



United Nations Development Programme Mozambique



Empowered lives.
Resilient nations.



Final Evaluation Report

Diversification of Ecosystem Goods and Services for Financial Sustainability and Wildlife Management of Protected Areas in Mozambique

Antonio INGUANE
Independent Contractor
Email: anguane@data4moz.com

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United Nations, United Nations Development Programme, or the recipient United Nations organisations.

List of Abbreviations

ANAC	National Administration of Conservation Areas
ARPs	Annual Project Reports
BIOFUND	Foundation for Biodiversity Conservation
BIOSFAC	Diversification of Ecosystem Goods and Services for Finance Sustainability and Wildlife Management of Protected Areas
CBO's	Community Based Organizations
CPD	Country Program Document
COMBO	The Conservation, Mitigation and Biodiversity Offsets Program
FNDS	National Sustainable Development Fund
GCF	Global Climate Fund
GEF	Global Environment Facility
MCT	Ministry of Culture and Tourism
M&E	Monitoring and Evaluation
MTA	Ministry of Land and Environment
MTR	Mid-Term Review
MITADER	Ministry of Agriculture and Rural Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNDP CO	United Nations Development Program Country Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
OECD/DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
PA	Protected Areas
PRODOC	Project Document
PROFIN	Sustainable Financing of the Protected Areas System in Mozambique
TOC	Theory of Change
SMART	Specific Measurable Achievable Relevant and Timely
SPEED	
WCS	World Conservation Society

Contents

List of Abbreviations	2
Acknowledgements	4
1. Executive Summary	5
2. Introduction, Background and Purpose	7
2.1 Introduction.....	7
2.2 Background	8
2.3 Purpose of the final evaluation	9
3. Project set up and implementation partners	10
4. Evaluation methodology and structure of the report.....	10
4.1 The review approach	10
4.1 Data collection	11
4.2 Structure of the final report.....	11
4.3 Limitation	11
5. Findings	12
5.1 Project Design/Formulation	12
5.1.1 Analysis of LFA/Results Framework (Project logic /strategy; Indicators).....	12
5.1.2 Assumptions and Risks	13
5.1.3 Lessons from other relevant projects incorporated into project design.	14
5.1.4 Planned stakeholder participation.	14
5.1.5 Replication approach	15
5.1.6 UNDP comparative advantage.....	15
5.1.7 Linkages between project and other interventions within the sector	16
5.1.8 Management arrangement.....	17
5.2 Project Implementation.....	18
5.2.1 Adaptive management	18
5.2.2 Partnership arrangements and stakeholders	19
5.2.3 Feedback from M&E activities used for adaptive management.	19
5.2.4 Project Finance:	20
5.2.5 Monitoring and evaluation: design at entry and implementation.....	21
5.2.6 Contribution of the UNDP and Implementing Partner	22
5.3 Project Results and Impact	23
5.3.1 Overall results	23
5.3.2 Relevance of the project.....	28
5.3.3 Effectiveness of the project.....	28
5.3.4 Efficiency of the project.....	28
5.3.5 Country ownership.....	29
5.3.6 Gender Mainstreaming.....	30
5.3.7 Sustainability	30
5.3.8 Impact	31
6. Conclusions, Recommendations & Lessons	31
6.1 Project design and development conclusions	31
6.3 Project outcomes and impact conclusions	32
6.4 Recommendations.....	33
6.5 Lessons learned.....	33
6.6 Proposed Actions to be Taken by UNDP	34
7. Annexes	35
7.1 APPENDIX A - TERMS OF REFERENCE	35
7.2 APPENDIX D - LIST OF DOCUMENTS REVIEWED	37
7.3 APPENDIX C - LIST OF PEOPLE INTERVIEWED	38
7.4 APPENDIX B - MISSION ITINERARY	39
7.5 APPENDIX F – EVALUATION MATRIX.....	40
7.6 SAMPLE OF INDICATIVE INTERVIEW QUESTIONS	45
7.7 APPENDIX H – IMAGES FROM THE FIELD MISSION.....	47

Acknowledgements

The evaluator would like to thank all UNDP project team who actively participated in the evaluation process and provided valuable information and suggestions, especially Jose Chongo, project manager of BIOSFAC for all his great help in organizing and completing the evaluation process. I extend my sincere appreciation to all ANAC team, BIOFUND, and the Park Administrators and staff who took the time to engage with me during interviews, and field visits. Your feedback and insights have been invaluable in shaping the evaluation's findings and conclusions.

1. Executive Summary

Protected areas are of paramount importance in Mozambique's conservation efforts, serving as catalysts for economic development in neighboring communities. These regions act as vital sanctuaries for the nation's diverse biodiversity, safeguarding unique and endangered species, and preserving ecosystems crucial for maintaining environmental equilibrium. Mozambique boasts three areas designated as Biodiversity Hotspots¹ by Conservation International, in addition to its wealth of marine biodiversity. The country encompasses twenty-two distinct vegetation communities, providing a habitat for over 5500 plant species, including 250 known endemic species. Furthermore, Mozambique is home to 222 mammal species, some of which are endemic sub-species, and boasts a remarkable avian diversity, with more than 600 bird species thriving within its borders.

However, to ensure the sustainability of these protected areas and maximize their positive impact on local communities, a robust financing mechanism is essential. Scaling up sustainable financing mechanisms is of paramount importance. This endeavor entails the mobilization of resources from diverse stakeholders, including government, international organizations, private sector investments, and active engagement of local communities.

Notably, Mozambique has significantly enhanced its conservation efforts since the cessation of the civil war in 1992. Over the past decade, there has been a notable expansion in the establishment of new parks and reserves, encompassing coastal marine areas, which has increased the percentage of national protected areas from 11% to 25%. A pivotal development was the creation of the dedicated National Administration for Conservation Areas (ANAC) in 2011. This strategic move by the Government of Mozambique has proven to be a decisive investment, already resulting in marked improvements in the management of protected areas.

In a related context, this report offers a comprehensive summary of the work carried out by an independent evaluator during the period from May to August 2023. It provides an unbiased evaluation of the project, encompassing its design, performance, limitations, outcomes, impact, relevance, efficiency, and sustainability. Furthermore, it pinpoints several valuable lessons and recommendations that can be utilized by the UNDP CO, ANAC, and BIOFUND to enhance their program development, partnership agreements, resource mobilization strategies, operational methods, and management structures, with the ultimate aim of expanding biodiversity financing mechanisms for protected areas throughout the country. The evaluation process involved a systematic review of project documentation, data collection through interviews with key stakeholders, on-site visits, and a thorough analysis of information using triangulation methods.

Key accomplishments of the project

The evaluation's findings have led to the following conclusions regarding the project's achievements:

Outcome 1: The project has generated a series of comprehensive study reports that effectively map and identify various potential ecosystem goods and services, namely: *identification and mapping of PA specific ecosystem services; identification of key value chains; and concrete strategies for the implementation process.* These findings have the potential to significantly boost revenue generation in the Pomene and Magoé Protected Areas. Moreover, the report offers an exemplary representation of the baseline conditions in these selected areas, making it a valuable resource applicable to numerous other Protected Areas throughout the country.

Outcome 2: The BIOSFAC Project has initiated ongoing discussions surrounding the development of

¹ BIOSFAC Prodoc

mechanisms to strengthen and plan the necessary legal and policy frameworks. These frameworks are critical for diversifying ecosystem goods and services, ultimately ensuring financial sustainability and effective wildlife management in Mozambique's Protected Areas. While the results of this outcome did not meet expectations (because of the inadequate performance in the two out of four project outcomes), the project team has successfully taken strategic actions that will pave the way for achieving these results through future similar initiatives.

Outcome 3: The project has provided sponsorship and coordination for numerous training sessions and workshops, with the goal of enhancing and fortifying the capabilities of ANAC's technical staff. This includes essential capacity-building sessions conducted with staff working in the Protected Areas. Furthermore, the project has successfully acquired equipment² to facilitate the efficient implementation of activities within the Protected Areas. This includes enhancing communication channels between ANAC Headquarters and the Protected Areas.

Outcome 4: The project has been instrumental in offering resources to aid BIOFUND in the formulation of the Biodiversity Offset Scheme. This support has yielded substantial advancements, particularly in the creation of comprehensive communication materials aimed at disseminating the Biodiversity Offset Scheme Framework and engaging stakeholders effectively. Moreover, it has provided crucial financial support for training and capacity-building initiatives among technical staff in the Protected Areas. Additionally, this support has facilitated legal assistance in crafting the regulation for the Biodiversity Offset Scheme and the development of technical instruments for its implementation in ecosystems like Miombo and Mangroves.

To summarize this evaluation, an overall performance rating is assigned to the BIOSFAC Project outcomes, and it is accompanied by the corresponding observations:

Satisfactory with respect to Outcome 1: the studies conducted in Pomene and Magoé serve as a robust foundation for the development and execution of alternative and sustainable financing schemes for Protected Areas (PAs) in Mozambique.

Moderately satisfactory with respect to Outcome 2: Despite diligent efforts to implement initiatives aimed at improving legal and policy frameworks, progress has been impeded by coordination challenges with ANAC and conflicting interests. These obstacles have caused delays in the advancement of most planned activities in this particular outcome. Nevertheless, during the conclusive review of this report, it came to the attention of the Evaluator that the restructuring of the new decree regarding entry fees for Protected Areas (PAs) is presently in progress. There is optimism that this restructuring can be finalized and approved by the end of the year.

Satisfactory with respect to Outcome 3: a series of capacity-building sessions, conducted both at the ANAC headquarters and within the Protected Areas (PAs), have significantly contributed to aligning ANAC's mission and expanding technical capabilities. This support has been crucial in enhancing ANAC's ability to deliver efficient services across the entire network of PAs throughout the country.

Satisfactory with respect to Outcome 4: through the project initial investment, BIOFUND has successfully secured additional funding for the complete implementation of the Biodiversity Offset Scheme. This extra funding will facilitate the expansion and integration of additional Protected Areas into the Biodiversity Offset Scheme's implementation. Currently, there are already 14 potential projects eligible for participation in the Biodiversity Offset Scheme.

² Laptops for the Administration and Finance staff in Pomene Reserve and Magoé Natural Park. Complete sets of the PHC system which includes: laptops, wireless routers, payment terminal for entrance fees, and a Safari Truck (stationed at ANAC headquarters).

Key recommendations

Key recommendations stemming from the evaluation study include:

Recommendation 1: To consolidate the current outcomes of the BIOSFAC project and bolster the capacity of ANAC, Protected Areas (PAs), and the network of stakeholders, to drive forward initiatives aiming at establishing sustainable financing mechanisms for PAs.

Recommendation 2: Provide adequate support to ANAC and actively encourage the involvement of relevant stakeholders through:

- Launch outreach campaigns to foster private sector participation.
- Create a well-structured communication channel with other agencies engaged in similar initiatives. This will enable alignment and coordination of actions, ultimately enhancing the efficiency and effectiveness of PAS financing sustainability efforts.

Recommendation 3: Given the initiation of the initial stages to address Outcome 2, the Evaluator strongly suggests that the Project Coordination Unit closely collaborates with ANAC and the MTA team. This collaboration should focus on seamlessly incorporating the pending tasks from Outcome 2 into ANAC's activities plan for the upcoming year. It's crucial to provide explicit guidance on the steps to be taken once the revised legal instrument receives approval.

Recommendation 4: To advance the project's next phase, which involves implementing key achievements, it's vital to organize a knowledge-sharing event led by ANAC and UNDP. This event should serve as a platform to present project findings and engage stakeholders in in-depth discussions about funding. A workshop format is recommended for this purpose, as it allows for the identification and definition of an appropriate implementation strategy, timeframe, and potential sources of funding. During this workshop, it's essential to establish concrete commitments regarding the monitoring and sustainability of the investments made.

Recommendation 5: Foster a stronger ministerial-level relationship to ensure that UNDP projects have advocates in that echelon. This approach would offer supplementary backing to the Project Management Unit in addressing challenges arising from ANAC's institutional structures.

2. Introduction, Background and Purpose

2.1 Introduction

The United Nations Development Programme (UNDP) Mozambique commissioned a final evaluation of the BIOSFAC Project in earlier 2023. BIOSFAC project resulted from the increasing interest of the Government of Mozambique and other stakeholders in the conservation sector, to support the implementation of mechanisms that improves revenue collection across all protected areas in Mozambique as well as unlocking new revenue stream, to improve the financial sustainability of conservation areas. This is in fact, a continuous effort from UNDP, ANAC and other partners, as the first intervention in this thematic area was done the PROFIN project funded t GEF/UNDP from 2012 to 2016. The purpose of the final evaluation of the BIOSFAC project is to assess the overall progress of the project over these 04 years against its intended goals and objectives. The evaluation assessed the outputs generated by the project and all the effort done in that regard, in order to contribute to desired outcomes. Moreover, the evaluation assessed the key outcomes to evaluate the design of the project, achievements in each component towards these outcomes, the effectiveness of the processes used, and their sustainability. The evaluation has also assessed overall project outcomes and indicators used in the monitoring and evaluation (M&E) framework.

The Evaluation Report adheres to the established format outlined in the UNDP's standard evaluation framework and guidelines. It encompasses an introductory segment that elucidates the rationale behind conducting the evaluation, coupled with providing the contextual backdrop for the BIOSFAC Project. The subsequent section delineates the methodologies employed in the evaluation process, presenting the key questions that the evaluation aims to address. This section also highlights the constraints inherent to the evaluation's methods and the associated risks, along with the strategies adopted by the evaluator to mitigate these limitations.

Then follows the section that comprehensively organizes the findings stemming from the evaluation's methodologies, subsequently condensing these accrued findings into succinct conclusions. In conclusion, the final section dissects the conclusions to formulate recommendations and to distill valuable lessons from the project implementation process. Supplementary to the main report, annexes encompass an Evaluation Matrix, a compilation of referenced documents, a roster of interviewees, and the data collection tool employed in the evaluation.

The final evaluation was conducted between May and August of 2023 during the last phase of the project implementation, which has enabled data collection while memories are fresh and lessons to be learned right after implementation.

2.2 Background

Mozambique is a major repository of biodiversity with profound international importance. The country contains three areas designated by Conservation International as Biodiversity Hotspots¹ and is also rich in marine biodiversity. Twenty-two broad vegetation communities are currently recognized in the country, supporting more than 5500 species of plants including 250 known endemic species, 222 mammal species including several endemic sub-species, and more than 600 species of birds. The national Protected Areas (PA) estate includes 47 areas designated for the conservation of flora and fauna, with seven National Parks and seven National Reserves³.

