulnerability reduction and community awareness campaign.

Note by the TE consultants: Apparently, there was no clear guidance on the toolkit, and project management discussions with INGC suggested that the project could support existing efforts in strengthening preparedness measures at community level by creating, training and equipping local disaster management committee as part of their mandate. This work was done, as verified by stakeholders at all three pilot sites. It is also important here to mention the integration of this measure with involvement of Community Radios in broadcasting specific awareness messages in local languages, reported on below.

Output 1.6: Agricultural extension Services trained to support vulnerable communities and Local Disaster Risk Management Committees in Pemba, Pebane and Inharrime to transition to climate-resilient livelihoods.

Two training sessions (in Pemba and Inharrime) on climate based extension services were carried. The trainings targeted district level extension services technicians, INAM's district technical personnel. A total of 24 persons (Pemba- 10; Inharrime- 12 and Pebane-2) attended the trainings and these trainings were meant to equip them with broad knowledge on adaptation of agricultural practices. Specific contents of the trainings included: management of cultural agriculture practices; enhancement of water and land management; improvement of early warning system and promotion of climate resilient crops. In turn, these technical staff trained local communities on the same themes. A total of 1,083 community's members were trained, of which, 332 in Pemba; 201 in Inharrime and 550 in Pebane. Seven (7) agriculture demonstration plots (Pemba 2; Inharrime; 4 and Pebane 1) were established in the three project sites focusing on conservation agriculture practices.

Note by the TE consultants: Some evidence of the training was provided. However, the documentation is very limited. The various PIRs and the End of Project Report present number of trainings and trainees, as well as topics. No learning impacts were evidenced. It should be noted that the UNDP CO indicated that all such materials are available, however, needed to be shared by the PMU.

Output 1.7: Partnership established between INAM- Agromet Advisory Service (AAS), CES and the Media Institute (ICS) to broadcast through community radio climate forecasts and adaptation advice.

A partnership between INAM, Agromet Advisory Service (AAS), and the Media Institute (ICS) was established. This partnership is basically reflected in the trainings that INAM and ICS provided to a range of audiences through the project support. INAM through its Agromet Advisory Service trained community radio technicians and members of the local committees for Disaster Risk Management (CLGRC) in the use and interpretation of meteorological information and enabled local community radio stations access weather information through local weather stations. This initiative carried out in partnership with ICS, helped training community radio station personnel in environmental production and broadcasting and interpretation of weather information. The intervention covered coastal zones' radio stations namely, from Pemba (Rádio Wimbi), Chiúre, Montepuez, Macomia and Mueda in Cabo Delgado, Pebane, Mocuba, Maganja da Costa, Mopeia e Zambézia and Inharrime in Inhambane province. The national radio and TV station, Rádio Moçambique (RM) and Televisão de Moçambique (TVM) also benefited from the trainings.

Note by the TE consultants: Various community radios reported involvement. In Pemba a demonstration of the project interventions was provided. The Wimbi Community Radio broadcasts went beyond warnings and presented learning sessions and modules on a diversity of relevant topics.

Output 2.1: Micro-financing extended to each of the seven project sites in Pemba, Pebane and Inharrime, to disburse adaptation financing and capacity development for livelihood enhancement and diversification, to reduce vulnerability to climate change.

Microfinance Service Providers were hired through a competitive process; CCOM in Pemba, FDM in Inharrime and Tseco MF in Pebane to ensure diversification and improvement of communities' livelihoods in response to climate vulnerability, through 3 segments of activities: agriculture, fishery and small business. In Pebane, the Ministry took the decision to terminate the contract with the Microfinance service provider Tseco MF for administrative reasons and misuse of project funds. This has directly affected negatively 1,903 households that were deprived of financial and non-financial services. However, some activities were carried out in this component such as development of skills for generation and diversification of incomes in agriculture.

In Pemba, 2,381 HH directly benefiting from these project products: (Solidarity credits – 352HH; Individual credits – 144HH, Saving Groups - 188members/HH, training and technical assistance – 958HH, specialized associations–257HH). This corresponds to 53.3% of (6,446HH and 70,74% of the 3,223HH - target established in the project) with income sources and livelihoods diversified (53.38% women headed HH, and a total of 1,217 involved women).

In Inharrime communities received innovative financial and non-financial services. In the year of 2016, FDM registered an increase of 5 (five) groups because of the constant disclosure of the services offered in the communities, thus, FDM registered 11 (eleven) savings and credit groups and 2 (two) were recovered, which were recycled and received financial education from FDM, the currently have 13 thirteen) saving and credit groups. A total number of 248 (two hundred and forty-eight) people were trained in fund management and governance rules, from which 187 community members (151 are women and 36 are men). The balance of savings for the first quarter of 2017 was 419,170.00 (four hundred and nineteen thousand and one hundred seventy meticais), 31 (thirty-one) members received credits in the amount of 381,000 (three hundred eighty-one thousand meticais). Throughout the project, credits amounting to 911,840.00 (nine hundred eleven thousand, eight hundred and forty meticais) were disbursed to (8) eight solidarity groups, made up of a total of 18 members and 6 (six) individuals and an amount of 1.206.550.00 meticais (One million, two hundred and six thousand, five hundred and fifty meticais). The main activities implemented were:

- Poultry: implemented with the support of the SDAE officers. Three groups were created (total of 10 women), who purchased and sold batches of 3 to 8 batches of 500-800 chickens each batch;
- Pig farming: this activity is also supported by SDAE. There are 3 groups of 3 women each. And they have so far counted about 28 pigs, having already sold some to the community;
- Fishing: training conducted by the Institute for the Development of Small Scale Fisheries (IDPPE): covering 30 fishermen with a view to encouraging fishing with improved gear and fish conservation for marketing; Fishermen equipped with protective and signaling materials; Financed 3 fishing engines;
- Egg production: built and equipped a poultry with 1,200 laying chickens to produce eggs. Enterprise given to a group of 3 women;

- Slaughterhouses: two slaughterhouses for pigs and chickens were built to ensure hygienic and sanitary conditions; and 1 fish processing center;
- Built 3 towers and open 3 holes for the supply of drinking water and established local water management committees composed of women;
- Installation of drip irrigation systems that allow year-round production and competes for increased production;
- Establishment of community greenhouses to produce vegetables throughout the year;
- In 2015 these groups saved 10 Meticais (app. US$ 0,6) per saving session and currently save 50 (app. US$ 0,9) Meticais in each saving session.

Note by the TE consultants: Some compelling evidence is available at all three project sites, especially Pemba and Inharrime. Two concerns are sustainability of the achievements and a lack of documentation and sharing of these pilots. It was observed that some of the investments were completely dysfunctional just a few months after project closure, For example, in Inharrime the pigs fell prey to a disease and all but three piglets died. The mussle mariculture project in Pemba faced problems with the infrastructure and was not operational at time of visit. The local beneficiaries were visibly upset about this – and discouraged. Some other projects, for example the support to aquaculture (tilapia farming) and rabbit rearing as an integrated farming approach worked very well in Inharrime.

Output 2.2: Adaptation investment plan developed for each of the seven pilot sites in Pemba, Pebane and Inharrime for community-level CCA measures such as small-scale infrastructure and ecosystem-based measures.

VCA consultations were conducted in seven target communities; major investments priorities were identified. An amount of 170,000 US$ was allocated to each community for building small-scale infrastructure and ecosystem based measures.

Note by the TE consultants: None of the Adaptation Investment Plans were accessible for review by the evaluators, but a Needs Assessment Report was shared by UNDP CO. The evaluators did not access financial information on how these funds were spent. It was difficult at the time of the TE to assess value for money, cost effectiveness and sustainability. USD 170,000 per site and even more for Pemba where the construction/ rehabilitation of the drainage canal will bring this figure up to USD 800,000, is a sizeable investment. At this point, impacts are undocumented, and in Pebane questionable.

Output 2.3: Priority community-based adaptation projects implemented among 10,000 households in the seven pilot sites in Pemba, Pebane and Inharrime, focused on resilient livelihoods and community-level adaptation measures, including ecosystem protection and enhancement.

To operationalize community-based adaptation projects the project entered cooperation agreements with contractors through public tenders in Pemba, Inharrime and Pebane. For Pemba projects the contractors did not provide full services; in Pebane projects were not completed; where they appeared finalized they did not follow technical specification as provided in the agreements or not in line with laws of the Republic of Mozambique (School bloc built in Macuacuane). Unlike in Pemba and Pebane where these projects were under the responsibility of government institutions (SDPI, SDAE), in Inharrime, these projects were promoted by the MFSP, FDM with the support of SDAE and IDEPA. In general, these projects aimed to address the three adaptation intervention measures as outlined in the

project document- livelihood diversification; protection and ecosystem enhancement and community infrastructure projects.

Note by the TE consultants: Some compelling evidence is available at all three project sites, especially Pemba and Inharrime. However, no information on financing was availed. During the field visits it was not clear how investments under the various outputs under component 2 differ and under which output they were to be reported, although the Needs Assessment provides some indications.

Output 2.4: Learning and results disseminated to promote replication through public awareness campaigns, exposure visits and national workshop.

To disseminate information and create public awareness on project intervention and climate change impact in targeted sites, the project instituted a range of approaches to communication with the wide community in the sites- public awareness meetings; exhibition visits; local workshops; tree planting events; placement of sign boards along the 7 Km of the coast in the target sites with information on the need to preserve dunes, vegetation, avoid uncontrolled bushfires. The local CLGRC continue undertaking community awareness meetings on CCA and other environmental and climate risks in the coastal zones.

Note by the TE consultants: Promotion and sharing of information on climate risks and adaptation options and knowhow via community radio was evidence in Pemba and looked very promising. The TE also accessed the UN recorded a video of project activities, which was made public through different platforms- Facebook, official website, etc. see UN News: https://www.facebook.com/ONUNewsPort/videos/10155359002917506/. *Overall knowledge management and communication could be improved in relation to a project like this.*

3.3.2. Overall results (attainment of objective)

Objective

Objective	Indicator	Achievement	Attainment of Objective
Project objective: To develop the capacity of community living in the coastal zone of Mozambique to manage climate change risks	***Indicator 1*****:** *% of targeted population affirming ownership of adaptation process (disaggregated by gender)*	Unable to Assess* *Capacity assessment not undertaken/ accessible* *Assessment done qualitatively*	Moderately Satisfactory
	Newly suggested at MTR: *Improved knowledge of climate change risks and resilience building mechanisms by the Disaster Risk Management Committee members (disaggregated by gender)*	Unable to Assess *No measure agreed to and monitored*	

		Assessment done qualitatively	

* The PIR 2017 reported the following*: In Pemba the project has directly reached 4,716 households (which 52% are women and 48% men), In Pebane, 2,650 households were covered (of which 57 % are women and 43% are men) and in Inharrime 511 households of which 80% are women and 20 % are men).* According to the TE team this would amount to 74,4 % of the households initially targeted (10,718 HH). Arguably this data could be used as a proxy indicator of HHs reached.

While the TE team did not receive any formal data that would enable a fair assessment of performance on the objective indicator(s), it can be said that the wide range of stakeholders consulted during the TE (some 75 individuals in additional to several community meetings, bringing the number to approximately 130) were knowledgeable about the project, climate change risks and potential adaptation options - all attained or ameliorated through activities of the project. Especially technical staff at the sub-national level, a wide range of community members (of which 10,718 were targeted by the project), and an unknown number of individuals who were reached by information sharing through community radio clearly were touched by the project. It has been entirely impossible for the TE team to get any meaningful data about the overall achievement of the project objective, and especially the project impact (see below ROTi assessment).

The PIR 2017 report presents the cumulative progress since project start. In the absence of the formal indicator assessment, a description of progress towards the objective is given and used for the assessment. In summary it conveys:

- Although a quantitative evaluation of the project has not been completed, in general, work has been done in view of ensuring the ownership of all the stakeholders involved in the project implementation including the community members.
- The implementation of the various Memorandums' of Understanding that were signed between MITADER and a suite of partners were successful and supported the communities in the adaptation and management of the climate impacts.
- Information was produced and important mechanisms were established to support communities in the process of adapting and managing climate change impacts and to assist them in the integration and orientation of land use planning in the coastal zones
- For the of adaptation measures at household level, two financial service providers were hired (CCOM and FDM) who have received specialized trainings on climate and disaster risk management. This has resulted in the access of informed CC (climate change) financial services and consequently improvement of household incomes and livelihoods options and resilience to Climate Change.
- In Pemba the project has directly reached 4,716 households (which 52% are women and 48% men), In Pebane, 2,650 households were covered (of which 57 % are women and 43% are men) and in Inharrime 511 households of which 80% are women and 20 % are men). This amounts to 74,4 % of the households initially targeted (10,718 HH).

Overall the achievement rating of attainment of results is less positive than the ratings provided in the PIR 2017. Based on the limited quantitative data available, the achievement could probably be rated as overall moderately satisfactory.

Outcome 1

Outcome	Indicator	Achievement	Attainment of Objective
Outcome 1: Climate change risk to coastal zones integrated into key decision-making process and managed at community level as well as sub-national and national government level	***Indicator 2*:** *Capacity Perception Index (Capacity score card)*	Unable to Assess *Score card not prepared/ availed* *Assessment done qualitatively*	**Moderately satisfactory**
	***Indicator 3:** Number and type of target institutions with increased adaptive capacity to minimize exposure to climate variability*	TBD* *Target: 10 local government institutions trained*	

* A listing of number and type of institutions can be derived, however, no measure of "adaptive capacity increased" can be given. Pemba: xxx, xxx; Pebane: xxx, xxx; Inharrime: xxx, xxx.

While the output report (section 3.3.1) indicates that a good number of outputs were worked towards to, limited actual materials were shared with the evaluation team. While a dropbox folder was populated by some members of the project team with relevant powerpoint presentations and selected maps, reports, and MOUs, no coherent depository of project outputs and products was accessible. Therefore, the evaluators were not able to verify actual accomplishments and quality of products in much detail. Some of the materials shared predated the actual project and it was unclear what the link to the LDCF project were. The lack of a centralized and accessible project filing system leads to the assumption that project outputs were generally poorly documented, and products not widely shared.

Also under outcome 1, no M&E data e.g. in the form of the updated capacity score card was shared with the TE team, despite prompting. Assessments which were announced in the PIR of 2017 to be done as part of the TE were not available to the TE team. Therefore, progress towards achieving outcome 1 cannot be assessed at this time.

However, the TE team proposes that information on indicator 3 could be deducted in terms of number of type of institutions engaged, while no information on/ measure of "increased" adaptive capacity can be derived. The project target of 10 local government institutions trained would have been achieved at selected project sites.

Trainings and participating institutions reported on under outcome 1 in PIR 2017 for the full project implementation period. This information could be used to substantiate outcome indicator 3 in the absence of the formal capacity assessment.

Training	Institutions
GIS mapping to carry out vulnerability assessments in the communities	INGC, DPTADER, CEPAM, ADMAR, INAM, DPASA, IIP, IDPPE, INAHINA, ESCMC, SDPI and SDEJT-EPC Sihane

Climate-based extension approaches and services	Extension officers SDAE
Development of environmental and climate change programs, interpretation of relevant meteorological information, broadcast the Agrometeorological Advisory Services (AAS) and inform about adaptation options	Community radios (at least 5 different radio stations)
Micro-finance, small business management, financial education in the context of adaptation to climate change	408 individuals trained from government and non-governmental institutions - institutions not specified
TOTAL	**At least 15 institutions trained/ engaged** – while more institutions were engaged more peripherally. CBOs were not explicitly included in this count.

Outcome 2

Outcome	Indicator	Achievement	Attainment of Objective
Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced	***Indicator 4*****:** *% of targeted population affirming ownership of adaptation process (disaggregated by gender)* ***(same as indicator 1)***	Unable to Assess *Capacity assessment not undertaken/ accessible*	Moderately satisfactory
	Indicator 5: *% change in income generation in target area given existing and projected climate change*	Unable to Assess *Assessment not undertaken/ accessible* *Assessment done qualitatively. See below suggested indicators .*	
	Indicator 6: *% of population with access to improved flood and drought management (disaggregated by gender)*	Unable to Assess *Assessment not undertaken/ accessible* *Assessment done qualitatively. See below suggested indicators .*	
	Newly suggested at MTR: *Number & type of measures to build CC resilience introduced by the project actually operational*	TBD*	
	Newly suggested at MTR: *20% of target community members to be receiving financial services by the end of the project.*	7%**	

* A listing of number and type of measures can be availed, however, not target was set. Overall, the field visits suggest a satisfactory achievement, given the fact that implementation largely only started after MTR. Sustainability, however, is questionable and cannot be guaranteed. Certain investments were already dysfunctional or had failed a few months after project closure and at time of the TE field visits.
**750 individuals out of 10,718 targeted participate in the savings groups in the three project sites. The target was 20%. No other financial services are included in this figure, although especially in Pemba a much broader suite of micro-finance options was offered. It is to be noted that the PIR 2017 presented the following information for Pemba alone: *2,381 HH directly benefiting from these project products: (Solidarity credits – 352HH; Individual credits – 144HH, Saving groups - 188members/HH, training and technical assistance – 958HH, specialized associations–257HH). This corresponds to 53.3% of (6,446HH and 70,74% of the 3,223HH - target established in the project) with income sources and livelihoods diversified (53.38% women headed HH, and a total of 1,217 involved women).*

Also under outcome 2, the foreseen M&E survey/ assessment results have not been availed to the TE consultants. Thus, progress towards achieving the outcome cannot be established as it was planned.

However, information on two new indicators which were suggested as part of the MTR, could be deducted and these at least provide an indicative idea of level of outcome achievement – which looks quite positive. Following the MTR clearly a great deal of on-the-ground investments were made and functional demonstrations were set up. Not all sites performed equally well, and Pebane features the lowest. Pebane is very remote, and linkages to provincial service providers are weak. The project success in Pebane is low, and perhaps it needs to be considered in future planning that very remote and difficult to access sites are not very suitable for demonstration projects. It is well understood that there is an interest in Government to expand projects into underserviced areas, however, for project success this strategy does not usually work well.

Overall under Outcome 2 a great deal of adaption learning could be generated – if the implementation process would be well documented, a learning culture had been more prominent in the project and if an effective M&E had been in place. At this current stage, this project significant undercapitalizes on good learning opportunities and it is recommended that UNDP and MITADER place some extra effort into processing the project results before starting on a new LDCF project. At least it is suggested that the new LDCF project would allocate some additional funding to further synthesizing the lessons from this project for learning n the new project.

A specific strong contribution seems to be the innovation on the micro-finance integration. However, in the absence of a more detailed documentation and possibly evaluation of the approach, limited evidence can be presented on its novelty and effectiveness.

3.3.3. Relevance, Effectiveness & Efficiency

Relevance: The project has been relevant in the national development context and addressed key national priorities as set out in the NAPA. Considering that i.e. Inhambane province was hit by a devastating cyclone during 2017, investing into resilience building and adaptive capacities clearly has been highlighted as a must. While the cyclone did not affect the project area significantly, upper level provincial decision makers could make the linkage. Piloting adaptation options and approaches also still is highly relevant, especially now at project end when results are forthcoming after a delayed project implementation. Notably, sharing of such knowledge has not taken place, but would be relevant.

The project was further aligned with the GEF OP on CCA and addressed LDCF priorities.

Effectiveness: The project objective was only partially met. While good momentum has been gained amongst the target communities especially in Pemba and Inharrime, it is not entirely clear in how far they have internalized adaptation know how and interventions. So, it is unclear if the objective would be met in the future. It seems unlikely to happen without further and sustained support efforts to the same target communities and support services. However, an opportunity seems to be that the micro-finance institutions the project worked with seem to stay in the project communities.

Efficiency: In the absence of relevant financial information it is impossible to assess this criterium.

3.3.4. Country ownership

Country ownership was generally good, and ownership on the provincial level clearly improved since the MTR. While it is not clear how far project results will find their way systematically into future decision-making and policy, certain absorption of climate resilience building will take place. The development of adaption plans and support of their implementation seem to receive positive views, and there is a good level of ownership over these. Follow-up support through a new UND led GEF-LDCF project and through other donors are prioritized by Government (see *Sustainability* below).