Protected Areas in Mozambique are mostly ineffectively managed, due to lacking public funding and resources to investment meaningfully into PA management. With the creation of the National Administration of Conservation Areas (ANAC), which is the entity responsible for the management of the national PA system, including financial sustainability, the government is gradually tackling some of the challenges of PA's management. ANAC has begun to explore and set up a diversity of approaches – with mixed success. There are several barriers such as that (1) only rudimentary knowledge about the potential and options for capitalizing on ecosystem goods and services is available, (2) there is a lack of supportive policy instruments, and sometimes conflicting/unharmonized planning, policy and legal frameworks, limit potential for financial sustainability; and (3) systems are absent and the capacity especially of ANAC needs to be strengthened.

Overall, these barriers affect the effective development and implementation of PA's systems, which then affects the status of the biodiversity conservation. Therefore, in 2018 the government and UNDP have agreed to launch the Diversification of Ecosystem Goods and Services for Financial Sustainability and Wildlife Management of Protected Areas in Mozambique project, which started implementation in 2019 aiming to address the following issues.

The goal of this project is:

- To improve the financial sustainability of Mozambique's Protected Areas by increasing PA revenues. In such, the project aimed to address critical remaining (or newly emerging)

³ Information extracted from the PRODOC

key and immediate barriers that stand in the way of advancing the long-term solution towards financial sustainability of the Mozambique's PA's.

To achieve these objectives, three 'outcomes' were expected from the project:

- **Component 1:** Knowledge and know-how on how to monetize a diverse set of ecosystem goods and services for PA financing.
 - i. **Output 1:** Initial scoping studies for potential ecosystem goods and services for Pomene, Quirimbas and Magoé.
 - ii. **Output 2:** Knowledge sharing mechanism and community of practice
- **Component 2:** Planning, policy and legal frameworks supporting financial sustainability of PAs and implementation at target PA's.
 - i. **Output 1:** Specific financial and business plans are prepared and adopted in Magoé, Quirimbas and Pomene and partnerships for implementation are formed and supported.
 - ii. **Output 2:** Operational guidelines and institutional set up for compensation mechanisms defined in the new conservation law regulations.
 - iii. **Output 3:** Functional user fee structure, supporting regulatory framework directly contributing to PA financing.
- **Component 3** Systems and capacity of ANAC and BIOFUND for financial sustainability.
 - i. **Output 1:** Strengthening ANAC's capacities in technical and management areas through on-job training initiatives.
 - ii. **Output 2:** Financial infrastructure management for revenue collection and channeling established, functional and monitored.
- **Component 4:** Systems and capacity of ANAC and BIOFUND for financial sustainability.
 - i. **Output 1:** Provide additional revenue to conservation areas system through the implementation of biodiversity offsets scheme.

The governance, management and implementation of the project has been through the National Agency for Conservation Areas (ANAC), currently under the Ministry of Land and Environment (MTA), supported by UNPD CO and the Mozambique Fund for Biodiversity Conservation (BIOFUND). The total budget project was US\$ 4,000,000, where fifty percent (equivalent to US\$ 2,000,000) and, US\$ 2,000,000 mobilized by the implementing agencies.

Sources	Amount (USD)	Total (USD)
- UNDP	2,000,000	2,000,000
- Government (In Kind)	-	-
- Donors	-	-
- To Be Mobilized	1,500,000	1,500,000
Total		3,500,000

2.3 Purpose of the final evaluation

As a funded UNDP project, this project requires a Final Evaluation to provide an independent in-depth assessment of project results and outcomes against planned results including aspects of efficiency and their contribution to tangible outputs and outcomes. The results of this evaluation may be helpful to UNDP, other UN organizations and units, the Government of Mozambique through the Ministry of Land and Environment, especially ANAC, Non-government organizations such as BIOFUND, and other partners and organizations interested in protected areas management in Mozambique.

3. Project set up and implementation partners

The project institutional setup is presented in Figure 01 below. The National Agency for Conservation Areas (ANAC) under the Ministry of Land and Environment (MTA), the project beneficiaries and stakeholders and the UNDP, compose the Project Board. The Board is responsible for making by consensus, management decisions when guidance is required by the Project Management Unit, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The project implementation is under the Project Management Unit responsibility, coordinated by the Project Manager and supported by the Finance and Administrative Assistant, both based at ANAC. The project assurance is made by UNDP CO (Head of Environment, Natural Resources, Climate Change and Resilience E Unit) as well as the project sites administration units (Pomene National Reserve, Magoé National Park and Quirimbas National Park).

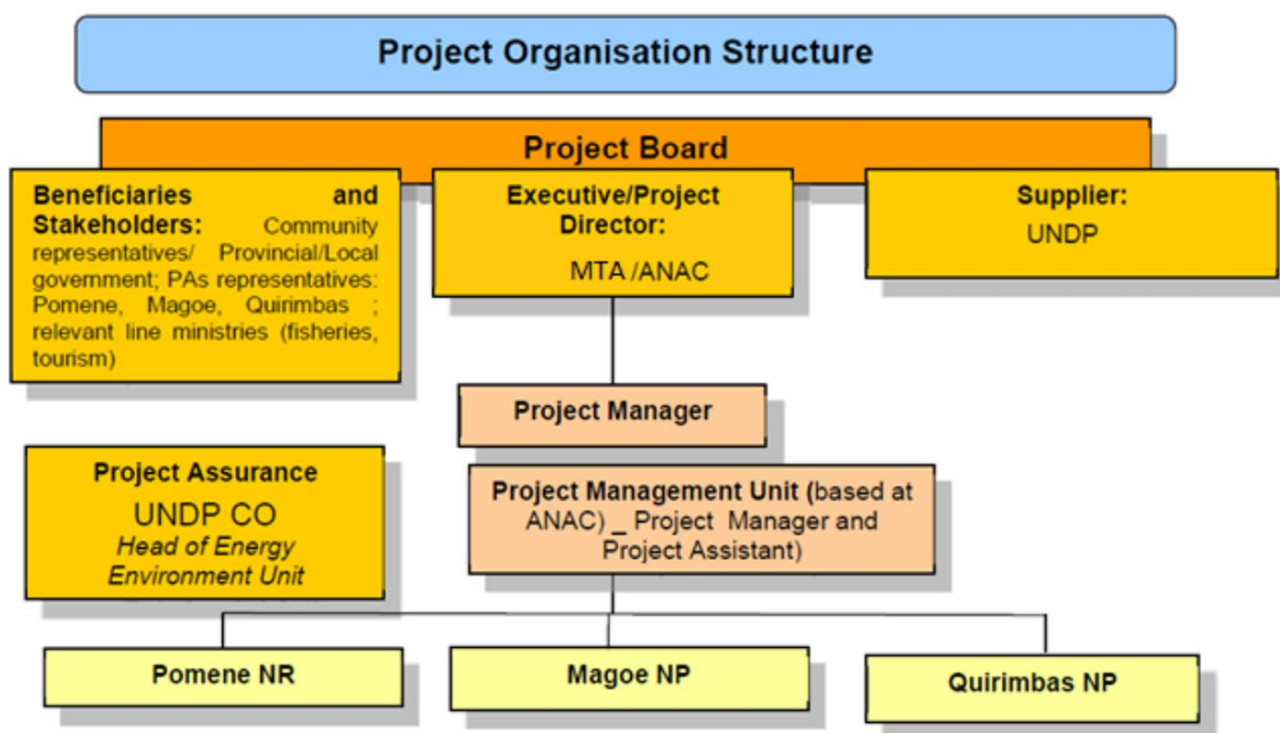


Figure 1: Project management structure

4. Evaluation methodology and structure of the report

4.1 The review approach

The review and the report have been guided by the UNDP Final Evaluation Guidelines and the Evaluation Criteria (OECD/DAC evaluation criteria). The evaluation criteria assessed the relevance, impact, efficacy, and sustainability of the BIOSFAC program including, the participation of the key stakeholders (ANAC, UNDP CO, BIOFUND and the park administration). The evaluation also followed the Standards and Norms of United Nations Evaluation Group, [UNEG Ethical Guidelines for Evaluation, 2020](#), to ensure integrity, accountability, respect during the field data collection.

Complementary approach was used to review and analyze the existing project documentation; all related documents that cover implementation activities and reports were supplemented by key interview respondents, conducted at ANAC offices as well as the project sites (Pomene National Reserve and Limpopo National Park). The documents were verified, cross-checked, and used to

construct a clear statement of facts together with a very detailed outline, structured along the timeline of 2019-2023.

4.1 Data collection

The evaluation relied on evidence based credible and reliable information available throughout all the organizations involved in the project. It employed a collaborative and participatory approach to ensure close commitment and accountability from the Project Team, ANAC (the Operational Focal Point), the UNDP Country Office, BIOFUND, and other key stakeholders.

The assignment relied on multiples sources of primary data and information:

1. **Secondary documents** (PRODOC, UNDP Documents, UNDP and ANAC Reports) covering project design, implementation progress, monitoring, amongst others:
 - a. PRODOC and GoM Endorsement documents.
 - b. PROFIN PIMS 3938 Documentation.
 - c. Project reports including annual project reports, project budget report, and other technical reports produced during the project implementation.
2. **Key Informant Interviews**, semi-structured interviews with selected stakeholders were held. The interviews were guided by a questionnaire that was designed to explore answers to the issues that transcend quantitative data available from the project. The results were compared with other sources to corroborate the reliability of evidence.
3. **Project site visits** were conducted in Pomene National Reserve and Limpopo National Park. Magoé a Quirimbas National Parks were not visited because of complex logistics required to get to these places, coupled with limited interventions done on the ground by the project. The visits to the site projects served as the ground truth and validation of the outcome of the activities reported in the project. Extended meeting with the park staff were held in both sites. In Pomene, the evaluator also visited communities living in the vicinity of the conservation areas.

4.2 Structure of the final report

The evaluation report begins with an executive summary that highlights the key project accomplishments as well as key recommendations, then it provides the overview of the project and makes an introduction and summarizes the purpose. The following chapter addresses the objectives and methodology (current chapter). The second chapter provides a description of the project and the country context (following chapter). The fifth chapter presents the main findings of the report and consists of three parts: the first part assesses key aspects of project design and formulation; the second part focuses on implementation issues; and the third part presents an assessment of the results achieved by the project along the standard dimensions of relevance, effectiveness, efficiency and sustainability. The sixth chapter summarizes the main conclusions drawn from the experience of this project and set recommendations for the consideration of project stakeholders. Additional information supporting the arguments made throughout the document is provided in the annexes attached to this report.

4.3 Limitation

A primary limitation from the evaluation stems from the fact that this review took place during a very busy period for partners and stakeholders that have been directly involved in the project implementation. The limited access to some people involved in the project, especially ANAC staff, created some gaps on the information required to build a proper narrative on the project effectiveness. Therefore, the evaluation was undertaken with care so that key personnel at ANAC, BIOFUND, UNDP CO and at the project sites were interviewed.

Imposed travel restrictions to Magoé and Quirimbas have hindered physical travel, face-to-face meetings, and direct discussions at specific project locations. Efforts to address this challenge have proven inadequate due to difficulties in accessibility and/or insufficient connectivity required for electronic communication and video conferencing with essential stakeholders.

5. Findings

This section assesses the project's performance and implementation of the objectives, in terms of outcome, outputs, and the activities realized. This information is detailed presented in the following documents:

- BIOSFAC Project Document
- Annual Project Reports (APRs)
- Results Framework Sheet
- Quarterly Progress Reports.
- Studies conducted during the project implementation.
- Other reports and documents produced during the project implementation

5.1 Project Design/Formulation

5.1.1 Analysis of LFA/Results Framework (Project logic /strategy; Indicators)

The intended transformations the project aims to achieve, along with the essential prerequisites to fulfill, are evident within the BIOSFAC Project Document (PRODOC), as well as in the outlined Theory of Change (TOC). These aspects are further enriched by indicators, predominantly adhering to the SMART criteria (Specific, Measurable, Achievable, Relevant, and Time-bound), as well as by the corresponding indicator targets. Additionally, the project strategy comprehensively encompasses obstacles and potential risks, which have been adequately assessed. These elements are elaborated upon in the subsequent section.

The BIOSFAC Project's logical framework established a comprehensive strategy for executing activities with the goal of achieving a desired outcome. This framework included an in-depth depiction of the initial baseline situations, a compilation of indicators that essentially represented actions contributing to distinct outcomes, and subsequent outcomes that were a direct consequence of specific activities (essentially translating into outputs for each outcome). Moreover, the framework offered recommendations for "sources of verification" to authenticate the fulfillment of select activities in the progress towards achieving outcomes.

The project's results framework revolves around a solitary development objective: enhancing the financial viability of Mozambique's PAS by elevating revenues from protected areas (PAs). This results framework comprises four distinct outcomes, each designated as a "Component" (for a comprehensive breakdown, refer to the complete reference and the alignment between 'component' and 'results' in the PRODOC).

The evaluator observed that while the majority of indicators conform to the SMART criteria, a few have been inadvertently neglected and appear overly ambitious, especially given the project's implementation timeline. For instance, the indicator pertaining to Output 4.1- *Provide additional revenue to conservation areas system through biodiversity offsets scheme* - fails to account for the legal intricacies and procedures beyond the mere conception and structuring of the scheme. Executing such a scheme necessitates obtaining legislative approval and endorsement that outlines the implementation process for the offsets scheme, as well as socialization within development project proponents, including technical capacity building required for an adequate implementation.

Therefore, the aim of the intervention should be to *facilitate additional revenue mechanism for the conservation areas system through a biodiversity offsets scheme.*

Another deficiency within the project pertains to the coordination among all participating entities in the implementation process. Given the intricacies of a project of this nature, it is imperative to make a deliberate endeavor to establish formal coordination, clearly outlining precise mechanisms and tools for coordination in the PRODOC to realize the envisioned collaborative synergy. Despite the hurdles encountered in establishing a robust coordination mechanism, noteworthy progress has been achieved through informal coordination and collaborative undertakings, primarily spearheaded by the Project Coordinator and the UNDP team stationed at ANAC.

Although this Evaluation highlights deficiencies in the efficacy of certain Output indicators and the framework of the coordination mechanism, the BIOSFAC Project Team has managed to proficiently track the project's advancement towards its envisioned goals, outcomes, and results.

5.1.2 Assumptions and Risks

The BIOSFAC PRODOC meticulously delineated both risks and the overall assumption. These elements frequently serve as a tool for verifying the logical coherence of the log frame and confirming that the outcomes, outputs, and results within it have comprehensively accounted for potential risk scenarios. Broadly, the assumption was grounded in countries PAS reality, and a significant portion of the risks came through, with some even intensifying over the course of the project's duration.

Table 1: Project risks matrix

Description	Probability and Impact	Mitigation
The prevailing precarious economic situation in Mozambique continues and discourages investments.	Probability = 3 Impact = 4 Risk = High	ANAC will be strengthened to demonstrate that their work is professional and that PA support is guaranteeing long-term investments by any partners: local communities, PPPs, co-management partners and concession holders.
Institutional capacities at ANAC low to manage their mandate on PA financial sustainability.	Probability = 3 Impact = 3 Risk = Moderate	In the past ANAC was criticised for weaknesses in project and financial management, as well as in brokering international partnerships and PPS supporting sustainability of Mozambique's PA system. However, the recent new appointment of Director General brings with it a new impetus for change and institutional reform. This specific project is designed to support ANAC in a functional and institutional review and support implementation of potential adjustments i.e. including the proposed establishment of a new unit within ANAC, responsible for promoting co- management partnerships.
Difficulty of establishing truly long-term sustainable financing opportunities for target PAs.	Probability = 4 Impact = 3 Risk = Moderate	The project specifically invests into developing specific PPPs and partnerships at selected PAs, which will go hand in hand with the development of comprehensive, but also practical business plans for the PAs. This will include the investments into PA adjacent community areas and so-called buffer zones, as relevant. A diverse set of options, including securing long-term financial support through the Biofund, and newly biodiversity offsets mechanism is part of the project.
Insufficient financial resources allocated to each pilot site and partners to successfully execute their role in the supported pilot PAs	Probability = 3 Impact = 3 Risk = Moderate	It is clear that the overall investments needed to unlock the financial sustainability of the specific PAs will be much higher than what this project brings around the table. However, this project is designed to make significant contributions towards achieving long term financial sustainability – which is recognised to be a long-term goal.

Drawing upon the Evaluator's expertise, it becomes evident that supplementary risks could have been discerned and explicitly incorporated into the results framework. An illustrative instance lies in the risks cataloged earlier, where a direct connection with the project outputs and proposed activities is somewhat lacking, a gap that becomes notably apparent in the Annual reports. The 2021 Annual Report notably underscored risks primarily associated with implementation challenges. To elucidate further, the political and operational risks identified in the 2021 report wielded a significant impact on the project's progress, as exemplified by the heightened political tensions in northern Mozambique leading to a suspension of all activities in Quirimbas National Park.

5.1.3 Lessons from other relevant projects incorporated into project design.

The design of BIOSFAC was based on a solid foundation of the status of the Protected Areas System in Mozambique. It was built on past experiences including the GEF-funded projects “Sustainable Financing of the Protected Areas System in Mozambique” implemented by UNDP Mozambique between 2012 and 2016. The Terminal Evaluation of the project brought to light numerous valuable Lessons Learned from the undertaken interventions. Moreover, it presented explicit recommendations for effectively addressing lingering obstacles to bolster the financial and managerial sustainability of the PA system. Responding to this, the Government of Mozambique (GoM) appealed to UNDP to extend and intensify the initiatives initiated between 2017 and 2020, a timeline aligned with the emergence of the new United Nations Development Assistance Framework (UNDAF) and the concurrent cycle of the UNDP Country Program.⁴

BIOSFAC Project formulation was significantly influenced by pertinent initiatives, notably including the IDA/World Bank MozBio project. This broader endeavor aims to reinforce the PA system by enhancing the capabilities of key national conservation institutions and bolstering the financial viability of the CA system, which encompasses ANAC, FNDS, and BIOFUND. MozBio also lent support to various undertakings, such as a comprehensive program nurturing emerging conservation leaders and professionals within Mozambique's conservation landscape, the enhancement of management practices within designated landscapes, provision for operational expenses related to conservation areas, facilitation of rural development and integrated landscape management, facilitation of finance access for the development of sustainable value chains, and the exploration of climate change mitigation actions and biodiversity offsetting schemes.

5.1.4 Planned stakeholder participation.

An initial stakeholder analysis during the PIF stage was followed up with consultations during the project design stage. The BIOSFAC PRODOC provides a detailed stakeholder identification as a mechanism to ensure collaboration and leverage available funding, as well as sharing lessons learned and increase the overall project impact. In terms of active stakeholder and decision-making processes within the project, the PRODOC mention the following institutions and/or initiatives:

Table 2: Stakeholders involved in the implementation of BIOSFAC

Stakeholder	Description	Role in the Project
ANAC	National Agency for Conservation Areas (ANAC) under the Ministry of Land, the Environment and Rural Development (MITADER)	<ul style="list-style-type: none"> Project execution agency. Coordinates all project activities and partners.
MTA	Overarching Ministry, to which ANAC reports	<ul style="list-style-type: none"> Oversight function: various sections and associated organs of MITADER will be asked to collaborate as needed. Represents sector needs at government level
FNDS	The Fundo Nacional de Desenvolvimento Sustentável (FNDS) was formed under MITADER in 2016, with the aim to promote and finance programs and projects that guarantee sustainable, harmonious, and inclusive development. The fund superseded FUNAB (the National Biodiversity Fund).	<ul style="list-style-type: none"> FNDS will be reviewed as part of the functional and institutional review of ANAC. Clear support roles to the mandate of ANAC in PA buffer zones esp. with a view on long term financial sustainability will be identified.
Provincial/ District Governments Inhambane, Tete, Cabo Delgado	Responsibility for general administration, planning and development at district level. Districts are responsible for the conservation of the environment, management of natural	<ul style="list-style-type: none"> On project board, represent provincial / local Government. Overarching role in community planning and development issues (Component 3)

⁴ PRODOC description

	resources and wildlife, and local socioeconomic development. It also promotes awareness concerning the controlled burning, supports alternative energy to charcoal and promotes participatory district planning.	in the respective provinces in the coordination of conservancy management planning, establishment of conservancy government structure and regional planning development affecting the long-term vision for the target PAs
The Ministry of Sea, Inland Waters and Fisheries	Central organ which directs, coordinates, organizes and ensures the implementation of the policies, strategies relating to the sea areas, inland waters, and fisheries	<ul style="list-style-type: none"> Eg. new Pomene zonation, including a MPA area
Tchuma Tchato Community	Local communities, organized through CBOs and an umbrella organization that is still to emerge with project support, will be both the protagonist and the beneficiaries of proposed activities.	<ul style="list-style-type: none"> Beneficiaries of Component 1 & 2 Participation in establishment of community-based financing aspects Implementation of pilot projects with Pomene NR esp. focusing on tourism
Pomene communities	Local communities, not yet organized through CBOs and/or an umbrella organization.	<ul style="list-style-type: none"> Beneficiaries of Component 1 & 2 Participation in establishment of community-based financing aspects Implementation of pilot projects with Pomene NR esp. focusing on tourism
Other civil society/ CBO representatives concerned with community-benefits from PAs and associated with PA sustainable financing	Relevant umbrella organization or representatives from well-established CBOs, who can inform discussions on sustainable PA finance and community benefits.	<ul style="list-style-type: none"> Participants on PA sustainable finance discussions.
National Resource Committees (NRCs) or other relevant Governance bodies	NRCs are associated with the traditional governance system in Mozambique (regulos) and currently 20% of all PA entrance fees (20%) accrue to these committees.	<ul style="list-style-type: none"> Participants on PA sustainable finance discussions.
Donors investing into Financial sustainability of PAS	A number of donors and agencies engage with the Government of Mozambique, and ANAC, BioFund, FNDS, in strengthening the financial sustainability of Mozambique's PA system.	<ul style="list-style-type: none"> Coordination through existing institutional platforms, led by ANAC

5.1.5 Replication approach

Although the project document doesn't explicitly outline replicability as the primary gauge of project success, it's essential to note that the BIOSFAC Project has its origins in preceding initiatives implemented across the PAS in Mozambique. These antecedent endeavors have paved the way for a concentrated exploration of biodiversity finance throughout the PAS. Consequently, the specific blueprint for replicating the BIOSFAC approach remains adaptable, with a strong emphasis on collaboration with stakeholders and the pilot PA's. This approach ensures both ownership and effective adaptive management through close consultation.

5.1.6 UNDP comparative advantage

UNDP has several comparative advantages over other donor agencies that are strongly relevant in its implementation of BIOSFAC. As part of the UNSDCF in Mozambique, UNDP interventions are planned in a four-year country program document (2022-2026). UNDP's strategic priorities center around four interconnected pillars. These pillars leverage the country office's distinct strengths and position it as a frontrunner. The government acknowledges this leadership role, and these priorities seamlessly align with the outcomes delineated in the United Nations Sustainable Development Cooperation Framework (UNSDCF), including climate resilience and sustainable natural resources management

(outcome 3.1).⁵

UNDP's role in shaping the strategic vision of the UNSDCF is underpinned by its distinct capacity as a facilitator and harmonizer, enriched by profound expertise and practical engagement in areas encompassing human rights, governance, rule of law, climate change resilience, disaster risk reduction and recovery, as well as the empowerment of women and youth. This robust foundation empowers UNDP to effectively contribute to all four strategic priority domains. Furthermore, UNDP assumes a pivotal role in bolstering the United Nations system, particularly in terms of coordination, harmonization, and tailoring initiatives to local contexts such as Mozambique. For example,

Drawing upon an extensive history of diverse projects, UNDP has consistently championed endeavors aimed at nurturing and safeguarding biodiversity. Noteworthy among these are initiatives linked to biodiversity financing, alongside a broader spectrum of sectoral undertakings spanning climate change adaptation, rejuvenation of depleted lands and aquatic ecosystems, and the advancement of sustainable livelihoods within or adjacent to biodiverse landscapes. For example, the UNDP Mozambique Strategic Plan (2022-2025), harmonized with the Government's Five-year Programme (2020-2024) and the UNSDCF (2022-2026), underscores the imperative of fortifying the sustainable management of natural resources and the environment (strategic objectives ii, iii, iv). Within this strategic focus, it is anticipated that the collaboration between UNDP and other stakeholders will enable and advance the execution of regulatory frameworks aimed at promoting sustainable financing of conservation areas and natural resource management in general. The effectiveness of this strategic priority will be assessed by the development and implementation of innovative financial instruments for natural resource management and climate action, as quantified by Output 3.1.1.1.

The UNDP Mozambique country office leverages its thought-leadership in environmental, natural resources to enhance high-level dialogue with the GoM and advocate for increased integration of these issues in national plans and budgets, working to fill data gaps and supporting whole-of-government approaches promoting stronger multi-sectoral coordination and policy coherence.

In addition, partnering with other UN agencies such as UNEP, the UNDP Mozambique could facilitate access to the Global Environment Facility (GEF) and the Green Climate Fund (GCF) to support implementation of the PA finance and sustainability initiatives. In conclusion, UNDP is well suited as an implementing agency for BIOSFAC.

5.1.7 Linkages between project and other interventions within the sector

The BIOSFAC Project was conceived with the intention of establishing connections with numerous parallel initiatives addressing biodiversity and sustainable financing for Mozambique's Protected Area System (PAS). Alongside the ongoing Mozambique BIOFIN initiative, which operates as part of a global program, there exists a cohesive network of interrelated biodiversity-focused interventions that collectively work towards PAS, including:

WCS/COMBO PROJECT: COMBO project is an initiative that aims to expand and improve the application of the mitigation hierarchy and NNL initiatives in Guinea, Madagascar, Mozambique and Uganda. This project is funded by the Agence Francaise de Development (AFD), the Fonds Français pour Environment Mondial (FFEM) and the Mava Foundation.

USAID SPEED +: USAID's Supporting the Policy Environment for Economic Development (SPEED+) project provides expert technical services to the Government of Mozambique to support economic and structural reform in the areas of agriculture, trade, business enabling environment, energy, water and biodiversity conservation.

⁵ Country programme document for Mozambique (2022-2026)

BIOFUND Biodiversity Offsets Programme: The overarching aim is to seamlessly integrate economic advancement and biodiversity preservation in Mozambique. This entails establishing a conducive backdrop by refining legal frameworks, institutional structures, and procedural protocols. The ultimate objective is to seamlessly incorporate globally recognized best practices, thereby realizing the principles of No Net Loss and Biodiversity Offsets over the extended term within the Mozambican context.

World Bank MozBio: aims to increase the effective management of the conservation areas and enhance the living conditions of communities in and around the conservation areas. Central to the BIOSFAC initiative is its third component, strategically aimed at enhancing the management of conservation areas. This is achieved through a two-fold approach: augmenting the managerial prowess of pivotal conservation areas (CAs) and concurrently conducting comprehensive wildlife surveys and monitoring efforts.

5.1.8 Management arrangement

The BIOSFAC Project's management structure is described in the PRODOC. The project operates on a collaborative joint management framework, involving multiple partners. UNDP holds the overarching responsibility for project management and implementation, with its personnel stationed at the ANAC headquarters, ensuring seamless coordination and execution.

UNDP CO serves as the implementation agency. It oversees the overall execution and implementation of the project.

National Agency for Conservation Areas (ANAC) under MITADER, was the primary implementation partner for the project, using UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Mozambique, and the Country Programme, and with UNDP's support to the project (CO).

The Project Board, functioning as the Steering Committee, assumed the responsibility of collaboratively making management decisions, especially in instances where the Project Manager sought guidance. This encompassed formulating recommendations for both UNDP and the Implementing Partner, aimed at obtaining approvals for project plans and any necessary revisions through a consensus-driven approach. The Project Board was composed by the DG of ANAC, UNDP and Magoe, Quirimbas and Pomene Administrators.

The Project Manager runs the day-to-day project activities on behalf of the Implementing Partner within the constraints laid down by the Board.

The Project Assistant assists the project manager in the implementation of the project pertaining to financial and administrative matters, following the guidelines and operation procedures agreed between UNDP and implementing partners. The project assistant ensures compliance with all relevant financial standards, executes administrative and financial operations on behalf of the project and produces and keep relevant financial documentation and reports.

The Evaluator's assessment highlighted the robustness and effectiveness of the project's management arrangements. These arrangements efficiently delineated distinct roles and responsibilities for all stakeholders, accompanied by clear lines of reporting authority. The Steering Committee consistently convened to oversee project progress, endorse annual work plans, and evaluate advancement through progress reports. The Project Board operated seamlessly, serving as a conduit for communication, stakeholder engagement, issue resolution, and bolstering a sense of ownership for

project accomplishments. This framework also adeptly managed the impact of operational challenges. Collectively, these management arrangements delivered a system of "checks and balances," facilitating regular review, evaluation, and course correction as needed.

5.2 Project Implementation

This section delves into the evaluation of the project's implementation process. It scrutinizes the efficiency of project management and its effectiveness in fostering an environment conducive to achieving project success.

5.2.1 Adaptive management

The concept of adaptive management is a focal point in UNDP evaluations, serving as a measure to assess the project personnel's capability to navigate shifts in regulations, environmental circumstances, and unforeseen challenges arising during implementation – issues that commonly affect a multitude of UNDP projects. Adaptive management plays a pivotal role, as it ensures that donor investments in UNDP projects remain purposeful, effectively steering the projects towards attaining their envisioned outcomes, outputs, and targets.

Viewed from both operational and strategic standpoints, the evaluation noted significant shifts in project activities and deliverables throughout the implementation phase, while fundamentally retaining the strategic alignment outlined in the PRODOC. These modifications, primarily of an operational nature and occasionally prompted by external factors, necessitated UNDP and the implementing partners to meticulously revisit their annual plans and deploy suitable mitigation strategies.