The fact that the project was implemented by a great number of national partners clearly increased country ownership. This indeed has been the strong point of the project, which, in future should possibly be more balanced with more capacity support and knowledge transfer including on general project management – and of course technical matters.

3.3.5. Mainstreaming

The project was formulated addressing key UNDP priorities such as climate resilience building and poverty reduction, as well as (in hind-sight) various SDGs. Gender was not very explicitly addressed, however, it is clear that especially the local level pilot interventions mainstreamed gender considerations in their approaches. Women were the focus of specific livelihood interventions, and the micro-finance approach worked with women as a main target group esp. in their saving groups. Some gender specific and disaggregated data has been collected and can be used for reporting. Gender work could have been undertaken more systematically, however, as this was not a programming priority previously.

From a national level perspective, mainstreaming climate change risk information into various development sectors and integrating it into decision making at national, sub-national and local level decision-making was a key aim of the project. In bringing a broad range of partners into the project, some of this clearly will have been achieved. However, there is little direct measure of mainstreaming success evidenced. Climate change adaptation plan, not only supported by this project but more generally under MITADER all take a multi-sectorial approach. This seems to indicate that mainstreaming is taking place. How much of this is attributable to the project cannot be assessed.

All stakeholders interviewed at time of the TE were quite positive that the project had improved its implementation after the MTR, and positive views on how project was influencing decision making were evident on the provincial level.

In Inharrime, for example, no project staff was available to join the field mission. However, the district staff and NGO partner (Fundo da Mulher, FDM) of the micro-finance component took full ownership and were fully conversant about the project - and the project matters.

Notably, the FDM micro-finance component is now building up new micro-finance products such as mobile banking (MPESA). While these services may not be directly be linked to climate resilience building they will clearly contribute to the menu of options of local communities. This may be indirect mainstreaming, but demonstrates a positive "natural "progression of growing and associated activities.

3.3.6. Sustainability

Sustainability of the project interventions beyond the project phase is a difficult issue, and especially so in the context of this project where implementation activities on the pilot site level only really started after the MTR. While some impressive site level investments have been made, it is entirely unclear how they will continue. Already during the TE site visits, which took place a couple of months after project closure, many of the community pilots were not functional. A pig rearing project in Inharrime had suffered from an epidemic and all but three piglets survived. The very innovative mariculture pilots in Pemba suffered from the fact that the initially sued building material, bamboo, was not durable, and much of the initial investment had faltered. These are just a few examples of less convincing evidence for sustainability.

On the other hand, the micro-finance investments all seem to continue. While it has been controversial to "donate" project funds to such microfinance institutions (they should be self-running and any cash provided should strictly be retained as cashflow), their continued presence in the project sites will likely lead to some lasting impacts. Further follow-up on this would be desirable.

It is noted that the lack of undertaking the project endline surveys limit the scope to replicate/ scale-up the project results, including with regards to other newly formulate GEF LDCF investment for Mozambique. It is therefore recommended that such surveys still should be done.

Financial risks to sustainability

Some outputs and pilots are very promising and could become fully self-sufficient after project completion. As there is good integration of the project with Government priorities and procedures, much of the started work may be internalized in ongoing work. In the case of the started micro-finance projects, the collaborating NGOs likely will continue the started work. However, the direct support to the pilot projects may not be feasible for the Government in the future and thus certain initiatives, if not fully internalised by the local communities, may falter.

Socio-economic risks to sustainability

Ownership is good and socio-economic risks seem low. The investment into the Paquite/ Pemba canal will clearly require a good local level management strategy, and there are some socio-economic risks. People had to be resettled to make room for the canal, and local community members will have to be involved in the management of the canal, avoiding that it will be clogged once again with rubbish, for example.

Institutional Framework and Governance risks to sustainability

The fact that the Government of Mozambique requested a large scale (up to 16 Mio USD) new LDFC investment in Mozambique, based on the outcomes of this project, indicates that generally there is a keen interest to pick up on resilience building at a decentralised level. However, how this will most effectively happen from an institutional point of view remains still to be seen. The implementation of the reviewed LDCF project has highlighted numerous difficulties. These need to be fully factored in both in terms of sustainability of the current project – and any future CCA intervention.

Mozambique as a country undergoes several major macro-level difficulties including a debt-management crises and governance challenges. Furthermore, there have been political turbulences in the past years with a civil conflict between the currently leadership party FRELIMNO and the opposition esp. RENAMO fighting. Decentralisation generally is moving ahead only very slowly. Mozambique goes through a very difficult time, and this poses risks to sustainability.

Environmental risks to sustainability

All project interventions are considered positive and pro environmental conservation. Certain local level pilot interventions may have certain negative impacts (e.g. irrigation in areas where water is a limiting factor, limited guidance on dealing with waste and waste water in localised project interventions), but these are considered to be negligible in the project context.

3.3.7. Impact

The Review of Outcomes to Impacts approach (ROtI) approach is used to assess the likelihood of impact by building upon the concepts of Theory of Change (Section 2). The ROtI approach requires ratings to be determined for the outcomes achieved by the project and the progress made towards the 'intermediate states' at the time of the evaluation. The rating system is presented in Table 13 below and the assessment of the project's progress towards achieving its intended impacts is presented in Table 13.

Table 13: Rating Scale for Outcomes and Progress towards Intermediate States

Outcome rating	**Rating of progress towards intermediate states**
D: The project's intended outcomes were not all delivered	D: No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.

A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long-term impact.

Table 14: Overall likelihood of achieving impact

Results rating of LDCF Mozambique **project**							
Outputs	**Outcomes**	**Rating (D-A)**	**Intermediate states**	**Rating (D-A)**	**Impact (GEB)**	**Rating**	**Overall**
- Dynamic monitoring system for dunes, beaches, mangroves and sea-level rise - Operational CC Risk Information Center at INGC - Coastal erosion risk profiles - LUP planning guidelines incorporating erosion risks - Toolkit for assessing CC risks, adaptation planning and implementation - Agric. Services in target provinces support vulnerable communities in addressing CC risks - Partnership approach to broadcasting climate forecast and adaptation advice via community radio At each of the 7 pilot sites: -- Microfinance access for adaptation investments - Adaptation investments plans in place - Priority investments supported according to plan, targeting more than 10,000 HHs - Learning widely shared and replicated throughout coastal areas in Mozambique	Technical information systems in place, informing CC related decision-making on risks and adaptation options Specifically address coastal erosion risk through relevant information and management interventions Climate resilience in vulnerable communities supported by improved information access and improved government support service Improved access to money and financial services increasing resilience of HHs Improved understanding of options, and systematic planning for climate risks, adaptation options and disasters	C	Improved technical know-how about climate risks and capacity to address them Planning capacities for addressing climate risks at community and provincial level increased Innovative ideas and experiences for adaptation options and resilience building strategies piloted in 7 coastal communities	B	Effective climate risk responses and resilience building in coastal communities throughout Mozambique enhances livelihoods & ecosystems	+	CB+

Results rating of LDCF Mozambique **project**							
Outputs	**Outcomes**	**Rating (D-A)**	**Intermediate states**	**Rating (D-A)**	**Impact (GEB)**	**Rating**	**Overall**
	Justification for rating: While a good number of outputs have been addressed, there is currently not sufficient evidence to suggest the level of outcome achievement. There is limited documentation of project results and products, which suggests that these "knowledge" products are not widely shared and accessible. Once of training will likely not have a very lasting effect and no impact monitoring was actually carried out. While after a harsh MTR project delivery improved, the remaining time horizon was short especially for local level demonstrations to mature. Sustainability of the local level investment is unclear.		Justification for rating: IS1: Some technical knowledge has been generated and be shared in terms of trainings with key stakeholders at the local and sub-national level. While no impact was assessed formally, consultations during the TE suggest that some important learning was facilitated by the project. However, little evidence was available at TE stage about the technical quality of product as they were not all accessible. IS 2: Planning capacities in multiple institutions have increased, although no formal capacity assessment was available at TE. Clearly efforts were made especially during the second half of the project to work a=with can capacitate sub-national and local stakeholders. IS 3: On the site level tangible demonstrations could be found, especially in Pemba and Inharrime. These can be considered innovative solution, even though hit is unclear how sustainable the investments will be and very little information has been documented to assess the actual success of the interventions. *In summary, the Intermediate states have partially been started or achieved, however, not necessarily in a consecutive order.*		Justification for rating: The project is too short to demonstrate full impact on livelihoods and the ecosystems. While on a site level positive developments are visible, no convincing evidence has been produced that suggests that meaningful upscaling will take place.		Positive impacts are expected beyond project end

There are uncertainties about the achievement of project outputs and outcomes, already described above. Rating of progress towards Outcomes is rated "C". However, at least on the project site specific level the Intermediate states have partially been started or achieved. Rating of progress towards the Intermediate States is rated "B". Based on the above, the aggregate rating is "CB". In the long-term, creating a foundation for knowledge and evidence-based planning and management with regards to CC will lead to improvements in local livelihoods and ecosystems - which means that environmental changes are expected to be positive. The Project, with an aggregated rating of CB can therefore be rated as "Likely" to achieve/ contribute to the expected Impact.

4 CONCLUSIONS, RECOMMENDATIONS AND LESSONS

4.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

The project picked up considerably after its MTR, which was highlighting major short-comings in implementation

It is concluded that project implementation improved significantly after the MTR and the management response had positive effects on project performance. Still the project suffered from shortcomings, but the improvements are visible and commendable. The stronger involvement of the UNDP CO help project performance, however, clearly was at a big effort of the organization. Notably, at time of the TE, very limited engagement of the former project team was achieved, mostly as the project had largely closed. Outstanding deliverables such as the updating of the capacity score card and undertaking of certain assessments did not take place and consequently it was hard to fully assess project achievements for the TE consultants.