The evaluation noted that in 2020, the Steering Committee responded to the challenges pertaining to the activities earmarked for Quirimbas National Park. The disruptive impact of the armed conflict in the northern Cabo Delgado province and its proximity to Quirimbas National Park presented formidable obstacles, rendering the execution of several critical on-site activities exceedingly difficult. Among these initiatives was the installation of an informatics platform for revenue collection at the park and other tourist entry points within the islands. Consequently, in collaboration with ministry-level support, a decision was taken to temporarily halt all planned activities within Quirimbas National Park.

Both the Covid-19 pandemic and international security concerns posed substantial challenges, which the project timely addressed. In light of the Covid-19 pandemic, the project's adaptive approach is noteworthy. A direct effect has been the postponement of certain activities and the temporary suspension of others due to enforced restrictions. In reaction to the pandemic's situation in Mozambique, the Project Management Unit strategically restructured the scheduled training activities. This entailed a phased approach, staggered across different target groups, with the aim of curbing large gatherings and thus mitigating infection risks associated with the virus.

Additionally, it was observed that challenges arose with the Administrative and Finance personnel, leading to frequent disagreements between UNDP and the Implementing Partner (IP) concerning the contracting arrangement for the Assistant position. To address this issue, the Project Management Unit (PMU) proactively decided to recruit a new and dedicated Administrative and Finance Assistant. This strategic step was taken to provide essential support for the project's daily operations. In the interim, the project manager took on additional responsibilities to aid in administrative tasks, aimed at alleviating operational constraints and streamlining project progress.

In conclusion, it is clear that the project implementation team skillfully embraced adaptive management as a central tenet of their strategy. This enabled them to effectively maneuver through

evolving circumstances, particularly in terms of modifying activities while considering the constraints of available financial resources and project timelines. As a result, they have achieved the intended outcomes that were initially envisioned.

5.2.2 Partnership arrangements and stakeholders

As detailed in sections (5.1.3 and 5.1.8), the stakeholder engagement and management framework of the project proved to be effective in facilitating the implementation of the BIOSFAC Project. A meticulously designed stakeholder involvement plan was crafted during the project's formulation phase, encompassing structured mechanisms for involving these stakeholders. Moreover, the Steering Committee played a crucial role by offering a platform where key stakeholders could convene, deliberate, adapt strategies, and collectively determine the project's future course of action.

At the ANAC level, there exists a notable and robust sense of ownership, accompanied by a deep recognition of the project's catalytic role in fostering collaboration among diverse stakeholders. This sense of ownership is particularly pronounced within the Protected Area System (PAS) stakeholders, where a high degree of collaboration has been witnessed.

The list of organizations which collaborated with the project includes several government entities such as the Ministry of Agriculture and Rural Development, Ministry of Land and Environment, Ministry of Finances, etc. It also includes Academia such as Eduardo Mondlane University which conducted scoping studies on ecosystem goods and services, IT Service providers that supported the installation of Installation of servers for hosting and management of ANAC information platforms.

An area of improvement for the project was the limited engagement of the potential private sector in shaping financing solutions for the Protected Area System (PAS). Given the alignment of the BIOSFAC Project with the broader BIOFIN initiative, it was imperative to incorporate the private sector as a crucial element for policy evolution, capacity enhancement, and active involvement in financing mechanisms alongside governments. On a global scale, it's evident that momentum is growing within the private sector to drive biodiversity-focused business and finance solutions. Their interest in investing in biodiversity stems from a desire to mitigate adverse environmental impacts that could impact their operations and enhance their brand reputation.

The BIOSFAC Project team's endeavors to establish productive partnership frameworks have been commendable. This encompasses collaborations with entities directly involved in shaping the desired project outcomes, as well as laying the groundwork for expanded and potentially more fruitful engagements with the private sector. These interactions hold the potential to significantly contribute towards bridging the PAS financing gap.

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

Feedback from the Monitoring and Evaluation (M&E) activities was predominantly conveyed through the Annual Reports and the minutes derived from the Steering Committee meetings. These channels effectively conveyed comprehensive insights into the advancement of BIOSFAC activities, inclusive of the deliberations and suggestions presented by Board members and participants. This collaborative discourse facilitated adaptive management, steering the activities toward a trajectory aligned with the project's objectives.

The Annual Reports offered a comprehensive overview of the extensive spectrum of BIOSFAC activities. Encompassing project performance, financial management, and insights garnered, these reports adequately presented a thorough account of BIOSFAC's advancement. The quality of the annual reports was substantial and effective in capturing the nuances of BIOSFAC's progress. They adeptly pinpointed the project limitations and outlined measures undertaken or planned to address

the identified risks. These reports, as listed in Appendix D as documents consulted during the evaluation.

The Evaluator conducted a review of the indicators used to gauge the project's advancement at the objective and outcomes levels. The project received approval with a designated set of 8 indicators, meticulously detailed in the Results Framework. These indicators were accompanied by their corresponding baseline values and targets, intended to be attained by the end of the project. Notably, no alterations were introduced to these indicators during the inception phase and through the implementation process. A comprehensive compilation of these indicators and their respective targets is presented in the table below:

Table 3: List of Performance Indicators

Project Output	Indicators	Target
Output 1.1: Quantify potential ecosystem goods and services in Pomene, Magoe and Quirimbas through ecological and socioeconomic studies	1.1 Number of studies conducted. (cumulative)	<ul style="list-style-type: none"> 9 studies
Output 1.2: Increase community knowledge and capacity in managing natural resources through community of practices	1.2 Number of experience exchange visits conducted	<ul style="list-style-type: none"> 6 field trips
Output 2.1: Specific financial and business plans are prepared, adopted and elements implemented in each pilot PA	2.1 Number of business plans developed and implemented	<ul style="list-style-type: none"> 3 business plans
Output 2.2: Operational guidelines and institutional set up for compensation mechanisms defined in the new conservation law regulations	2.2. Number guidelines developed	<ul style="list-style-type: none"> 1 technical survey questionnaire 1 legal framework document
Output 2.3: Functional user fee structure, supporting regulatory framework directly contributing to PA financing	2.3 Revenue collection regulatory framework reviewed	<ul style="list-style-type: none"> 2 contextual analysis documents (regional and national)
Output 3.1: Strengthen ANAC capacity on management and technical areas through on-job training initiatives.	3.1 Number and areas of training conducted.	<ul style="list-style-type: none"> 8 training sessions on site
Output 3.2: Financial infrastructure management for revenue collection and channeling established, functional and monitored	3.2 established collection systems of revenue on targets PA's (cumulative)	<ul style="list-style-type: none"> 4 equipment kits purchased and delivered to the PA's.
Output 4.1: Provide additional revenue to conservation areas system through biodiversity offsets scheme.	4.1 Target protected areas benefiting from biodiversity offsets scheme (total)	<ul style="list-style-type: none"> 2 operational mechanisms for biodiversity offsets

The execution of the BIOSFAC Monitoring and Evaluation (M&E) plan is **satisfactory**, as it is reflected in the quality of the Annual Reports, the comprehensive assessment and evaluation of progress, and the insightful recommendations offered. An exemplary rating would have been warranted if the BIOSFAC progress reporting had included a direct alignment with the log frame indicators, outcomes, activities, and results.

5.2.4 Project Finance:

The total budget for BIOSFAC Project was USD 4 million that includes, USD 2 million contributions from the UNPD, in-kind from the governments of Mozambique and additional USD 2 million that remained unfunded. The cumulative expenditure to December 2022 is approximately USD 1.73 million (as presented in the **Open UNDP**). Figure 2 provides a snapshot of the yearly project expenditure from

2019-2022.

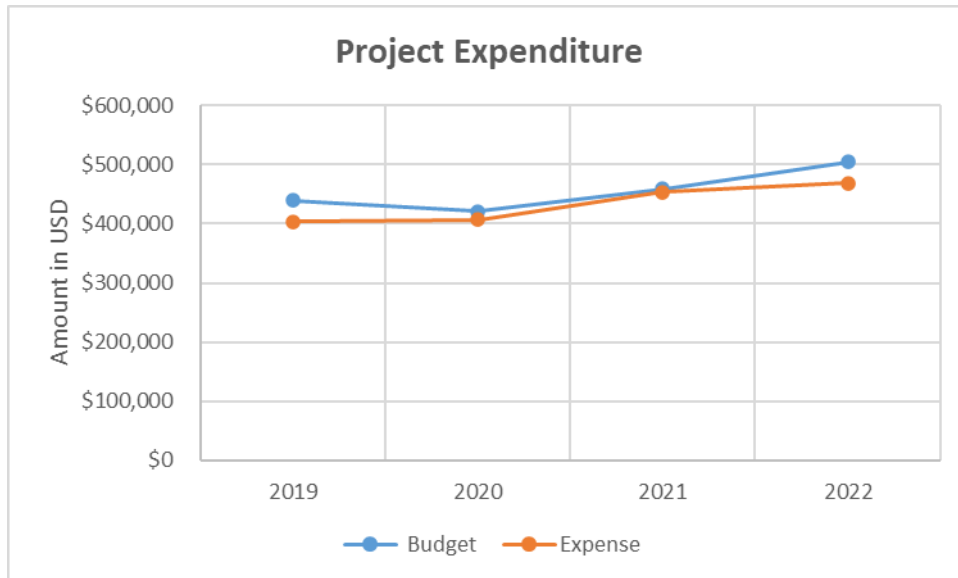


Figure 2: Project expenditure (Source: <https://open.undp.org/projects/00119631>)

The Evaluator highlighted a notable unutilized budget of approximately USD 300K, intended to be expended before the Project's culmination in December 2023. This residual budget stems partially from inherent delays in the accounting processes and the recording of financial transactions. Concurrently, a portion of the unrealized budget reflects substantial progress yet to be achieved in certain proposed activities by the project's conclusion.

At the time of the draft report, the Project's exit strategy and plan are actively in progress and underway. However, the Evaluator remains uncertain about the appropriate utilization of the outstanding budget, considering the progress expected until the project's conclusion.

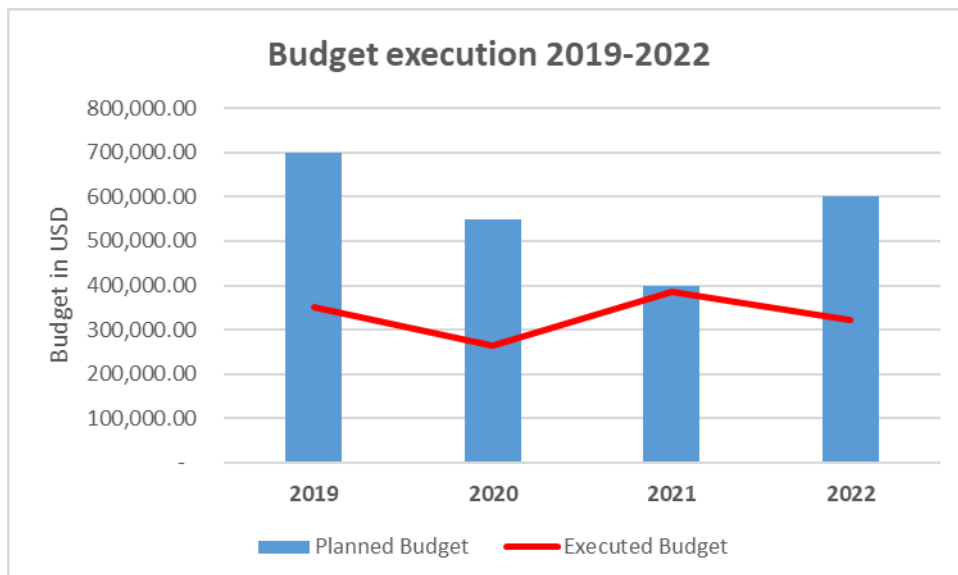


Figure 3: Budget execution 2019-2022 (Source: Matriz de Execução Projeto BIOSFAC 2019-2022)

5.2.5 Monitoring and evaluation: design at entry and implementation

BIOSFAC monitoring and evaluation design was defined in the PRODOC. The evaluation rated the design of the project's monitoring and evaluation (M&E) system as "**Satisfactory**". This positive evaluation is attributed to the project's clearly defined objectives, the established sequence of essential prerequisites outlined in the PRODOC, and the strategic use of indicators, many of which are

SMART criteria. This cohesive approach underscores the effectiveness of the M&E system in assessing project outcomes.

The Theory of Change (ToC) holds a pivotal role within the Monitoring and Evaluation (M&E) system. As outlined in the PRODOC, the ToC envisions the project's journey towards enduring viability of conservation areas plays a pivotal role in fostering multifaceted benefits, including poverty alleviation, inclusive economic advancement, bolstered climate resilience, and the safeguarding and sustainable utilization of marine and terrestrial resources. This articulation distinctly characterizes the project as a pilot endeavor, clearly outlining the boundaries of its ambitions. Its defined role lies in contributing towards the improvement of conservation areas sustainability. The alignment between the M&E system and the articulated Theory of Change further cements the project's strategic trajectory and reinforces its dedication to facilitating the enduring financing sustainability of the PAS.

While the project design exhibits good qualities, it does fall short in addressing certain aspects. Notably, the PRODOC lacked a more comprehensive identification and exploration of operational and political risks, even as signs of conflict in the northern Mozambique province were beginning to emerge. The notion of operational challenges neither featured as a pre-existing risk, nor was it factored into the Theory of Change, nor recognized as a potential barrier.

Throughout the implementation phase, the BIOSFAC Project team encountered formidable challenges, which eventually manifested as a significant risk. It's worth highlighting that other UNDP projects, operating under similar arrangements with ANAC, managed to navigate these challenges through innovative solutions. However, for BIOSFAC, these obstacles assumed an intensified magnitude, further exacerbated by the unprecedented circumstances of the Covid-19 pandemic.

5.2.6 Contribution of the UNDP and Implementing Partner

The contributions of UNDP as the Implementing Agency and of ANAC as the Implementing Partner in implementing the project were ***moderately satisfactory***. This commendation holds true, especially when contextualizing the pivotal changes and significant events that transpired during implementation. These two entities demonstrated some level of support within their designated realms of responsibility, ensuring the project's objectives were advanced and that the expected results are met.

The performance of the implementing partner received a rating of ***moderately satisfactory*** from the Evaluator. While operational challenges were evident, the Evaluator recognized the project's diligent efforts to overcome these obstacles. It's noteworthy that there remain opportunities for improvements, prompting a corresponding recommendation in this regard.

The Evaluator attributed a rating of ***satisfactory*** upon the quality of UNDP's implementation and supervision. Notably, the Evaluator's assessment was influenced positively by the quality of feedback furnished by UNDP via the Annual Reports and other supervisory and monitoring mechanisms. This includes good monitoring of financial aspects, adept risk management, and the substantive content of UNDP's feedback. The Evaluator also found these elements to be notably pertinent, pragmatic, and conducive to constructive progress. This underscores UNDP's effective involvement in ensuring the project's success.