The project design was probably too ambitious in the context of country capacity

The project was complex and hard to manage with three provinces being amongst the key partners. In some ways the project could probably have been programmed simpler. It is critical that a project management team be recruited from the onset of the project that is capable to deliver. Specific trainings and orientation should take place at the beginning of a project to ensure the team and partners understand the focus of the project, reporting requirements and systems.

Three pilot sites were selected. The site in Pebane was very hard to access. It was located for from the provincial capital Quelimane, and accessibility of services on site is complicated at best. It is suggested to identify more accessible and logically less impaired sites for demonstration projects. This can be one prerequisite for successful project delivery.

The assumption that full designation of project activities and budget to MICAO/MITADER would lead to a strong national stakeholder coordination was false and the consequences thereof should be further thought through

At design stage one major assumption was made: that MICOA/MITADER as the single implementing agency would coordinate a multi-stakeholder response effectively. All funds were allocated via the Ministry and the PMU was housed at the national central level. It is asserted that – if some of the partners had more direct access to the project resources and responsibilities - delivery could have been better from the project onset. For example, and institution such as INGC or even the provinces could have been positioned as Responsible Parties in the project design. Having a suite of implementing partners may induce some more work in terms of planning and reporting, but on the other hand it can reduce risks of non-performance.

It is additionally noted that it is a risk factor to channel funds directly through a bureaucratic government institution. It is always hard to devolve funds to the local action level – and more so if funds are managed within a large bureaucracy.

A much stronger emphasis on knowledge management and M&E would be required to make an intervention like the reviewed one a strong demonstration project

This project clearly underperformed in terms of knowledge management, learning and M&E. A much stronger focus of the project team should have been tracking the performance of the pilot interventions and making them more experimental. It would be nice to have well synthesized write-

ups of each of the technical innovation, both at the research/ knowledge generation level, in relation to training - and probably more importantly – the local level adaption solutions.

4.2 Actions to follow up or reinforce initial benefits from the project

A small set of recommendations emerges from the TE:

Recommendation 1: Check on outstanding payments to service providers

During the field consultations it was brought to the attention of the evaluators that several institutions seemed to think that they still needed to be paid for some of their work. For example, the team at CEPAM in Pemba was under the impression that payments were not done.
It is important to service all project agreements or at least to communicate clearly what certain payments may not have been made.

Recommendation 2: invest into distilling some case studies from the project

This project piloted a great diversity of interventions. On all levels, but specifically with regards to the adaptation options on the community level some very interesting demonstrations have been set up. However, due to the poor knowledge management aspects of the project no systematic documentation of the investments, processes and performance of the demonstrations are available. It is recommended that this be done esp. with the view that UNDP has prepared a new LDFC project with MITADER, which could benefit from a thorough analysis of previous efforts.

Recommendation 3: At least analyze the micro-finance innovation

As the absolute minimum document and analyze the micro-finance component of the project well. This approach may provide some excellent innovative ideas for strengthening communities' resilience, however, at this point no independent and detailed review of project inputs and results is available.

Recommendation 4: Still undertake the endline surveys

The lack of endline surveys limit the scope to replicate/ scale-up the project. Especially in light of preparing for another large LDCF investment, it should be a worthwhile investment to provide a deeper analysis of this pilot project.

4.3 Proposals for future directions underlining main objectives

Before the new LDCF project will be incepted it will be extremely useful to process the actual technical results in some more depth and discuss them with the key stakeholders and partners in a learning event.

4.4 Best and worst practices in addressing issues relating to relevance, performance and success

Lessons #1: The quality of the project implementation team and effective project management are a critical success factor for project performance

— The best persons for the job should be attracted to lead the PMU; the blend of talent you can attract my render it necessary to hire staff not previously foreseen in the project document. For example, if you hire a PM who has strong project management, M&E and knowledge management capacity you may not need a M&E specialist. Or vice-versa. It is important to review the team at time of project inception. Hired staff should probably undergo a two to three months' probation time prior to the inception workshop and be assessed for performance at that time.

Lessons #2: During inception build a joint vision amongst the project team and ensure everyone understand their roles and responsibilities

— It may be worthwhile to invest into upfront training in project management related skills development of the project team; orientations on roles and responsibilities are needed for all staff and project partners including the project board. Probably it would be a good decision to increase Project Management cost to include upfront investments into building a good team. While the inception workshop is a very helpful institution in this regard, some additional mandatory and well delivered upfront project management basics should be shared amongst the wider project team.

Lessons #3: Identifying the most suitable implementation arrangements

— Countries take a of pride in NIM projects, and ownership usually is very good. This is an important asset. However, it is also clear that there are numerous barriers and pitfalls including that huge government bureaucracies take away the possibility for nibble and flexible project execution – often so important in demonstration project, and for adaptive management. Further thinking on how the most flexible yet well owned and integrated project delivery can be achieved needs to be part of every project design process.

4.5 Ratings

As part of the TE, a table with the summary ratings of the project's results and performance are provided in a *TE Ratings & Achievement Summary Table.*

Table. Assessment of overall project results, sustainability and impact

Component	**Rating**	Notes
Project Results (using 6-point satisfaction scale – see Table 1)		
Achievement of Objective	**MS**	
Attainment of Outcome 1	**MS**	
Attainment of Outcome 2	**MS**	
Overall Project Results	**MS**	
Overall Quality of Project Outcomes (using 6-point satisfaction scale – see Table 1)		
Relevance	**R**	
Effectiveness	**MS**	
Efficiency	**MS**	
Sustainability (using 4-point likelihood scale – see Table 1)		
Overall Likelihood of Sustainability[3]	**MU**	

[3] All the risk dimensions of sustainability are critical. Therefore, the overall rating for sustainability should not be higher than the lowest rated dimension (2012 *UNDP Guidance for Terminal Evaluation of GEF-funded and UNDP-implemented Projects*).

Impact (using 3-point impact scale – see Table 1)		
Environmental status improvement	**BC+**	Likely **/ Minimal**

5 ANNEXES

- ToR
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form
- Report Clearance Form
- *Annexed in a separate file*: TE audit trail
- *Annexed in a separate file*: Terminal GEF Tracking Tool, if applicable

Annex 1: TE ToR

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) for the project: *Adaptation in the Coastal Zones of Mozambique* (PIMS 4069).

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

<table>
<tr><td>Project Title:</td><td colspan="5">“Adaptation in the Coastal Zones of Mozambique (LDCF)”</td></tr>
<tr><td>GEF Project ID:</td><td>4276</td><td>Project financing</td><td colspan="2"><u>at endorsement (Million US$)</u></td><td><u>at completion (Million US$)</u></td></tr>
<tr><td>UNDP Project ID:</td><td>4069</td><td>GEF financing:</td><td colspan="2">$4.433</td><td></td></tr>
<tr><td>Country:</td><td>Mozambique</td><td>IA/EA own:</td><td colspan="2">$</td><td></td></tr>
<tr><td>Region:</td><td>Southern & Eastern Africa</td><td>Government:</td><td colspan="2">$0.657</td><td></td></tr>
<tr><td>Focal Area:</td><td>Climate Change</td><td>Other (UNDP):</td><td colspan="2">$0.200</td><td></td></tr>
<tr><td>FA Objectives, (OP/SP):</td><td>To develop capacity of communities living in the coastal zone to manage climate change risks</td><td>Total co-financing:</td><td colspan="2">$0.857</td><td></td></tr>
<tr><td>Executing Agency:</td><td>Ministry of Land, Environment and Rural Development (MITADER) – National Directorate for Environment (DINAB)</td><td>Total Project Cost:</td><td colspan="2">$5.290</td><td></td></tr>
<tr><td rowspan="2">Other Partners involved:</td><td rowspan="2">National Disaster Management Institute (INGC); Ministry of Agriculture and Food Security (MASA); National Directorate for Agriculture Extension Services (DNAE); Mozambique National Meteorology Institute (INAM); Fisheries & Marine Institute (IDPPE); District service for Planning & Infrastructure (SDPI); District Services of Economic Activities (SDAE); Ministry of State Administration (MAE); National Directorate for the Promotion of Rural Development (DNPDR); Social Communication Institute (ICS); Centre for</td><td colspan="2">ProDoc Signature (date project began):</td><td colspan="2">20 February 2012</td></tr>
<tr><td>(Operational) Closing Date:</td><td>Proposed: February, 2016</td><td>Actual: June 2017</td></tr>
</table>

	the Sustainable Development of Coastal Zones			

OBJECTIVE AND SCOPE

More than 60% of the population of Mozambique lives in coastal areas, placing significant pressure on coastal resources and natural capital. The inherent dynamic nature of coastlines combined with exposure to destructive maritime hazards, sea level rise (SLR), inefficient land usage, and strain on natural resources renders the Mozambican coastline highly vulnerable to the impacts of climate change, particularly coastal erosion.
Protective ecosystems, such as mangrove swamps, dune systems and coral reefs, are critical to improving resilience against SLR and destructive maritime hazards (storm surges, tsunamis and tropical cyclones). So too is addressing the widespread poverty in coastal areas, which inadvertently contributes to the widespread degradation of ecosystems. As such, livelihood diversification is a key component of this project.

The project aims to break down barriers to weak inter-sectorial policy coordination and development, eliminate financial constraints, and build institutional and individual capacity to plan for the effects of climate change. The project will support the development of human, social, natural, physical and financial capitals in order to establish climate-resilient livelihoods in Mozambique's coastal zones.

Expected Outcomes:

Outcome 1: Coastal Climate Change risks integrated into key decision-making processes at the local, sub-national and national levels.

Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method[4] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (*Annex C*) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.
The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

The evaluator(s) is expected to conduct a field mission to Maputo. In other circumstances, the evaluator(s) is expected to conduct field missions to Cabo Delgado, Zambézia and Inhambane provinces, including the following project sites *Pemba (with 3 targeted communities), Pebane (with 3 targeted communities) and Závora (with 1 targeted community)*. Engagement of stakeholders is vital to a successful TE.[5] Stakeholder

[4] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

[5] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

involvement should include interviews with stakeholders who have project responsibilities, including but not limited to *MITADER, Ministry of Agriculture and Food Security, INAM, ICS among others*; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc
The evaluator(s) will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	**UNDP own financing (mill. US$)**		**Government (mill. US$)**		**Partner Agency (mill. US$)**		**Total (mill. US$)**	
	Planned	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**
Grants	0.200	0.299			8.000 (UNCDF)	0.000	8.200	0.299
Loans/Concessions								
• In-kind support			0.657	to be assessed by TE			0.657	to be assessed by TE
• Other	0.650 (PEI)	0.650					0.650	0.650
Totals	0.850	0.949	0.657	to be assessed byTE	8.000	0.000	9.507	to be assessed by TE

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[6]

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Mozambique. The UNDP CO will contract the evaluators and ensure timely provision of all travel arrangements, within the country for the evaluation team, which should be costed in their financial proposal as lumpsum. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be *25* days according to the following plan:

Activity	Timing	Completion Date
Preparation	04 days	*May 15, 2017*
Evaluation Mission	*12* days	*May 30, 2017*
Draft Evaluation Report	*07* days	*Jun. 08, 2017*
Final Report	*02* days	*Jul. 30, 2017*

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

[6] A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009

The evaluation team will be composed of *1 international evaluator (Team Leader) and 1 national evaluator.* The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. Team leader and will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum *10* years of relevant professional experience on environment, climate change adaptation and microfinance issues with focus on vulnerable groups.
- Knowledge of UNDP and GEF or GEF-evaluations
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area(s)
- Experience working in Africa
- A Master's degree in Climate Change, Environmental Sciences, Natural Resources Management, Agriculture, Land Management, Water Resources Management or other closely related field
- Fluency in English, both oral and written, is required; and working knowledge of Portuguese is desirable.

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At the submission and approval of Inception Report
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online (http://jobs.undp.org) by 5th May, 2017. Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

Annex 2: UNDP Guidelines for conducting TE

See PDF file attached

Annex 3: TE mission itinerary

Time		Interface/ Place
DAY 1	**30 August, 2017**	
8:30 – 10:30	UNDP CO & Courtesy meeting with UNDP CD	L. Simão / J. A. Janeiro / H. Mutemba / UNDP CD M. Faria & Maya
11:00 – 12:30	MITADER – Former DNGA and Current DINAB	A. Liphola & I. Maibaze
13:00 – 14:00	MITADER - GEF Operational Focal Point	T. Manjate
14:00 – 16:30	Project Management Unit (PMU)	R. Langa / V. Come / F. Tavares
DAY 2	**31 August, 2017 (NC)**	
9:00 – 9:30	INAM	A. Manhique / B. Silinto
9:30 – 10:00	ICS	E. Nhantumbo
10:00 – 10:30	MASA – DNEA and IIAM	National Director / Designated Focal Points
11:00 – 11:30	INGC	National Director / Designated Focal Points
13:00 – 14:00	INAHINA	Designated Focal Point
14:30 – 15:00	IDPPE	Designated Focal Point
15:00 – 16:00	Project Management Unit	R. Langa / V. Come / F. Tavares
DAY 3	**01 September, 2017 (NC)**	
8:00 – 9:00	MITADER – DNDR	L. Bila
9:00 – 10:00	Investment Committee	Designated Members
10:30 – 11:30	PMU	R. Langa / V. Come / F. Tavares
14:00 – 15:30	UNDP CO (final arrangements for field missions)	J. A. Janeiro / H. Mutemba
15:30 – 16:30		
DAY 4	**31 August, 2017 (IC)**	
10:30 – 13:00	Flight TM ??? Maputo – Pemba	
14:30 – 15:00	MITADER – DPTADER	Provincial Director
15:00 – 16:00	Provincial Technical Committee	F. Points
16:00 – 17:00	Provincial Project Manager	E. Conjo
DAY 5	**01 September, 2017 (IC)**	
7:30 – 9:00	Meeting with Community 1 (Paquitequete)	Community representatives
9:00 – 10:30	Meeting with Community 2 (Chibuabuare)	Community representatives
10:30 – 12:00	Meeting with Community 3 (Chuiba)	Community representatives
13:00 – 14:00	CEPAM	F. Point
14:00 – 14:30	Pemba Municipality	F. Point
14:30 – 15:00	INGC Cabo Delgado	E. Manuel / F. Point
15:00 – 15:30	INAM	Provincial Delegation
15:30 – 16:30	Micro-Finance Service Provider	CCOM
DAY 6	**18 September, 2017**	
07:30 – 14:00	Drive Maputo – Inharrime/Inhambane- Inharimme	
14:30 – 15:30	SDPI	District Director / F. Point
DAY 7	**19 September, 2017**	
7:30 – 8:30	Courtesy meeting with District Administrator	Administrator / P. Secretary
8:30 – 9:30	SDAE	District Director / F. Point
9:30 – 10:30	District Technical Committee	Designated technicians
10:30 – 12:00	ICS – Community Radio	F. Point
13:00 – 14:30	Micro-Finance Service Provider	FDM
14:30 – 16:30	Meeting with Sihane Community (site visit)	Community representatives
16:30 – 17:30	Drive Inharrime – Inhambane	
DAY 8	**20 September, 2017**	
8:00 – 9:00	MITADER – DPTADER	Provincial Director

9:30 – 11:00	Provincial Technical Committee	F. Points
11:30 – 17:00	Drive Inhambane – Maputo	
DAY 9	**25 September, 2017**	
	Flight TM Maputo – Quelimane Drive Quelimane – Pebane	
DAY 10	**26 September, 2017**	
8:00 – 9:00	Courtesy meeting with District Administrator	Administrator / P. Secretary
9:00 – 10:00	SDPI	District Director / F. Point
10:00 – 11:00	SDAE	District Director / F. Point
11:00 – 11:30	IDPPE	F. Point
11:30 – 12:30	District Technical Committee	Designated technicians
13:30 – 15:00	Meeting with Community 1 (Macuacuane)	Community representatives
15:30 – 16:30	Meeting with Community 2 (Malaua)	Community representatives
DAY 11	**27 September, 2017**	
8:00 – 9:30	Meeting with Community 3 (Quichanga)	Community representatives
9:30 – 10:00	ICS – Community Radio	F. Point
10:00 – 11:00	Debrief to District Administration	Administrator / P. Secretary
11:00 -	Drive back Pebane – Quelimane	
	Provincial Project Manager	E. Conjo / M. Napido
DAY 12	**28 September, 2017**	
8:00 – 9:00	MITADER – DPTADER	D. David
9:30 – 10:30	Eduardo Mondlane University	F. Point
10:30 – 11:30	Provincial Technical Committee	F. Points
13:40 – 16:10	Flight TM 315 Quelimane – Maputo	
DAY 13	**14 November, 2017**	
9:00 – 10:30	TE Findings UNDP CO and way ahead	J. A. Janeiro – UNDP CO

Annex 4: List of persons interviewed

#	Surname	Name	Institution	Contact	Location
1	Assane	Irma H.	Radio Wimbi	861773383	Pemba
2	Tshombe	Farida N.D.	Radio Wimbi	843643917	Pemba
3	Abido	Sadique	Institute de Communicação Social (ICS)	848539675	Pemba
4	Amande	Tage Antonio	ICS	865371300	Pemba
5	Baptista	Francisco Xavier	ICS	824181230/ 86008440 fxbapt@gmail.com	Pemba
6	Angelina	Maria	INAM	842819451/ 828976030 angeliniachimbana@gmail.com	Pemba
7	Cassimo	Abdeel	INAM	Abdeelcassimo75@gmail.com	Pemba
8	Mafumo	Amilcase	DPASA (Agricultura)	825408403 acmafumo@gmail.com	Pemba
9	Filipe	Mateus Quimbine	At MIEZE (Agricultura?)	865288346 824247353	Pemba
10	Assane	Augusto	DPTADER	840210200	Pemba
11	William	Violeta Jacinto	CCOM	821509118	Pemba
12	Muando	Sonia Ricando	CEPAM	840450699 soniamuando@yahoo.com	Pemba
13	Bernabe	Goncolves	CEPAM	825454264/ 845817122 Gdbernabe201@gmail.com	Pemba
14	Feiamo	A.	CEPAM	872293940	Pemba
15	Akyat	Ismail	CEPAM	825508933	Pemba
16	Pihaque	Nelson	CEPAM	829945537	Pemba
17	Ronda	Irondina	CEPAM	843843941	Pemba
18	Pedro	Antonio	CEPAM	824023170	Pemba
19	Chite	Maricimo Azano	CEPAM	844183742	Pemba
20	Tagir	Agustinho	INGC	827249007	Pemba
21	Manuel	Elizeta S.	INGC	824468200	Pemba
22	Fadile	Abdul Carimo	Conseilho Municipal/ Municipality of Pemba		Pemba
23	Mahoque	Mauro	GIS Expert		INGC
24	Comé	Vánia	Proejct Assistant		UNDP
25	Langa	Rosa	Proejct Microfinance Expert		UNDP
26	Tavares	Fernando	Project Coordinator		MITADER
27	Maibaze	Ivete	National Director for Environmental Management		MITADER
28	Domingos Fernandes	João	Director		SDPI- Inharrime
29	João	Júlio	Director		SDAE- Inharrime
30	Maria	Ana	Director		FDM
31	João	Samuel	Fisherman		Sihane- Inharrime
32	Munguambe	Arlindo	Fisherman		Sihane- Inharrime
33	Luis	Fatima	poultry farmer		Sihane- Inharrime
34	Norberto	Helena	Pig farmers		Sihane- Inharrime
35	Mondlane	Celestina	Microfinance assistante		FDM-Sihane/Inharrime
36	Zefanias	Clementina	Fa3rmer		Sihane- Inharrime
37	Castigo	Ftima	Fund Manager		Saving and Investment Club-Sihane-Inharrime
38	Castigo	Antonio	Community leader		Sihane- Inharrime
39	Manhique	Filimone	Director		SDPI- Pebane
40	Pomblio	Sulemane	Coordinator		Community Radio-Pebane
41	Frio	Augusto	Technician		Weather Station-Pebane
42	Ismael	Araujo	Techncian		SDAE- Pebane