The rationale behind the overall rating of "moderately satisfactory" for implementation quality is outlined below, encompassing both positive aspects and areas earmarked for improvement:

Positive aspects

- UNDP Project Manager has provided effective support to the implementation of the project.

It provided the required guidance to apply UNDP project management procedures such as procurement, financial management and guidance for reporting project progress.

- There were some relevant operational achievements, such as (i) the complete deployment of the revenue collection platform PHC, although the platform has not been sufficiently tested across all the pilot Protected Areas; (ii) acquisition of equipment including a vehicle for the ANAC Safari pilot initiative (iii) a series of training and capacity building actions both for ANAC staff and the PA personnel, among others.
- UNDP Project Manager feedback quality, as conveyed through the Annual Reports and additional supervision and monitoring tools, garnered favorable recognition in the assessment. The consistent and routine monitoring of project financial aspects was positive. Adequate risk management practices were evident, even when the procurement process posed a substantial bottleneck, thereby evolving into a risk to the project.
- Moreover, the content of PMU feedback within the Annual Report was found to be pertinent, grounded, and infused with a constructive recommendation. This collectively attested to UNDP's efficacy in contributing to the project's success.

Areas for improvements

- While the project has achieved many accomplishments and has prepared adequate reports on them, there were significant delays in implementation, which became more visible throughout the project timeline. Most of these delays can be attributed to the constrained capacity of ANAC's Procurement Unit (UGEA), which affected the overall effectiveness in certain procurement processes.
- Another focal area demanding heightened attention is the continued assimilation of the project by the implementation partner. The Evaluator underscored a discernible challenge in comprehending project as whole across different ANAC sectors and at varying levels. While certain individuals have direct access to project information, there are others whose activities partially align with the project outcomes but lack direct access. It's essential to ensure they receive regular updates through internal coordination meetings.

Despite encountering various challenges throughout the project's implementation, including coordination hurdles, the Evaluator observed a positive dynamic between UNDP and the project's Implementing Partners. Their engaged collaboration played a pivotal role in streamlining the execution process, marked by resource optimization and successful project outcomes. Notably, both entities demonstrated robust participation not only in the project's design but also in its implementation phase. In terms of sustainability, the current outcomes should also contribute to a good uptake and scaling up of project achievements.

5.3 Project Results and Impact

This section delves into the evaluation of project outcomes, delimiting the extant barriers that hinder the project's effectiveness, appraising the project's efficiency in realizing its envisaged outcomes, and scrutinizing the sustainability and feasibility of replicating these accomplishments in the long run. The following color code scheme will be used to describe the project achievements.

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the End Of the Project (EOP)	Red: Indicator shows poor achievement – unlikely to be completed by EOP
---	---	---

5.3.1 Overall results

In terms of Overall Results, the project has had tangible success in the attainment of objectives and outcomes, with only minimal shortfalls in some outcomes. The overall project outcome rating is **Satisfactory**.

The "Satisfactory" rating aptly resonates with the comprehensive evaluation conducted by the Evaluator, utilizing a robust corpus of evidence gathered during consultations and a field mission in June 2023. This assessment distinctly signals that the project predominantly aligns with expectations, though it does bear certain limitations.

Currently, the BIOSFAC Project's trajectory can be defined as consistently progressive, albeit with intermittent adjustments throughout the implementation process. Notably, some proposed activities faced suspension due to unforeseen circumstances in Cabo Delgado, the northern Mozambique province. Operational challenges within ANAC also added complexity. Encouragingly, the project has effectively fostered collaboration and synergy with other stakeholders, an observation underscored by feedback garnered from interviews with the BIOFUND team.

Numerous challenges can arise over a project's lifespan that an evaluator might categorize as 'shortcomings'. These can range from impractical and ineffective planning strategies, deficient monitoring and evaluation procedures to inadequate supervision and restricted assistance from the implementing partners and/or UNDP. Indeed, the BIOSFAC Project encountered a blend of these issues. However, despite these obstacles, the project displayed a notable degree of effectiveness, ultimately yielding tangible outcomes.

The Evaluator noted several significant delays, particularly during its initial phases in 2019-2020 when getting started proved notably time-consuming. The processing of procurement procedures experienced recurrent delays, leading to an accumulation of setbacks. Addressing these issues in future projects necessitates a commitment to investing in professional support and oversight, ultimately sidestepping avoidable delays.

It's imperative for the implementation partner (ANAC) to take a proactive approach in tackling operational delays, thereby enhancing its capacity to effectively support the implementation of the projects in which they play a significant role. Furthermore, delays were further exacerbated by external factors such as the COVID-19 pandemic and political events in the northern Mozambique region, each carrying their own implications. The culmination of these diverse delay types necessitated an extension of the project's timeline to compensate for the time lost.

Table 4: Summary of the indicator's achievements

Indicator and sub-indicators	Status at EOP
Outcome 1: Knowledge on diversification of ecosystem goods and services for financial sustainability and wildlife management of PA in Mozambique is promoted	
Output 1: Initial scoping studies for potential ecosystem goods and services for Pomene, Quirimbas and Magoe.	Achieved
Output 2: Knowledge sharing mechanism and community of practice.	Partially achieved
Outcome 2: Consolidated planning, legal and policy framework relevant for diversification of ecosystem goods and services for financial sustainability and wildlife management in place	
Output 1: Specific financial and business plans are prepared and adopted in Magoe, Quirimbas and Pomene and partnerships for implementation are formed and supported.	Not achieved
Output 2: Operational guidelines and institutional set up for compensation mechanisms defined in the new conservation law regulations.	Mostly achieved
Output 3: Functional user fee structure, supporting regulatory framework directly contributing to PA financing.	Not achieved
Outcome 3: Improved institutional capacity of ANAC through the provision of systems, support of the structures, and building knowledge at national and decentralized levels	
Output 1: Strengthen ANAC capacity on management and technical areas through on-job training initiatives.	Achieved
Output 2: Financial infrastructure management for revenue collection and	Achieved

channeling established, functional and monitored	
Outcome 4: Improved institutional capacity for BIOFUND through the provision of systems, supporting structures, and capacity building	
Output 1: Provide additional revenue to conservation areas system through the implementation of biodiversity offsets scheme.	Achieved

Table 5: Status of end-of-project achievements on the basis of project indicators and ratings per Outcome

Description of the indicator	Baseline level	End Of Project target level	Verification by the Evaluator	Relevant PIR quotes and Notes
Outcome 1: Knowledge on diversification of ecosystem goods and services for financial sustainability and wildlife management of PA in Mozambique is promoted			ASSUMED Satisfactory (S)	
Output 1.1: Initial scoping studies for potential ecosystem goods and services for Pomene, Quirimbas and Magoe	BASELINE: Presently, all three Protected Areas (PAs) are equipped with comprehensive Management Plans that accentuate the inherent potential of their natural resources. Furthermore, a multitude of supplementary studies conducted within these regions serve as benchmarks, contributing to the foundation upon which project outcomes are built. Six (6) studies have been implemented.	TARGET: Cumulatively implement tree (3) studies that look at a broader view of economic potential of the of goods and services in Magoe and Pomene.	100% Target assumed achieved	Activity carried out and completed in the last quarter of 2021. The consultant submitted the final reports of the studies of the two conservation areas, Pomene and Magóe, including the minutes of meetings to present the results at the local level.
Output 1.2: Knowledge sharing mechanism and community of practice	BASELINE: No effective system of communication was in place that would allow a proper dissemination of the project outcomes at the community level.	TARGET: Conducted at least six (6) exchange visits to promote knowledge sharing and capacity building for ANAC staff.	80% Target assumed partially achieved	Several trips were conducted, and capacity building sessions were administered for ANAC technical teams as well as the PA's administration staff and community development technicians. Nevertheless, there were funding constraints for this activity.
Outcome 2: Consolidated planning, legal and policy framework relevant for diversification of ecosystem goods and services for financial sustainability and wildlife management in place			ASSUMED Moderately Satisfactory (U)	
Output 2.1: Specific financial and business plans are prepared and adopted in Magoe, Quirimbas and Pomene and partnerships for implementation are formed and supported	BASELINE: the PROFIN project has supported the development of a business-oriented financial plan for ANAC. It has equally supported the strengthening of the business capacity planning and financial management capacities of ANAC. At least one (1) business plan has been developed.	TARGET: Support the drafting of three (3) business plans for Pomene, Mágoè and Quirimbas based on management Plans.	0% Target assumed not achieved	Not done. The Terms of Reference were developed, but the General Directorate of ANAC did not authorize the realization of the activity, allegedly because it considered other alternatives within the scope of the structuring of ANAC's Sustainable Business Unit.
Output 2.2: Operational guidelines and institutional set up for compensation mechanisms defined in the new conservation law regulations	BASELINE: the Conservation Policy and subsequently the associated Conservation Law (Article 49 (2,4,5) e, Article 67) set out specific financial modalities, including a compensation mechanism such as the 20% benefit sharing with local communities. At least one (1) guideline supporting documentation was in	TARGET: develop at least (1) operational guidelines for the compensation mechanisms that is aligned with the new Regulations and, one (1) legal framework document.	80% Target assumed mostly achieved	Delays carrying out the workshop activities to discuss and review the current entry fees regulations, have compromised the Outcome 2. Yet, there have been some last-minute actions taken to complete the activity before the end of the project in the

	place prior to the project.			month of December.
Output 2.3: Functional user fee structure, supporting regulatory framework directly contributing to PA financing	BASELINE: Through PROFIN and other projects, there were structures built and suggestions made on how income can be generated and managed from user fees in national parks, national and marine reserves. At least one (1) PA was already using a revenue collection system.	TARGET: review of the existing user fee structure and its regulatory framework informed by pilot studies and assessments. Provide at least two (2) recommendation documents to support the implementation of the fee revision process.	0% Target assumed not achieved	Activity not carried out. A discussion workshop was planned with the selected conservation areas and key stakeholders, but it did not come to fruition until the end of the year of 2022 due to the agenda of the Tourism and Sustainable Use Services Department.
Outcome 3: Improved institutional capacity of ANAC through the provision of systems, support of the structures, and building knowledge at national and decentralized levels			ASSUMED Satisfactory (S)	
Output 3.1: Strengthen ANAC capacity on management and technical areas through on-job training initiatives.	BASELINE: previous studies have pointed to the need of increasing technical capacities of ANAC staff to better position the organization and fulfil its mandate.	TARGET: Organize and implement eight (8) sessions of capacity building on various topics, including: Administration and finance, procurement, etc.	100% Target assumed achieved	Conducted training to the staff of the conservation areas in various techniques such as administration and finance, procurement, and human resources.
Output 3.2: Financial infrastructure management for revenue collection and channeling established, functional and monitored	BASELINE: During the implementation of the PROFIN project, efforts were made to generate additional revenues for PA. This included among others, updating user fees and development of fee collection methods	TARGET: Update the existing IT system and operationalize the new IT system for revenue collection and deploy the infrastructures to the PA's in need (eg. Pomene, Magoe, Limpopo and Gorongosa). At least four (4) systems operationalized.	90% Target assumed achieved	Consolidated the operation of the PHC platform in the two new beneficiary areas, the Limpopo National Park and the Pomene National Reserve through technical interventions in the installation. However, the expansion to Gorongosa National Park has faced some administrative challenges. Besides, Gorongosa is currently operating an independent system of revenue collection.
Outcome 4: Improved institutional capacity for BIOFUND through the provision of systems, supporting structures, and capacity building			ASSUMED Satisfactory (S)	
Output 4.1: Provide additional revenue to conservation areas system through the implementation of biodiversity offsets scheme	BASELINE: BIOFUND in collaboration with WCS/ Project COMBO, and UNDP/BIOFIN Project have supported the GoM through the MITADER in the development of a National Biodiversity Offsets Mechanism which is a compliance framework for the implementation of the concept of No Net Loss, Mitigation Hierarchy and Biodiversity Offsets in Mozambique.	TARGET: Develop and operationalize at least two (2) mechanisms.	90% Target assumed achieved	No variance was achieved as per the target defined however key outcomes were achieved as means to contribute for PA revenue increase such as: 1. Biodiversity Offsets Legal Framework recently established 2. Private companies interested to implement offset projects in conservation areas

5.3.2 Relevance of the project

The BIOSFAC project was relevant to the Government of Mozambique (GoM) objectives address critical barriers that stand in the way of advancing the long-term solution towards financial sustainability of Protected Areas Services in Mozambique. The project was directly in line within United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programmatic cycle.

BIOSFAC project has been designed to target the challenges faced by many protected areas system in Mozambique, ensuring financial sustainability through monetization of ecosystem goods and services. The project recognized at the outset that in order to achieve these goals, it is not sufficient to address the problem on a single perspective, but perhaps, looking at the PA's as an integrated system that requires an holistic approach which includes capacity building, institutional strengthening and financial issues as well as the involvement of key stakeholders in the conservation sector.

The project is consistent with international goals and shares the vision of most global conservation institutions vision, policies and strategies to advance solutions that eliminate barriers that stand in the way of advancing the long-term financial sustainability of Protected Areas. Almost all the stakeholders consulted for this evaluation have highlighted the significance of BIOSFAC project as a contribution towards an effective implementation of financial sustainability of the PA's. The overall rating on relevance is highly satisfactory. According to Lodovico Salinha (Tourism Technician at Limpopo National Park) *"the implementation of the PHC brought significant improvements in the overall management of the information regarding fees and revenues from tourism in the Limpopo National Park. Today we can generate real-time reports and share it across departments, including reporting directly to ANAC HQ"*.

5.3.3 Effectiveness of the project

The evaluation of effectiveness was based on the extent to which the objective was achieved and is embedded in the TOC developed for the project. Overall BIOSFAC has achieved its objective, based on the logframe indicators per output, which are described as achievement per outputs further on. At the project site level, the achievements differ slightly, and some have experienced greater success achieving their objective than others.

The effectiveness of the implementation across all three selected areas did not take place systematically, especially given the timeline of the implementation of the project that was overshadowed by COVID-19 and armed conflict in the Northern Mozambique province of Cabo Delgado. Lessons learnt from this intervention in some of the selected places may still emerge beyond the project timeframe and period as some core activities are still under implementation.

Increased capacity at technical and institutional level both at ANAC and the National Parks and Reserves was probably the most effective part of the BIOSFAC project in terms of achieving the overall objective. Most of the respondents stated with high regard the contribution of the project to building capacity and delivering equipment to improve the work conditions, particularly in Pomene Reserve. Other factors contributed to the successful achievement of the objective, namely the level of ownership and dedication of UNDP project team and ANAC leadership and other partners such as BIOFUND. The overall rating on effectiveness is **satisfactory**.