43	José	Mutano	Project Committee Member/Leader		Macuacuane-Pebane
44	Rassul	Alima	Project Committee Member		Macuacuane-Pebane
45	Abudo	Isabel	Project Committee Member		Macuacuane-Pebane
46	Francisco	Luisa	Project Committee Member		Macuacuane-Pebane
47	Fernando	Rosa	Project Committee Member		Macuacuane-Pebane
48	da Silva	Raite	Project Committee Member		Macuacuane-Pebane
49	Sabonete	Fátima	Project Committee Member		Macuacuane-Pebane
50	Mulaia	Pssifo	Project Committee Member		Macuacuane-Pebane
51	Lino	Lino	Project Committee Member		Macuacuane-Pebane
52	Siaca	Félix	Project Committee Member		Macuacuane-Pebane
53	Saide	Ripo	Project Committee Member		Macuacuane-Pebane
54	Saide	Ripo	Project Committee Member		Macuacuane-Pebane
55	Rashide	Abdul	Project Committee Member		Macuacuane-Pebane
56	Saide	Costa	Project Committee Member		Macuacuane-Pebane
57	Saide	Pinar	Project Committee Member		Macuacuane-Pebane
58	Saide	Coutinho	Project Committee Member		Macuacuane-Pebane
59	Hussein	Antonio Amad	Project Committee Member		Malawa-Pebane
60	Saide	Gilberto	Project Committee Member		Quixanga-Pebane
61	Eugénio	Manjuma	Project Committee Member		Quixanga-Pebane
62	Francisco	Ricardo	Project Committee Member		Quixanga-Pebane
63	Manuel	Cabir	Project Committee Member		Quixanga-Pebane
64	Zacaria	Lúcia	Project Committee Member		Quixanga-Pebane
65	Amisse	Salima	Project Committee Member		Quixanga-Pebane
66	Jornal	Alda	Project Committee Member		Quixanga-Pebane
67	Pedro	Amorido	Project Committee Member		Quixanga-Pebane
68	Abede	Mustafa	Project Committee Member		Quixanga-Pebane
69	Mussagy	Nurdine	Project Committee Member		Quixanga-Pebane
70	Aboo	Carmindo	Project Committee Member		Quixanga-Pebane
71	Melaço	Helena	Project Committee Member		Quixanga-Pebane
72	Cafusso	Rade	Project Committee Member		Quixanga-Pebane
73	Maquile	Roberta	Procurement Officer		DPTADER- Zambézia
74	Borges David	Diogo	Provincial Director		DPTADER- Zambézia
75	da Silva	Noca	Researcher		Marine Science School- UEM-Zambézia

Annex 5. List of documents reviewed

Available project document documents were reviewed, including PIRS, CDRS, the end of project report, a.o. The most important resources are cited below:

Edward Russell (2016) - Mid-term evaluation report for UNDP project "adaptation in the coastal zones of Mozambique (LDCF)";

GEF (2011); Adaptation in the coastal zones of Mozambique;

Ministry of Coordination Environmental Affairs (MICOA), UNDP and GEF; 2015- Annual Work Plan (AWP) for the project Adaptation in the coastal zones of Mozambique;

MITADER (2016). Relatorio de Operacionalizacao da Rede Nacional de Mudancas Climaticas. Financiado Pelo PNUD.

Oumou Sidibé Vanhoorebeke- Manual of the Adaptation Fund; Project "Adaptation in Coastal Zones of Mozambique";

UNDP and GEF (2013); Annual Project Review (APR);

UNDP and GEF (2014), Projects Implementation Review (PIR)- Adaptation in the coastal zones of Mozambique (LDCF);

UNDP and GEF (2014)- Annual Work Plan (AWP 2013) for the Project Adaptation in the coastal zones of Mozambique;

UNDP and GEF (2014)- Annual Work Plan (AWP 2014) for the Project Adaptation in the coastal zones of Mozambique;

UNDP and GEF (2015), Project Implementation Review (PIR)- Adaptation in the coastal zones of Mozambique (LDCF);

UNDP and GEF (2016), Project Implementation Review (PIR)- Adaptation in the coastal zones of Mozambique (LDCF);

UNDP and GEF (2017), Project Implementation Review (PIR)- Adaptation in the coastal zones of Mozambique.

ZIMBA, E. (2016). Climate Change Risk Profiles and Risk Maps: UNDP Consultancy Report.

Annex 6: Detailed MTR recommendations and response

Thematic area	MTR Recommendation	Responsibility and Timing	Actions taken or status at TE
Project design	Revisions to logframe output indicators	Project management team by end of 1st quarter of 2016	Output level indicators were redefined with the support of GEF consultant from South Africa
Administration and project management	PMU should be provided with clear targets about what is required and by when and served notice that a failure to achieve the target will result in their removal from the project. The targets should be based upon project targets and the recommendations of the MTR	Project board by January 2016	The removal of PMU staff followed the release of the MTR report. First was the Financial Assistance whose work was found much to blame for the project implementation delays. Then the Project Manager was removed after few months. It is worth noting, UNDP took charge of much of the project management after the MTR report came out
Administration and project management	The project should be decentralized as much as possible to the provinces and district government structures. This should involve an agreement at the project board level on a work plan and the associated funding to do this and transfer of the resources to the provinces. The provinces then would report to the project board and the PMU. The PMU could then monitor the progress and expenditure and report independently to the project board.	Project board by January 2016	UNDP took over the project management and much of the payments were made directly from UNDP to project service providers in province to by-pass the bureaucracy and poor PMU performance within MITADER. Direct payments were made to local services provider based on MoU signed between DPTADER in the three provinces and respective service providers
Administration and project management	As an urgent measure to unlock the current project impasse, UNDP could be authorized to make direct payment to service providers	UNDP, with support of project board by January 2016	See above
Administration and project management	UNDP could be authorized to take direct responsibility for the execution of key project activities through "supported NIM" to ensure that these key elements are not further delayed.	UNDP with endorsement of project board and key partners. If this is to be successful must be put in place by beginning of February 2016	Decision was made. Because of this UNDP is currently leading the implementation of drainage system and construction of 50 public latrines in Paquite, Pemba
Administration and	The tender processes for	PMU and MITADER	No community investment projects were

project management	the implementation of the community investment plans be finalized as matter of urgency.	(Director or PS) by January 2016	realized until MTR. It is only after and UNDP taking over much of the project management that much of the reported investment began gaining shape including the implementation of the microfinance component
Design and operation	The geographic scope of the project areas of operations is widened to ensure that the FSPs can access additional "credit worthy clients"	Project board to agree and communicate decision by January 2016	This was agreed upon. In fact, some of the community activities took place outside the original geographic area. Pemba being urban area, much of livelihood (agriculture) activities were implemented in Mieze administrative post. Same applies to
Management/operational	Additional support to the two FSPs in Sihane (Inharrime) and in Pemba is to be provided to support the development of savings and investments clubs with an emphasis upon capacity building and the establishment of credit worthiness	Project board then PMU by January 2016	No information
Operational	The outstanding equipment for the fisheries and adaptation kits for the Disaster Relief Management Committees re delivered by the end of 2015	PUM by the end of 2015	Kits were delivered in March 2017 after the first purchase had wrongly been made (not following the official specifications of the kits). Fishery equipment (engine and inputs, beach signboard) was delivered end of 2016
Project design/operations	Some of the funding is redirected to community investment projects from micro-finance, notably in Pebane (50%)	Project board to agree, then PMU/UNDP to implement by February 2016	After contract termination with Tseko, the FSP for Pebane, a decision was taken to slip funds into various project activities in Inharrime and Pemba
Operational/management	MITADER decides about FSP in Pebane and communicates this in writing to the PMU and UNDP	MITADER, director or PS by end December 2015	Soon after MTR, MITADER decided to terminate contract with Tseko
Operational/management	A process for the systematic gathering of data, analysis of the data, teasing-out of lessons learnt and recording and communication of lessons learnt is put in place and adhered to	PMU with UNDP technical support by December 2015	UN radio documented and disseminated various project material. MITADER through its M&E department collected materials but its dissemination mechanism could not be confirmed at the time of the drafting of this report
Management	A management response to the report is completed	PMU with UNDP support and endorsed by project board by January 2016	No information

Annex 7: Evaluation consultants' code of conduct agreement

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[7]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place* on *date*

Signature: _____

[7]www.unevaluation.org/unegcodeofconduct

Annex 8: Detailed list of stakeholders and planned roles

	Outcome 1: Coastal climate change risks integrated into key decision-making process at the local, subnational and national levels							Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced											
	Project Board	Coastal erosion risk profiles	Capacity building of climate based extension	Prepare scenarios for climate change impacts	Integrated risk management planning	Climate change risk information Centre		Create an integrated system of monitoring	Implementation of tailored AASand CES	Participatory surveys	Strengthening of local disaster risk	Adaptation financing for livelihood enhancement	Community based adaptation projects	Development of community adaptation	Cost-benefit evidence	Participatory video, community radio shows	Scale up plan	Raise awareness of CC	Organization of conference, workshops	Strategic lessons
National level																		√	√	
MICOA-DNGA	P B			√	√	√	√	√		√						√	√	√	√	√
INGC	P B	√	√	√	√	√	√	√	√		√		√			√	√	√		√
MINAG	P B		√		√	√	√		√				√				√			
IIAM			√			√	√	√	√								√			
MAE	P B						√					√		√	√		√			
INAHINA		√		√		√		√												
DNPDR	P B				√		√					√	√	√	√		√			√
INAM			√	√	√	√	√	√	√											
UNCDF												√	√	√	√					√
Subnational																				
MICOA district offices		√	√		√	√	√	√			√				√			√		
CEPAM		√	√		√	√	√	√	√		√							√		
CDS-ZC		√	√		√	√	√	√	√		√						√	√		
ESCMC		√	√		√	√	√	√	√				√							
DINAE				√	√	√	√	√	√	√										
DNTF					√	√	√									√	√			
SDAE			√		√	√	√	√		√		√	√			√		√		
CERUM					√	√	√				√	√						√		
ICS					√	√	√											√		
Pemba																				