5.3.4 Efficiency of the project

BIOSFAC implementation timeframe was 60 months and in fact the project underwent one revision and subsequent extension until the end of 2023. The project, adaptive in its design, was meant to be

flexible, however constraints during the project initiation caused significant delays. Although efficiency may have been hampered by the initial project implementation challenges outlined in the 2022 report (Projecto BIOSFAC Moz – Balanço das Actividades), implementation efficiency was slightly enhanced because of implementation of the recommendations from annual report.

Management response at ANAC was efficient and was instrumental towards timely achievements of the key project outcomes. Time efficiency may have been slightly affected by the ANAC bureaucratic processes at the beginning, as the project activities had to often delays because of the communication process that required multiple layers of approval from different departments and people. Joint planning exercise with ANAC and other project guided the progress seen in the project in the past years.

While the project did not manage to mobilize the total initial amount proposed in the project design, the cost efficiency was good with funds being disbursed directly to the implementing project proponents, eg. BIOFUND which resulted in big impact achieving the outcome 4: “Improved institutional capacity for BIOFUND through the provision of systems, supporting structures, and capacity building”.

As per the input provided, the Project Administrative and Financial Assistant estimates that around USD 1,700,000 will be utilized by the time the project concludes. It's worth noting that the financial report had not been generated as of the interview date. The assistant also offers suggestions on areas where additional value could be generated by employing the remaining funds strategically. The overall rating for Efficiency is **satisfactory**.

5.3.5 Country ownership

BIOSFAC is a direct response to previous initiatives such as BIOFIN and PROFIN, as well as national priorities identified in the national conservation policy and other strategic sectorial documents. Evident within the project's landscape is a palpable sense of national ownership concerning its objective and anticipated outcomes. This enthusiasm and vested interest in the Financial Sustainability of Protected Areas are clearly visible, especially among ANAC personnel and key stakeholders, including BIOFUND, USAID, The World Bank, and the Protected Areas themselves.

The alignment of the project's objective with national policy and the proactive stance in preparing the nation for forthcoming challenges concerning the sustainability of conservation areas is well described within this evaluation report. The initial project concept seems to have emerged during the establishment of a dedicated institution (ANAC) tasked to lead the improvement of Mozambique's protected areas system. A coherent comprehension of the project's aims and objectives is evident among the senior-level institutional partners. This understanding persists despite the challenges noted by the Evaluator concerning effective coordination mechanisms when it comes to the project execution.

Mozambique recognizes the role of the Protected Areas System on the broader biodiversity conservation as well as the wellbeing of local communities depending on these resources. The project will contribute to the achievement of several of conservation policy goals, such as:

- Strengthening the capacity of ANAC and other relevant key players to improve the PAS management and therefore ensure the financial sustainability of the conservation areas in general.
- Support the existing legal framework and regulations to improve the current Protected Area revenue collection mechanisms.
- Facilitate the alignment and strategic coordination of prevailing policy and legal frameworks, with the aim of optimizing opportunities for achieving the financial sustainability of

Mozambique's Protected Areas System (PAS).

5.3.6 Gender Mainstreaming

The BIOSFAC Project successfully incorporated gender considerations into its structure through the formulation of the PAS sustainable finance solutions approach. A standout accomplishment within BIOSFAC's endeavor to promote gender mainstreaming was the execution of diverse studies in selected Protected Areas (PAs), examining the involvement of local communities in attaining the financial sustainability of these areas.

These studies incorporated a comprehensive and rigorous gender-sensitive analysis, harmonizing overarching project objectives while fostering a collective commitment among stakeholders to include gender considerations within their initiatives and to integrate them into their project development indicators. For example, in Pomene Reserve, the team of consultants conducting the scoping studies for potential ecosystem goods and services, have worked with groups of women and youth in the process of mapping and identifying opportunities to enhance revenue generation through ecosystem services.

5.3.7 Sustainability

While evaluating the sustainability of BIOSFAC Project, the Evaluator posed the question: "To what extent are the Project outcomes expected to endure after Project completion?" The sustainability assessment of the BIOSFAC Project outcomes encompassed various facets including financial, socio-political risks, institutional framework and governance, and environmental factors. This evaluation was conducted employing a straightforward ranking scheme.

Table 6: Sustainability likelihood

Issue	Rating	
Financial Sustainability	Moderately Likely	4 = Likely (L) : negligible risks to sustainability. 3 = Moderately Likely (ML) : moderate risks to sustainability 2 = Moderately Unlikely (MU) : significant risks to sustainability. 1 = Unlikely (U) : severe risks to sustainability. U/A = unable to assess.
Socio-political sustainability	Likely	
Institutional framework and governance sustainability	Moderately Likely	
Environmental sustainability	Unlikely	

A. Financial sustainability is moderately likely. Presently, notable financial incentives and a keen interest from partners underscore the drive to bolster ANAC's capacity for the enduring implementation of PAS sustainability strategies. However, a noteworthy risk looms, considering that ANAC's predominant funding source rests on government support via public expenditure. The acknowledgment of forthcoming challenges in ANAC and its partners' capabilities to effectively execute sustainable financing solutions for the PAS has been a topic of prolonged discourse and recognition among diverse funding partners, including UNDP.

At present, financial resources from initiatives such as WCS/COMBO are being directed towards reinforcing interventions aimed at augmenting the capacity of PAs and ANAC, consequently propelling their financial sustainability efforts. The ambition to expand the BIOSFAC Project's outcomes is clearly discernible. However, it's crucial to emphasize that this expansion necessitates dedicated and assured funding, even though confirmation is pending as of the time this evaluation was conducted.

B. Socio-political sustainability is likely. The strategic design of this project aligns effectively with the priorities of the Government of Mozambique (GoM) and the collaborative partners dedicated to biodiversity conservation within the country. The direct engagement of the government further

enhances its capacities for the sustained execution of activities, potentially leading to their institutionalization over the long term. Nonetheless, the Project has encountered a intricate dynamic within the ANAC's institutional framework. Noteworthy shifts in leadership roles during the project's duration have introduced a potential risk, potentially resulting in gaps within certain landscapes and fundamental institutional capabilities crucial for achieving the project's objectives. To put it succinctly, realizing the primary vision of the project and ensuring its sustained progress could prove challenging if institutional turnover remains frequent.

C. Institutional framework and governance sustainability is moderately likely. A robust institutional network and collaboration are evident among the organizations and institutions engaged in BIOSFAC implementation. This relationship fosters an intriguing and beneficial interplay between political imperatives and the strategic pursuits of developmental priorities, especially concerning biodiversity conservation and PAS sustainability. However, the sustainability of this dynamic hinges significantly on the continuous allocation of financial, material, and human resources to ANAC, particularly within the context of the Protected Areas. ANAC has played a pivotal role in propelling the project, yet concurrently faces challenges as the relatively weakest partner due to limitations in financial resources, technical capacity, and organizational structure.

D. Environmental sustainability is likely. The project's core objective centers around environmental sustainability. In light of the three-sustainability metrics mentioned, it can be affirmed that environmental sustainability is effectively secured.

5.3.8 Impact

The project has effectively executed the majority of its activities, thereby making significant strides towards realizing its objective. Furthermore, it has successfully attained a majority of the designated project outcomes and outputs, with only minor gaps observed. Insights garnered from stakeholder interviews affirm a cohesive and diligent collaboration within the project team, leading to effective fulfillment of their roles in project implementation. The project demonstrates a harmonious partnership with its stakeholders, as confirmed by feedback from Project Board members (Steering Committee) and select partners who were interviewed by the Evaluator.

It's important to highlight that the project is operationally integrated within UNDP, owing to the established UNDP Support Services to National Implementation arrangement. ANAC and other key project partners adhere to UNDP-recommended standard methodologies for activities like planning, prioritization, and budgeting, actively participating in the project's ongoing management. While there is potential for enhancements in these practices, the prospect of achieving meaningful impact remains palpable.

6. Conclusions, Recommendations & Lessons

After thorough examination of all pertinent documents and engaging in stakeholder consultations during the evaluation process, the Evaluator has arrived at a conclusion. Despite some shortcomings in achieving specific key indicators, the Project Satisfactorily realized its overarching objective: "*to improve the financial sustainability of Mozambique's PAS by increasing PA revenues.*" Progress towards this objective is evaluated as "Satisfactory". Drawing upon the evidence presented throughout this report, the Evaluator is able to arrive at the following summarized conclusions:

6.1 Project design and development conclusions

- The BIOSFAC Project was built upon a robust design that aptly addresses the prevailing requirements of the Protected Areas System (PAS) as a whole. The project's objective was conceived on a national scale, bolstering its foundation of strong national ownership

concerning its activities, outputs, and outcomes. This alignment closely corresponds with the strategic priorities of the national government, UNDP, and essential stakeholders.

- The Project design demonstrated clarity and conciseness, capitalizing on the insights gleaned from preceding projects' outcomes and recommendations (eg. BIOFIN and PROFIN). It formulated a robust and pragmatic strategy, underpinned by a thorough evaluation of national capacities and institutional frameworks.
- The results framework and the monitoring and evaluation tools exhibited certain limitations. Notably, the absence of a Mid-Term Review (MTR) as an integral component of the monitoring approach was viewed as a significant oversight. This omission was deemed somewhat critical, as an MTR could have potentially addressed some of the project's shortcomings by leveraging the recommendations within the MTR report. Such an approach would have facilitated the implementation of an adaptive management process, contributing to the effective attainment of desired outcomes.
- The Project has yielded significant strides in comprehending the potential of ecosystem goods and services for Pomene and Magoe, potentially laying the groundwork for effective financing strategies applicable to Protected Areas throughout the nation.

6.2 Project Management conclusions

- Despite encountering delays attributed to unforeseen factors such as COVID-19 and the armed conflict in the northern Mozambique province of Cabo Delgado, the project has demonstrated effective and streamlined implementation. The Project Management Unit (PMU) has showcased notable technical and operational prowess, contributing to its commendable performance. Reporting standards have been consistently high, and evaluations of progress and impact have remained grounded in realism.
- Management has exhibited a pragmatic and adaptable approach, introducing several modifications to activities while maintaining alignment with the project's outcomes and objective. These alterations have undergone thorough discussions and consensus with the Implementing partners (ANAC and BIOFUND) and UNDP CO. Notably, the level of national ownership has been exceptionally robust, underscored by significant institutional cooperation across diverse agencies and institutions within the project.
- Financial management has been characterized by its robustness and transparency. The BIOSFAC project's cumulative expenditures, as reported in the UNDP Project Atlas Information from "Open UNDP," encompassing combined delivery reports (CDRs) until December 31, 2022, amounted to US\$ 1,731,859, equivalent to 86.59% of the secured project budget of US\$ 2,000,000. The project remains well poised to fully execute the budget by the project's conclusion.
- In retrospect, the principal deficiency in project management was linked to ANAC's internal organizational structure and management procedures. The intricate management framework and absence of dedicated personnel within the departments directly engaged in BIOSFAC Project's implementation impeded the project's efficacy, as clearly indicated by budget execution reports.

6.3 Project outcomes and impact conclusions

- The BIOFAC Project has accomplished the establishment of a sturdy groundwork for the PAS by effectively ascertaining their financing requisites. Additionally, the project has adeptly pinpointed avenues for sustainable solutions by proficiently mapping ecosystem goods and services. Furthermore, the project has supplied notably efficient technical assistance to both ANAC and the pilot Protected Areas (PAs) – namely Pomene, Magoe, and Limpopo. This support has translated into enhanced revenue collection capabilities for these entities, concurrently enabling them to readily access essential data in real-time for informed internal decision-making.

- Upon careful analysis, the primary shortfall of the project impact becomes evident: the absence of prospective funding mechanisms to execute certain results derived from the BIOSFAC implementation. Consequently, there arises a pressing requirement for ongoing engagement and collaboration with other institutions dedicated to advancing solutions for proficient and sustainable financing strategies for Protected Areas (PAs).

6.4 Recommendations

The evaluation has also highlighted crucial recommendations for project stakeholders. Some of these recommendations have a forward-looking perspective and can serve as valuable guidelines for implementing the results achieved through the project. Additionally, they can inform the design of similar initiatives in the future.

Recommendation 1: UNDP should consolidate the current outcomes of the BIOSFAC project and bolster the capacity of ANAC, Protected Areas (PAs), and the network of stakeholders, to drive forward initiatives aiming at establishing sustainable financing mechanisms for PAs.

Recommendation 2: UNDP should provide adequate support to ANAC and actively encourage the involvement of relevant stakeholders through:

- Launch outreach campaigns to foster private sector participation.
- Create a well-structured communication channel with other agencies engaged in similar initiatives. This will enable alignment and coordination of actions, ultimately enhancing the efficiency and effectiveness of PAS financing sustainability efforts.

Recommendation 3: Given the initial stages of the initial stages to address Outcome 2, the Evaluator strongly suggests that the UNDP Project Coordination Unit closely collaborates with ANAC and the MTA team. This collaboration should focus on seamlessly incorporating the pending tasks from Outcome 2 into ANAC's activities plan for the upcoming year. It's crucial to provide explicit guidance on the steps to be taken once the revised legal instrument receives approval.

Recommendation 4: To advance the project's next phase, which involves implementing key achievements, it's vital that UNDP organizes a knowledge-sharing event led by ANAC and UNDP. This event should serve as a platform to present project findings and engage stakeholders in in-depth discussions about funding. A workshop format is recommended for this purpose, as it allows for the identification and definition of an appropriate implementation strategy, timeframe, and potential sources of funding. During this workshop, it's essential to establish concrete commitments regarding the monitoring and sustainability of the investments made.

Recommendation 5: UNDP should aim to foster a stronger ministerial-level relationship to ensure that UNDP projects have advocates in that echelon. This approach would offer supplementary backing to the Project Management Unit in addressing challenges arising from ANAC's institutional structures. On the other hand, UNDP should aim to have a dedicated Advisor at the ANAC level that will work directly and closely with the Project Management Unit on a daily basis.

6.5 Lessons learned.

Finally, the Evaluator highlights key lessons learned from the project implementation, in which some of them are in a form of recommendations.

Project Management Unit at the ANAC level was fundamental to advance the project goals: The presence of the project management team located within the ANAC building has significantly enhanced communication and bolstered the efficiency of the project implementation process.

Improved relationship and involvement of the implementation partner in the planning of annual activities could lead to an effective implementation of the activities in the ground: The Project Management Unit endeavored to foster an atmosphere of mutual understanding and collaboration among the involved parties. Although it often required patience and persistence, this approach ultimately proved to be the most effective means of maintaining momentum in the project.

Flexible financial management and budget reallocation: Adaptable financial management and the ability to reallocate budgets played a pivotal role in swiftly redirecting resources that had been jeopardized due to alterations in the project's initial plans. For instance, the cancellation of activities in the Quirimbas National Park, necessitated by the armed insurgence and instability in northern Mozambique, resulted in an unutilized budget.

The project implementation partners need to be promoted and disseminate the project outcomes to keep with the project initiative momentum: To ensure the sustained commitment and backing of various stakeholders and partners for the sustainable financing of protected areas throughout Mozambique, it is imperative for project implementation partners, including UNDP, to actively promote and disseminate the project's outcomes. This dissemination can be achieved through organizing workshops and community sensitization events at various levels, including within the communities located near the protected areas (PAs).

It is important to consider tangible incentives for the implementation partner technical staff directly involved in the project: Although the project made notable contributions to enhancing the technical capabilities of the staff associated with the project, there was a noticeable undercurrent of discontent among various departments within ANAC. Several interviewees expressed concerns about income disparities when compared to the project staff. Simultaneously, senior staff at ANAC have also voiced apprehensions regarding the project's potential to deliver additional value beyond training and capacity building, enhancing the overall organizational capacity.

6.6 Proposed Actions to be Taken by UNDP

Formulate and engage in a comprehensive exit strategy in collaboration with the project's implementation partners, ANAC and BIOFUND. This exit strategy should encompass the following elements:

1. Establish a well-defined roadmap for concluding activities that may not be fully finalized during the remaining project period, with a specific focus on activities proposed under Outcome 2.
2. Initiate follow-up discussions with ANAC and MTA to identify best practices and mechanisms to ensure the effective integration of the project at both the ministerial and ANAC levels.
3. Create suitable channels for deliberating a clear and sustainable pathway for financing protected areas. This pathway should take into consideration the involvement of the private sector in the development of business opportunities.

7. Annexes

7.1 APPENDIX A - TERMS OF REFERENCE

Background

The United Nations Development Programme (UNDP) in partnership with the National Administration of Conservation Areas (ANAC) and the Mozambique Fund for Biodiversity Conservation (BIOFUND), has been implementing the project designated “Diversification of Ecosystem Goods and Services for Finance Sustainability and Wildlife Management of Protected Areas in Mozambique” – BIOSFAC Moz. The overall objective of the project is to improve the financial sustainability of protected areas by increasing revenues. Under this project framework, this would be achieved through exploration of approaches that would lead to unlocking of additional stream of revenues from monetarization of ecosystem services and goods, while improving the systems for an effective management of other type of revenues currently in place. Consequently, the project was designed to be operationalized in three inter-related components, namely: Component 1 – Knowledge and know-how on how to monetarise a diverse set of ecosystem goods and services focusing on better understanding of options that exist to increase such revenues, either through unlocking existing ecosystem goods and services, or setting up relevant systems to make these more accessible. Relevant background research was planned to be undertaken in three pilot Protected Areas (Pas), Magoé National Park, Pomene National Reserve and Quirimbas National Park. The work would be undertaken to further substantiate already existing Management Plans and directed to leverage investment and Public Private Partnerships (PPP) opportunities. Component 2 – Planning, policy and legal frameworks supporting financial sustainability of PAs will ensure that the relevant enabling planning, policy and legal framework is in place that will allow unlocking benefits from PAs. For instance, the new Conservation Law Regulations require operationalization. A focus would be on a revision of entry and user fees and a systematization of their collection. Linked to the background studies prepared under component 1, PA specific actions from the financial and/or business plans would be supported. Component 3 – Systems and capacity of ANAC and BIOFUND for financial sustainability focuses on strengthening the institutional and operational set-up at these two key institutions. Following a functional and structural review of ANAC, relevant institutional alignments would be supported including capacity building through on-job training initiatives. The resource base of Biofund will be furthered especially through establishing a national biodiversity offset scheme. This project was designed following a UNDP/Global Environment Fund (GEF) supported project intervention, namely the “Sustainable Financing of the Protected Areas System in Mozambique” or PROFIN (PIMS 3938), whose terminal evaluation identified several Lessons Learnt from the project interventions, but also made very explicit recommendations for further addressing remaining barriers to advance financial (and management) sustainability of the PA system. As a result, The Government of Mozambique (GoM) requested UNDP to continue and deepen the started work between 2017- 2020, which coincides with the new United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programmatic cycle, but the new project only started implementation in mid-2019. From its original conception until its implementation, however, this project experienced some changes and adjustments of outputs and activities, based on discussions and agreements among the parties on what were considered priority needs and feasible approaches of interventions considering the prevailing conditions.

Duties and Responsibilities

- Lead the evaluation process;
- Design a detailed methodology including techniques for data collection, data processing and reports production;
- Implement the evaluation methodology including documents review, data collection, and conduction of interviews;

- Engage project stakeholders, conduct consultations, and maintain UNDP informed throughout the process;
- Synthesize findings and present them in an analytical way;
- Write the evaluation report and make presentations where relevant.

Competencies

Corporate competencies:

- Demonstrate integrity by modelling UN's values and ethical standards (tolerance, integrity, respect, and impartiality).
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional competencies:

- Consistently approaches work with energy and a positive, constructive attitude.
- Strong interpersonal and written and oral communication skills.
- Ability to work both independently and in a team, and ability to deliver high quality work on tight timelines.

Required Skills and Experience

Academic qualifications:

- Master's degree in biodiversity conservation, conservation planning, natural resources management or other relevant field;

Experience:

- Minimum of 15 years of experience in protected areas management, protected areas planning and financing, protected areas financial sustainability, ecosystem services;
- Demonstrated experience in working with biodiversity conservation and protected areas projects evaluations, particularly on financial sustainability, including ecosystem services based approaches.
- Demonstrated understanding and proven working experience in protected areas systems in Southern Africa, particularly in Mozambique is strongly desired;
- Previous experience in project design and implementation management in protected areas financing and sustainability;
- Robustness of the technical proposal, including sound methodological approach proposed.

Languages:

- High proficiency in English is mandatory; and working level fluency in Portuguese is desired.

HOW TO APPLY AND PROCEDURES TO FOLLOW UP

The documentation for this application, listed in Section 11 should be submitted through this platform uploading the the mentioned documents below until 20 September 2022. Proposals received after the deadline will not be considered. Any request for clarification must be sent by standard electronic communication to procurement.mozambique@undp.org. The UNDP CO Procurement Unit will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all candidates.

The financial proposal should be comprehensive and include a breakdown.

Other components to be presented in the application process include:

- Letter of application with duly accomplished Letter of Confirmation of Interest and Statement of Availability Letter of Confirmation of Interest template for the entire duration of the assignment;
- Brief letter of presentation;
- Personal CV and P11 Form (P11 form http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Pers)

- onal_history_form.doc), indicating all past relevant experience, as well as the contact details (email and telephone number) and three (3) professional references;
- Description of methodology approach to be applied during the evaluation process;
 - Financial Proposal Letter of Confirmation of Interest template.

7.2 APPENDIX D - LIST OF DOCUMENTS REVIEWED

BIOFUND, 2019. Relatório Anual Diversificação De Bens E Serviços De Ecossistemas Para Sustentabilidade Financeira Da Fauna Bravia Nas Áreas De Conservação Em Moçambique.

BIOFUND, 2020. Relatório Anual Diversificação De Bens E Serviços De Ecossistemas Para Sustentabilidade Financeira Da Fauna Bravia Nas Áreas De Conservação Em Moçambique.

BIOFUND, 2021. Relatório Anual Diversificação De Bens E Serviços De Ecossistemas Para Sustentabilidade Financeira Da Fauna Bravia Nas Áreas De Conservação Em Moçambique.

BIOFUND, 2022. Relatório Anual Diversificação De Bens E Serviços De Ecossistemas Para Sustentabilidade Financeira Da Fauna Bravia Nas Áreas De Conservação Em Mocambique.

GoM, 2018. Documento do Projecto Diversificação De Bens E Serviços De Ecossistemas Para Sustentabilidade Financeira Da Fauna Bravia Nas Áreas De Conservação Em Moçambique

UNDP, 2020. Annual Progress Report for the Diversification of Goods and Ecosystem Services for Financial Sustainability and Management of Wildlife of Protected Areas in Mozambique Project.

UNDP, 2021. Annual Progress Report for the Diversification of Goods and Ecosystem Services for Financial Sustainability and Management of Wildlife of Protected Areas in Mozambique Project.

UNDP, 2021. Relatório de Balanço de Actividade e Financeira do Projecto Diversificação De Bens E Serviços De Ecossistemas Para Sustentabilidade Financeira Da Fauna Bravia Nas Áreas De Conservação Em Moçambique.

UNDP, 2022. Country programme document for Mozambique (2022-2026)

7.3 APPENDIX C - LIST OF PEOPLE INTERVIEWED

Name	Institution/ Organization	Role	Contact
Jose Chongo	UNDP	Project Manager	Tel: +258846282256/ jose.chongo@undp.org
Ilidio Maibaze	UNDP	Project Administrative Assistant	Tel: +258 843897055/ maibaze77@gmail.com
Sergio Covane	ANAC	Director dos Serviços de Planificação Cooperação e Estudos (2022-Jul 2023)	Tel: +258 875349017/ sergiocovan@gmail.com
Maria Cidália Mahumane	ANAC	Directora dos Serviços de Conservação e Desenvolvimento Comunitário (2022- Abril 2023)	Tel: +258 847698577 cidalia.mahumane@anac.gov.mz
Mohamed Harun	ANAC	Director dos Serviços de Turismo e Uso Sustentável (2019-2022)	Tel: +258 843117920 mohamed.harun@gmail.com
Clauzena Franque	ANAC	Directora dos Serviços de Administração e Finanças	Tel: +258 874125267 clauzena.franque@anac.gov.mz
Fenias Nhaca	ANAC	Director dos Serviços dos Recursos Humanos	Tel: +258 840488199 afnhaca@gmail.com
Aleixo Muchanga	ANAC	Engenheiro Informático	Tel: +258 843220821 amuchanga@anac.gov.mz
Ginolda Jofrisse	ANAC	Técnica Informática - Estagiaria	
Fausto Luis. J. Nhampossa	RN Pomene	Chefe do Departamento de Administração e Património	Tel: 840104892 flnhampossa@gmail.com
Pascoal Nune Chume	RN Pomene	Chefe do Departamento de Contabilidade e Finanças	Tel: 846816096 Nunes.pascoal@yahoo.com.br
Abilio Tamele	RN Pomene	Administrador da Reserva	Tel: +258 840454431 tameleabilio@gmail.com
Palmira Majenge	RN Pomene	Responsável do Departamento de Desenvolvimento Comunitário	Tel: 845480814
Odilao Macamo	RN Pomene	Responsável de Fiscalização e Proteção	Tel: 845566887
Oscar Saide	RN Pomene	Sector de Administração e Jurídico	
Jerson Chirindza	RN Pomene	Ecologia e Conservação	
Denise Nicolau	BIOFUND	Coordenadora do Projecto dos Contrabalanços de Biodiversidade	Tel: +258 846282256 dnicolau@biofund.org.mz
Sean Nazerali	BIOFUND	Director para Financiamentos Inovadores	Tel: +258 846282256 snazerali@biofund.org.mz
Francisco Pariela	PN Limpopo	Administrador do Parque	Tel: +258 869270155 fpariela@gmail.com
Lodovico Salinha		Gestor de Turismo	Tel: 873011719
Antonio Chemane		Gestor de Campismo	Tel: 863576045 Chemaneantonio82@gmail.com
Betuel Manhique		Técnico de Informática	Tel: 873011720 betuelmanhique@yahoo.com.br
Cristina Balate		Administração e Finanças	cristinabalate@gmail.com

7.4 APPENDIX B - MISSION ITINERARY

	Date/Time	Participants	Meeting	Location	Points of Contact	Status
Key Informant Interviews						
Mon, May 22	8:30-10:00 am	Consultant & ANAC	UNDP CO (Project Coordination)	Maputo	Jose Chongo/Tel: +258 846282256/snazerali@biofund.org.mz	Confirmed
	11:00-12:30 pm 1:30 - 3:00 pm		- Serviços de Planificação, Cooperação e Estudos. - Serviços de Conservação e Desenvolvimento Comunitario.		Sergio Covane/Tel: +258 875349017/sergiocovan@gmail.com Maria Cidália Mahumane/Tel: +258847698577/cidalia.mahumane@anac.gov.mz	
Tue, May 23	9:00-11:00 am	Consultant & ANAC	ANAC	Maputo	Clauzena Franque/Tel: +258 874125267/clauzena.franque@anac.gov.mz	Confirmed
	1:00-3:00 pm		- Departmaneto de Administracao e Financas. - Serviços de Turismo e Uso Sustentavel.		Rezia Cumbi/Tel: +258 848901777/rezia17cumbi@yahoo.com.br	
Wed, May 24	9:00-11:00 am	Consultant & BIOFUND	BIOFUND and UNDP CO	Maputo	Sean Nazerali/Tel: +258 846282256?email:snazerali@biofund.org.mz	Confirmed
	1:00-3:00 pm		- BIOFUND (Divisão de Mecanismos Inovadores de Financiamento) - UNPD CO (Administration and Finances)		Denise Nicolau/Tel: +258 846282256 email:dnicolau@biofund.org.mz Ildio Maibaze/Tel:+258 843897055/maibaze77@gmail.com	
Thuy, May 25	9:00 am - 12:00 pm 1:30-3:30 pm	Consultant & ANAC	ANAC	Maputo	Ivan Zacarias/Tel: +258 844096666/ivan.zacarias@anac.gov.mz Fenias Nhaca/Tel: +258 840488199 email:afnhaca@gmail.com	Confirmed
Fri, May 26	8:30am-3:30pm	Consultant & ANAC	ANAC	Maputo	António Chilengue/Tel: +258827004671/antony.chilengue@gmail.com	Confirmed
	8:30am-3:30pm		- Unidade de Planificacao e Monitoria. - Serviços de Conservacao e Desenvolvimento Comunitario.		Armindo Araman/Tel: +258 843220824/aaraman@anac.gov.mz	
Project Sites Visit						
Mon, May 29	5:00 am - 2:00 pm	AI, UNDP & ANAC	Road trip to Pomene Reserve in Inhambane Meeting with Pomene Administration	Pomene National Reserve	Abilio Tamele/Tel: +258 840454431/tameleabilio@gmail.com	Confirmed
Tue, May 30	8:00 am - 5:00 pm	AI, UNDP & ANAC	Field work and interview with Pomene National Park Staff	Pomene National Reserve	Abilio Tamele/Tel: +258 840454431/tameleabilio@gmail.com	
Wed, May 31	8:00 am - 5:00 pm	AI, UNDP & ANAC	Field work and interview with Pomene National Park Staff (possible visit to communities)	Pomene National Reserve	Abilio Tamele/Tel: +258 840454431/tameleabilio@gmail.com	
Thu, Jun 1	6:00 am - 05:00 pm	AI, UNDP & ANAC	Travel to Massingir (Limpopo National Park)	Road Trip	NA	Confirmed
Fri, Jun 2	8:00 am - 5:00 pm	AI, UNDP & ANAC	Field work and interview with Limpopo National Park Staff	Limpopo National Park	Francisco Pariela/Tel: +258 869270155/fpariela@gmail.com	
Sat, Jun 3	5:00 am - 3:00 pm	AI, UNDP & ANAC	Travel to Maputo (Road Trip)	Road Trip	NA	
Mission Wrapping up						
Mon, Jun 5	9:30 am -12:00 pm 1;30 - 3:00 pm	AI, UNDP & ANAC	Virtual meetings with Mague National Park and Quirimbas National Park	Maputo	Raimundo Matusse/r.matusse@anac.gov.mz Duarte Mussa/dumula69@gmail.com	Confirmed
Tue, Jun 6	10:00 am - 12:00 pm	AI, UNDP & ANAC	Field site visits considerations and mission wrapping up	Maputo	Jose Chongo/Tel: +258 846282256/snazerali@biofund.org.mz	Confirmed