Outcome 1: Coastal climate change risks integrated into key decision-making process at the local, subnational and national levels								Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced												
	Project Board	Coastal erosion risk profiles	Capacity building of climate based extension	Prepare scenarios for climate change impacts	Integrated risk management planning	Climate change risk information Centre		Create an integrated system of monitoring	Implementation of tailored AASand CES	Participatory surveys	Strengthening of local disaster risk	Adaptation financing for livelihood enhancement	Community based adaptation projects	Development of community adaptation	Cost-benefit evidence	Participatory video, community radio shows	Scale up plan	Raise awareness of CC	Organization of conference, workshops	Strategic lessons
MINAG-SDAE					√	√	√	√		√		√	√							
MICOA-district offices		√			√	√		√		√	√	√	√		√	√		√		
Závora																				
SDAE					√	√		√		√		√	√							
MICOA district offices		√			√	√		√		√	√	√	√		√	√		√		
Community groups/CBOs					√	√	√	√	√	√	√	√	√		√	√		√		√

Annex 9: Strategic results framework, planned targets and indicators

Project component	Grant type	Expected outcomes	Expected outputs	Financing from relevant TF (GEF/LDCF/SCCF) ($)	Confirmed Co-financing ($)
Climate risk information developed, mainstreaming into land-use planning guidelines, development of policy guidance, national and community-level training on climate risk management.	TA/INV	**Outcome 1:** Coastal Climate Change risks integrated into key decision-making processes at the local, sub-national and national levels.	**Output 1.1:** A dynamic monitoring system for dunes, beaches, mangroves and sea level rise established to measure topographic, oceanographic, chemical and biological indicators.	641,150	758,000
			Output 1.2: A Climate Change Risk Information Centre made operational within an existing institution to facilitate production of climate risk assessments in other coastal zones in Mozambique.		
			Output 1.3: Coastal erosion risk profiles prepared for multiple coastal segment of 2 km of extension.		
			Output 1.4: Land-use planning guidelines developed that incorporate the coastal erosion risk profiles.		
			Output 1.5: Toolkit developed outlining methodologies used to assess climate change risks, adaptation planning, cost effectiveness analysis and a replication plan for Mozambique.		
			Output 1.6: Agricultural extension Services trained to support vulnerable communities and Local Disaster Risk Management Committees in Pemba, Pebane and Inharrime to transition to climate-resilient livelihoods.		
			Output 1.7: Partnership established between INAM- Agromet Advisory Service (AAS), CES and the Media Institute (ICS) to broadcast through community radio climate forecasts and adaptation advice.		
Implementation of adaptation measures at the	TA/INV	Outcome 2: Adaptive capacity of coastal	**Output 2.1:** Micro-financing extended to each of the seven project	3,383,207	8,383,000

Project component	Grant type	Expected outcomes	Expected outputs	Financing from relevant TF (GEF/LDCF/SCCF) ($)	Confirmed Co-financing ($)
household and community level and results disseminated nationally		communities improved and coastal zone resilience to climate change enhanced.	sites in Pemba, Pebane and Inharrime, to disburse adaptation financing and capacity development for livelihood enhancement and diversification, to reduce vulnerability to climate change.		
			Output 2.2: Adaptation investment plan developed for each of the seven pilot sites in Pemba, Pebane and Inharrime for community-level CCA measures such as small-scale infrastructure and ecosystem-based measures.		
			Output 2.3: Priority community-based adaptation projects implemented among 10,000 households in the seven pilot sites in Pemba, Pebane and Inharrime, focused on resilient livelihoods and community-level adaptation measures, including ecosystem protection and enhancement.		
			Output 2.4: Learning and results disseminated to promote replication through public awareness campaigns, exposure visits and national workshop.		
Subtotal				**4,024,357**	**9,141,000**
Monitoring and Evaluation				**187,000**	**0**
Project Management Cost				**221,643**	**536,000**
Total Project Cost				**4,433,000**	**9,677,000**

Project components	Targets at the end of the project
Objective: To develop capacity of communities living in the coastal zone to manage climate change risks	• **Indicator 1**: At the end of the project 50% of men and women have declared ownership of adaptation processes (disaggregated by gender).
Outcome 1: Coastal climate change risks integrated into key decision-making processes at the local, sub-national and	• **Indicator 1**: Capacity Assessment score: 3.83/5 • **Indicator 2**: At the end of the project 10 local government institutions have been trained in CC adaptation and SLR and coastal erosion risk management and; at least one decision-maker from the key institutions

national levels.	made use of improved climate and vulnerability information in their coastal adaptation policies.
Outcome 2: Adaptive capacity of coastal communities improved and coastal zone resilience to climate change enhanced.	• **Indicator 1**: At the end of the project 50% of men and women in the selected project sites have declared ownership of adaptation processes (disaggregated by gender). • **Indicator 2**: By the end of the project, 50% of households in the pilot sites have increased their income by 50%. • **Indicator 3**: 50% of households have improved flood and drought management.

Province	**Pilot communities**	**Number of Households (HHs)**	**Total population**
Cabo Delgado	Chuiba	1,006	
	Paquite	2,220	
	Chiuabuane	3,230	6,446
Zambézia	Malua Porto	2,715	
	Quichanga	556	
	Macuacuane	559	3,861
Inhambane	Shiane	411	411
TOTAL HHs		**10,718**	**10,718**

Annex 10: Field summaries

INHARRIME

Introductory meeting

We first met representatives of relevant parties involved in project implementation — District Planning and Infrastructure Services (SDPI), represented by Mr. Joao Domingos Fernandes; District Services of Economic Activities (SDAE) represented by Mr. Júlio João; and Ms. Ana Maria as the representative of the Microfinance Service Provider, the Women's Development Fund (FDM). SDAE and FDM representatives dominated the meeting because of their involvement in the project since the start. The SDPI director was new in the position/district.

The two provided relevant context information. They informed the local project coordinator left the project in 2015 and for a longer period they had not ideas how to move forward with the project, especially at a time where funds were not made readily available. Later, MITADER appointed SDAE as the leading institution in the implementation of livelihood component and SDPI as the institution responsible for small scale infrastructure activities. Livelihood activities included- horticulture, farm fishing and rabbit and pig production. Infrastructure included the construction of a water supply system and slaughterhouse. Community Based Saving Groups (CBSG) activities were also taking place. Other planned activities such as irrigation were not implemented due to project closure.

Before visiting some projects in the field, we were accompanied to the office of the district Permanent Secretary (PS) a brief courtesy meeting. Then we headed to Sihane community, the only community benefiting from the project. Sihane is a community heavily reliant on small scale agriculture and fishery. Like most coastal zone, Sihane is exposed to severe CC related chocks and impacts. Not long ago the community was hit by Dineo cyclone, which swept the south coast region of Mozambique, especially in Inhambane province, and impacted negatively on community livelihoods and social infrastructure.

Our first meeting with the community took place at the community center, where official gatherings take place. There was a considerable gathering as the local government was also going to address the local community on the World Tourism Day. Community members were encouraged to air their views on the project. Below is the summary of what at the time, appeared relevant:

Positives	**Challenges**
— Expanded the work of fishermen by providing inputs including boat engines which increased sailing and fishing capacity — The role of FDM in providing training, credits and promotion of savings and investment clubs — Expansion of water access — CBSG with impacts on community income	— Delays in the project start — Need to think along the value chain- activities not linked to market, conservation, inputs market and so forth — Activities taking place outside government recognized institutions (e.g. fishery outside the Community Fisheries Council- CCP) — The role of MFP need to be examined and ensure that they still play a role beyond project termination — Water access remain a challenge mainly- limited capacity of the existing system exacerbated by limited power supply and reliance on solar panels — Inclusion of men in saving groups — Some project needs to be technical contextualized- for instance tree planting should not take place in dry seasons (community were giving an example of failed initiative of casuarinas planting) — Need more information/training on sustainable fishing

Positives	Challenges
— Microfinance project is an eye-open with respect to the need to save, especially after the cyclone hit the community	— Credit and saving expansion to more beneficiaries — Pig production needed more technical assistance- the project was not that successful due to swine fever — Sustainability of water project (managed by a local committee but with only 12 clients at the time of the field mission)

Visited activities

1. Credit and investment clubs

Besides providing credit, FDM has been support the establishment of credit and investment clubs. While this is in small scale, it is a strong foundation for building a sustained community saving scheme for climate resilience. Basically, the club is built on the existing community structure and it is self-managed. FMD through its personnel (established in the community) provide guidance on strategic issues. The mechanism is providing members of the club with safe place to save the money, but more importantly access credit for investment and obtain social funds in event of illness or any shock. As the saved fund is increasing, FDM is planning to link the group with formal financial institutions through mobile-based solution or any other deemed appropriate. There is no doubt that the team of evaluators found this initiative promising and should be supported for community climate change resilience

2. Production of pigs, slaughterhouse and water project

Through a loan the FDM supported the production of pigs through a local community group, mostly made of women. The activity was part of an integrated approach that would link it with the slaughterhouse and a water supply project. The concept was sound, and pigs have enormous potential in term of community income generation because of the high level of reproduction; and its meat has huge market. At the time of field visit around 30 pigs had died from swine flu forcing the group to abandon the project. Only few households (two visited) had few pigs from replica.

An integrated activity of livestock production (pig), water suplly system and slaughter house, Inharrime

The production of pigs posed considerable challenges to the group, especially considering the economic power of capacity of group members. First pigs are delicate species. They require extra in term of health; they are very sensitive to diseases- which requires for instance restricted access to the corral and permanent assistance from a recognized and qualified personnel. It appears that the group overlooked this sensitive part of the activity, and FDM as lending institution should have gone an extra mile to request for instance assistance from SDAE as the concerned institution locally. As

the three activities are integrated, a failed pig production has certainly undermined the sustainability of both the water supply project and slaughterhouse. However, the activity per se, presents great opportunity for income generation, a relevant component for climate resilience.

3. Greenhouse horticulture

The project supported greenhouse horticulture production. Greenhouse production allows in any location, time, even under circumstances of adverse climate conditions. At the time of field visit, the greenhouse had no crops and production had stopped for a while. Lack of water in the area was mentioned as the main cause.