7.5 APPENDIX F – EVALUATION MATRIX

Evaluation Matrix				
Evaluation Criteria	Key questions	Data and Sources	Data collection (Methods and Tools)	Indicators
Relevance	<ul style="list-style-type: none"> - To what extent is the BIOSFAC project aligned with the national development priorities? - To what extent is the BIOSFAC project aligned with the UNDP’s mandate, Strategic Plan, CPD/UNDAF for Mozambique? - Do the BIOSFAC project outcomes address identifiable problems of Mozambique Biodiversity Conservation Challenges, particularly, to the problems of management of Protected Areas? - To what extent has the BIOSFAC project been appropriately responsive to political, legal, economic and institutional, changes in the Mozambique Protected Areas management? - To what extent the perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the achieve the results, were considered during the BIOSFAC project design processes? - How relevant was the geographical coverage of the BIOSFAC project? - Is there any evidence that the BIOSFAC project advanced any key national human rights, gender or inclusion policies and the priorities of UN & UNDP? 	<p>Government Stakeholders, partners, Beneficiaries Project documents Annual Reports, M & E documents</p>	<p>Key informant Interviews Document Review</p>	<p>Indicators and related targets of the results framework are met</p>
Effectiveness	<ul style="list-style-type: none"> - To what extent have the BIOSFAC project objectives, outcomes and related outputs and targets, as set out in the PRODOC, Results Framework, and other related documents, have been achieved? - To what extent did the BIOSFAC project contribute to the national level goals and priorities, the SDGs, the UNDP Strategic Plan, and regional/national development priorities? - Are some components better achieved than others? If yes, then why? - What has been the contribution of partners and other organizations to the BIOSFAC project results? 	<p>Government Stakeholders, partners, Beneficiaries Project documents Annual Reports, M&E documents</p>	<p>Documents review</p>	<p>Results Framework Indicators</p>

	<ul style="list-style-type: none"> - How effective has been the contribution of the BIOSFAC project to improving government’s ownership, planning and management capacity process towards governance and socio-economic development of the Protected Areas? - Are the BIOSFAC project objectives clearly stated and contribution to results measurable? - Did women, and marginalized groups of targeted communities directly benefit from the BIOSFAC project activities? If so, how, and what was the impact? - Were any changes made in the BIOSFAC project regarding approach, partnerships, beneficiaries, suggested by any internal? or external BIOSFAC project mid-point review, context/risk analysis? Did it affect the BIOSFAC project results? - How successful have partnership arrangements been in contributing to sharing and improving institutional capacity? - How effective was the project in adapting to the challenges faced due to the Covid-19 Pandemic? Were there any adaptive measures taken and/or any risk mitigation mechanism in place? - Are the BIOSFAC project objectives and outputs clear, practical, and feasible within its framework? 			
<p>Impact</p>	<ul style="list-style-type: none"> - To what extent the BIOSFAC project was transformative and has generated significant positive or negative, intended or unintended, higher-level effects (such as changes in policy or systems)? - Has the project caused a significant change in the system of PA’s management or within the targeted organizations and or beneficiaries? - Has the BIOSFAC project led to other changes, including “scalable” or “replicable” results in the country and Protected Areas in general? 	<p>Government Stakeholders, partners, Beneficiaries Project documents Annual Reports, M&E documents</p>	<p>Key Informant Interviews Documents reviews</p>	<p>Results Framework Indicators</p>

<p>Efficiency</p>	<ul style="list-style-type: none"> - Are the outputs achieved within expected cost and time so far? - Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity? - Is there major cost or time-overruns or budget revisions? - Is there a management or coordination mechanism for the partnership and collaborations? - How frequently and by what means information was shared within the BIOSFAC project stakeholders? - Are BIOSFAC project objectives and strategies understood by staff? - Are BIOSFAC project objectives and strategies understood by partners? - How many levels of decision making were involved in operational approval? - Were the BIOSFAC project inputs and benefits fairly distributed amongst different stakeholders directly involved in the project implementation? - What factors influenced decisions to fund certain proposed activities, and not others? - How efficient is the M&E system and to what extent did M&E mechanism provide management with a stream of data that allowed it to learn and adjust implementation accordingly? - Where the risks identified in the BIOSFAC project document, and the risk ratings applied appropriately - How useful was the results framework as a management tool during implementation and any changes made to it? 	<p>Government Stakeholders, partners, Beneficiaries Project documents Annual Reports, M&E documents</p>	<p>Key Informant Interviews Documents reviews</p>	<p>Results Framework Indicators Annual Work Plans Planned vs. Actual Budget Allocation & utilization</p>
--------------------------	---	---	--	--

<p>Coherence</p>	<p>Internal Coherence</p> <ul style="list-style-type: none"> - Did the BIOSFAC project design take into consideration complementary areas of UNDP support in the country? - Were there any linkages existed with other projects implemented, outputs produced, and outcomes contributed to the country? - Were joint outcomes identified and common approaches applied? <p>External Coherence</p> <ul style="list-style-type: none"> - Did BIOSFAC project and its approaches improve cooperation and enhance strategic partnership with the government and other key stakeholders? - Was the project design coherent with the external policy commitments, both by the Government as well as in the global context (e.g., SDGs)? - Was the BIOSFAC project design and approach coherent with the interventions implemented by other development actors and partners, both in biodiversity conservation and protected areas management? 		<p>Key Informant Interviews</p> <p>Documents reviews</p>	<p>Results Framework Indicators</p>
<p>Sustainability</p>	<ul style="list-style-type: none"> - How sustainable has been the contribution of the BIOSFAC project to improving country level ownership, planning and management capacity in improving governance and socio-economic development of the PA's? -Was BIOSFAC project sustainability strategy developed during the project designing? - Was the BIOSFAC project itself sustainable? (Financial, Institutional, Socio Economic and Resources etc.). - What indications are there that the outcomes were sustained (systems, structures, staff, etc.)? - To what extent has a sustainability strategy, including capacity development of key stakeholders of a country, been developed, or implemented? - To what extent have partners committed to providing continuing support? - Are there any social or political risks that may jeopardize sustainability of BIOSFAC project outputs? - To what extent are lessons learned documented by the BIOSFAC project team and shared with appropriate parties who could learn from the BIOSFAC project. - To what extent do BIOSFAC interventions have been well-designed and well-planned exit strategies? - What could be done to strengthen exit strategies and sustainability? 	<p>Government Stakeholders, partners, Beneficiaries</p> <p>Project documents</p> <p>Annual Reports, M&E documents</p>	<p>Key Informant Interviews</p> <p>Documents reviews</p>	<p>Sustainability strategy</p> <p>Resource mobilization mechanism</p>
<p>Cross Cutting Issues</p>	<ul style="list-style-type: none"> - To what extent has gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the BIOSFAC project? - Was the gender marker data assigned to this BIOSFAC project representative of reality? 	<p>Government Stakeholders, partners, Beneficiaries</p> <p>Project documents</p>	<p>Key Informant Interviews</p> <p>Documents reviews</p>	<p>Results Framework Indicators</p> <p>Annual Work Plans</p>

	- To what extent has the BIOSFAC project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?	Annual Reports, M&E documents		
UN Strategic Position & Partnership Strategy	<p>Being UN one of many development partners operating in the country, are there any UN's overall comparative strengths or value addition in relation to other development partners</p> <ul style="list-style-type: none"> - How effective the UN partnership strategy and the partners are in providing added benefits for the BIOSFAC project to achieve overall outcomes and outputs. - To what extent have stakeholders been involved in BIOSFAC project implementation? - To what extent are BIOSFAC project management and implementation participatory and is this participation contributing towards achievement of the BIOSFAC project objectives? 	<p>Government Stakeholders, partners, Beneficiaries</p> <p>Project documents</p> <p>Annual Reports, M&E documents</p>	<p>Key Informant Interviews</p> <p>Documents reviews</p>	<p>Results Framework Indicators</p> <p>Annual Work Plans</p>

7.6 SAMPLE OF INDICATIVE INTERVIEW QUESTIONS

<p>Category 1: Project Design</p> <p>A. Do you think the project was designed well?</p> <ul style="list-style-type: none"> - Addressed real problems and issues? - Focused on the right target beneficiaries? - Had the appropriate stakeholders been assisted? <p>B. Do you think BIOSFAC project is relevant to the development priorities of the country?</p>
<p>Category 2: Project Implementation and Performance</p> <p>A. Do you think BIOSFAC has produced the planned outcomes?</p> <ul style="list-style-type: none"> - If not, why so and what is missing? - If yes, what is the quality of the produced outcome and associated outputs? - Any other comments that you may have? <p>NOTE: the performance and implementation questions will be done using as base the Outcomes and Output map.</p> <p>B. Do you think the project has been managed well?</p> <ul style="list-style-type: none"> - In terms of achieving project outputs in relation to inputs, costs and time? - Did the project start and operate with a well-managed work plan? - How was the responsiveness of the BIOSFAC management to address issues changes during the project's implementation? - How was the collaboration with stakeholders in Departments, Unit or specific PA? - How do you think has been the support by UNDP and ANAC?
<p>Category 3: Project Impacts</p> <p>A. How effective has been the BIOSFAC project to your opinion, regarding:</p> <ul style="list-style-type: none"> - promoting sustainable management of PA's through increased revenue from tourism and other related activities? - the elaboration of the economic viability studies for biodiversity in Mozambique and the replication potential of such studies? - promoting the increase of financing availability and range of financing mechanisms for Protected Areas? - supporting the development of policy-institutional framework for PA's management at national and regional level? <p>B. Do you think there are any lessons learned from BIOSFAC design and implementation for future projects?</p>
<p>Category 4: Project Relevance</p> <ul style="list-style-type: none"> - To what extent is the BIOSFAC project aligned with the national development priorities, conservation policy and ANAC's Strategic Plan? - To what extent is the BIOSFAC project aligned with the UNDP's mandate, Strategic Plan, CPD/UNDAF for the Mozambique? - Does the BIOSFAC project outcomes address identifiable problems of Mozambique, particularly the challenges of PA's? - To what extent were lessons learned from BIOSFAC project's design and planning? - In the changing environment caused by the Pandemic, do you think that project focus is still relevant to the evolving regional context?
<p>Category 5: Project Effectiveness</p> <ul style="list-style-type: none"> - Are some components better achieved than others? If yes, then Why? - How effective has been the contribution of the BIOSFAC project to improving government's ownership, planning and management capacity process towards governance and socio-economic development of the PA's? - Are the BIOSFAC project objectives clearly stated and contribution to results measurable?

- Did women, and marginalized groups of targeted youth directly benefit from the BIOSFAC project 's activities? If so, how, and what was the impact?
- How successful have partnership arrangements been in contributing to sharing institutional capacity?
- How effective was the project in adapting to the challenges faced due to the impact of Covid-19 Pandemic? Were there any adaptive measures taken and/or any risk mitigation mechanism in place to address the impact of the Covid-19 pandemic?

Category 6: Project Efficiency

A. Managerial and operational efficiency:

- Has the project been implemented within expected dates; cost estimates so far? Were there any deviations? If yes, why?
- Has UNDP CO and/or ANAC taken prompt actions to solve implementation and other operational issues? What is the current project management structure (incl. reporting structure; oversight responsibility)? What has worked/ not worked in this structure?
- How often and how have the monitoring and evaluation activities been conducted? How are the results reported to UNDP programme units, ANAC, donors and other partners? What worked, or did not work, and why?

B. Programmatic efficiency:

- Were the financial resources and approaches (conceptual framework) envisaged appropriate to achieving planned objectives?
- Were the resources focused on a set of activities that were expected to produce significant results (prioritization)? Has the project achieved 'value for money'?
- Have alternative approaches and 'innovative' solutions been actively explored? What could be done to ensure the overall efficiency of the BIOSFAC project?
- Were the project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable? What factors influenced decisions to fund certain proposed activities, and not others?

Category 7: Project Sustainability

- How sustainable has been the contribution of the BIOSFAC project to improving country level ownership, planning and management capacity in improving governance and socio-economic development of the PA's?
- Was BIOSFAC project sustainability strategy developed during the BIOSFAC project design?
- Is the BIOSFAC project itself sustainable? (Financial, Institutional, Socio Economic and Resources etc.)
- What indications are there that the outcomes will be sustained (systems, structures, staff, etc.)?
- Were there any social or political risks that may jeopardize sustainability of BIOSFAC project outputs and the BIOSFAC project's contributions to the national goals & priorities?

Category 8: Lessons Learned and Recommendations

- Please list down key lessons learned from the BIOSFAC project?
- Please list the main challenges that have or may hinder performance of the overall BIOSFAC project?
- Please provide at least 3-5 high priority recommendations for the way forward?

7.7 APPENDIX H – IMAGES FROM THE FIELD MISSION



Meeting with Pomene Natural Reserve Staff



Posing with the Senior Staff in PNR



Visiting one of the Law Enforcement Posts in PNR



Reception facilities in PNR



Power generation station in PNR



Solar panel systems in PNR



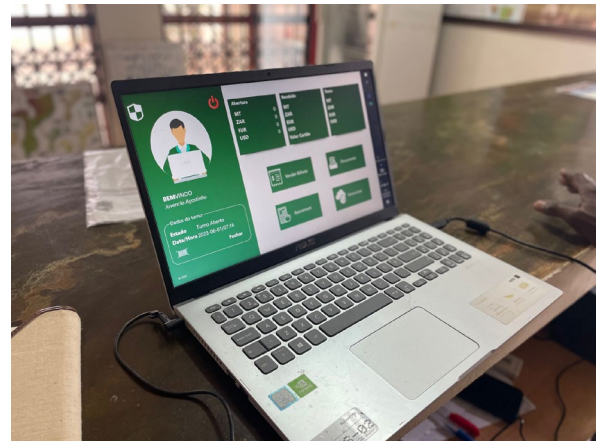
Meeting with Limpopo National Park Staff



Visiting the reception at the main entrance in LNP



Reception infrastructure in LNP



Computer used for the registration of tourists.



A receptionist explaining how the PHC system works