Greenhouse in Sihane, Inharrime

4. *Rabbit production and farming of fish*

The project supported two integrated activities- rabbit production and horticulture. The rationale is to use rabbit waste (faeces, urine and spoiled feeds) to serve as food to fish raised in enclosures. At the time of the field visit the activity seem to be moving smoothly and the group involved reported gains out of the project. It is important to note the group had benefited from other project in the area and its success can not only attributed to the project intervention.

An integrated activity of fish farming and rabbit production, Inharrime

PEBANE

1. ***SDPI- Mr. Filimone Manhique- October 10, 2017***

The aim was to get a sense of the general environment under which the project operated. The director informed about implemented project activities: mangrove planting; building of a four classrooms school bloc; distribution of readiness kits to the local disaster management committee; construction of eight boreholes; construction of 2km long road; construction of community toilets; and micro finance activities; purchase of new weather station equipment; support local radio in basic equipment; establishment of cassava demonstration site and training of microfinance trainers.

In visiting activity sites, it became noticeable much of what had been reported did not take place as reported. Below is the description of all project activities visited:

2. ***Local community radio- interviewed Mr. Suleman Pomplio- Radio coordinator, October 10, 2017***

The LDCF coordinator made initial contact with the management of radio and explained about the project. Since then, radio staff were trained about CC and broadcasting in Quelimane and Mocuba. The project supported the acquisition of a new 250 V radio transmitter, two desktops, two laptops and a camera.


New radio station equipment donated by the project, Pebane

Even though the project supported and encouraged the radio staff to broadcast CC related information, before the radio regularly broadcasted weather situation in the area. However, new themes were introduced through the project namely open fecalism, erosion and the need to use natural resources in a sustainable manner. Radio programs are helping to change the community mindset towards natural resources.

3. *Weather station- interview with Mr. Augusto Angelo Frio- Staff*

We physically confirmed the purchase of the new and digital and automatic weather station equipment in Pebane. Mr. Frio noted that the new equipment significantly improved their modus operandi- observations are made faster and efficiently; the expansion in the collected data enabled to use it in different ways and for different purposes -e.g. calculating averages and correlation between different measurements. Collected data is submitted to the national radio station (RM) daily. The linkage between the local radio and INGC was evident but this occurs on specific occasions- time of extreme events occurrence.


The new automatic weather station, Pebane

4. *SDAE- interview with Araujo Leitão- staff*

SDAE involvement in the project begun early 2016. This started with training of SDAE staff in CC resilient agriculture, then training of selected groups of local farmers for horticulture production and cassava in the communities of Macuacuane and Maiaia. Demonstration sites were established, and the first demonstrations initiatives took place, but could not go ahead due to project closure (as justified). At the time of the TE, six months had elapsed since the sites were no longer operational. This applies to so many other interventions in other area, as we will later report on. The picture below, shows one of the non-operational demonstration sites with covered by grass.

Non-operational demonstration site, Pebane

5. *Disaster management committee and community investments visit in Macuacuane- October 11, 2017*

The project supported setting up local disaster management committees in Macuacua and the other two project communities (Quixanga and Malawa). The committees were trained and equipped (kits were recently delivered) in coordination with INGC. These committees are distinct from others because besides aspects of disaster management, they also deal with local development issues- water supply activities, management of education infrastructure (applicable only for Macuacuane

community). In Macuacua, the visited activities included agriculture demonstration site (described above), school bloc and water supply. The pictures below present the last two projects:


School bloc and a borehole in Macuacuane community, Pebane

Field interviews and observations indicated that while these infrastructures are in place, much of these infrastructures were built without adhering the laws of Mozambique, or they function partially or do not function at all. The four classroom school blocs, besides not being built according to the contractual terms, they do not conform with that approved by the Ministry of Education for similar project. The contracts envisaged two more offices, and these were not provided, yet the constructor was fully paid. Moreover, it was indicated that the furniture was equally supplied below standard and contractual provisions. Similar situation applies to boreholes. The one right at the school was found not functional meaning children at school have not access to water. Of the three boreholes built in Macuacuane, only one does function partially. It does seem though, contracts lacked enforcement and there was limited or no follow-up of activities; even in situations where local government institutions had the role to do so.

6. Disaster management committee in Quixanga- October 10, 2017

We visited the community of Quixanga and met the local disaster management committee. Like in the previous case, the project supported the establishment of the local committee. Activities implemented included training of the committee, provision of kits, construction of boreholes, mangrove planting and livelihood activities focusing on fisheries. Of the 6 planned boreholes, only one is operational; four were concluded but there is no water and one remains unconcluded. Relating to mangrove planting, it was found that the community continue taking care of the planted areas. With respect to livelihood activities, few fishermen benefited from credits, but this did not last long because the contract with the provider was terminated.

7. Visit community investment activities in Malawa- October 11, 2017

Like in Quixanga and perhaps Macuacuane communities, project activities in Quixanga did not perform well. Planned activities included resettlement of community and construction a road linking the community of Quixanga and the fishing port, construction of public toilets and mangrove planting. No activities were successfully completed in this community.

8. Consultations at provincial level

At provincial level we met the DPTDER director, procurement personnel and we visited the representative, Marine Science School for its role in developing erosion profiles in Pebane. The

meetings aimed to explore broader project issues and the following insights were gained from the meetings:

- The project was innovative and an opportunity for drive back the impact of climate change using a comprehensive approach that engages communities in various initiatives including income generation;
- It was an involving project especially at the initial phase (design);
- The challenge remains in the way, the project was managed;
- The management was extremely centralized which resulted poor results in some areas but an important lesson for the future;
- At provincial level, the project was too much personnel and there was not coordination in the implementation; and
- Financial resources should have been channeled to the province with the national office of MITADER having an oversight role.

PEMBA

1. Paquitequete Community

Paquitequete, is located beside the bay downhill from the centre level with the local beach. Dominated by its waterside fish market and distinctive green and white mosque, it's like a fishing village wrapped inside a larger city. Various project interventions have focused on this traditional community, which is exposed to climate threats especially storm surges and sea level fluctuations.

Latrines were built that would be less prone to flooding, and the large municipal channel that aides flow of water during floods has been rehabilitated with project funding. This has been seen to be of major importance.

Overall the project was very popular. It was noted though that the rehabilitation of the canal would be very important, but not only the technical solutions, but the investment into a community management component. The former canal was mostly neglected and clogged up with rubbish. It is seen to be critical to address this adequately in the future.

Paquitequete's low level location and the damaged old drainage canal, which has now been drenched and rehabilitated

The micro-finance component was specifically active in this neighbourhood, and is extremely poplar with the local population. Local fisher folk say they are now able to invest into better equipment and they are able to pursue more climate resilient livelihoods.



Members of the micro-finance activities at the old boat harbor and fish market in Paquitequete

2. Chibuabuare Community

Chibuabuare is located along a hillslope and in the past has been affected by torrential rains and floods. This neighbourhood is inaccessible by vehicle. The project worked with a locally established INGC emergency committee and invested into priorities identified by the committee. Especially during a severe flood in 2016, the committee was able to activate its emergency team, with joint support from INGC and the LDCF project.


Members of the local emergency management committee in Chibuabuare community

3. Chuiba Community

A number of community projects focusing on coastal zone stabilization through afforestation and mangrove rehabilitation were implemented here with the technical support of CEPAM. A women-led mariculture project was also implemented, accompanied by micro-finance interventions.



Chuiba community projects mostly worked with local women groups

Them women groups were grateful for the opportunity to be part of the project, however, did openly question the sustainability of the pilot interventions. Especially the fall down of the initially very popular mariculture project was a demotivator to the local women. They felt that the support

they received i.e. From CEPAM was insufficient. They also were frustrated that the afforestation and mangrove rehabilitation did not bear immediately visible results.

4. CEPAM expert support

While the reporting by the CEPAM team was very well prepared and presented, the field visits indicated that the community component of their work was not always directly benefiting the community groups. This was frustrating to them. Micro-finance solutions generally were perceived to generate more direct impacts for the persons involved.

The CEPAM team indicated that the project started very late, and there was very limited time to actually implement the pilots. They will continue working with the communities In Chuiba to continue with the project activities. However, they also noted that they were not fully reimbursed and paid for their work under the project.

Pilot project learning will be further shared and upscaled through CEPAM, also in relation to their role as technical committee member.

5. Pemba Municipality

The Municipality has been engaged with the project inn many different ways, and was a very keen collaborator. They were both lead and beneficiary of the climate risk planning and training, and will continue to integrate knowledge gained through this project into the ongoing municipal level climate change adaptation work.

The Municipality is leading the rehabilitation of the Paquitequete drainage canal.

6. INGC Cabo Delgado

A close work collaboration with INGC in Cabo Delgado existed with the LDCF project, including as a member of the technical committee. Some excellent joint outreach work took place during the past years between INGC and the project. INGC assisted with some of the climate risk profile work and some trainings.

7. INAM

INAM has been an active project partner, including for providing climate related information related to the community radio work and other. INAM in Pemba also received an automatic weather station.

The Director of INAM in Pemba and the new automatic weather station

8. **Micro-Finance Service Provider (CCOM)**

A wide range of micro-finance activities were led by CCOM as the local service provider. Very detailed records of the work and progress were presented during a meeting with the Director. She eloquently presented the entire programme contribution by the LDCF project and accompanied the team to the pilot sites. This work was clearly conducted highly professional and was linked thematically to the climate change problematic. Very positive feedback from the project beneficiaries was also given.

9. Community radios (IIP, Radio Wimbi and the SDAE)

Radio Wimbi and partners designed and delivered a comprehensive community radio programme on climate change, risks and adaptation options to a far reaching set of communities along the coast of Cabo Delgado. This multi-facetted radio programme was aired in several vernacular languages and was referred to by a number of community members interviewed.

The Director at radio Wimbi presents her scripts for the radio series on climate change and shows the review team the presentation room.

10. Climate change resilient agriculture

Together with the Department of Agriculture, some climate resilient crop farming and improved irrigation systems, including a green house approach were tested. Certain conservation agriculture practices were applied. However, during the field visit it was not possible to actually see the green house, and despite the visible production of vegetables, no data or evidence that this production was climate smart was available.

Climate smart agriculture demonstration near Pemba.