2020

External Evaluation of the COSV Project "Strengthening of financial sustainability and biodiversity of Gilé National Reserve – Mozambique"

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List of Acronyms

ANAC – *Administração Nacional das Áreas de Conservação* (National Conservations Areas Administration)
CA – Conservation Agriculture
CDM – Clean Development Mechanism
CGRN – *Comité de Gestão dos Recursos Naturais* (Natural Resources Management Committee)
COSV – *Coordinamento delle Organizzazioni per il Servizio Volontario*
CSOs- Civil Society Organizations
DAC – Development Assistance Committee
DPCTURZ – *Direcção Provincial de Cultura e Turismo da Zambézia* (Provincial Directorate of Culture and Tourism of Zambézia)
DPTADERZ – Direcção *Provincial de Terra, Ambiente e Desenvolvimento Rural da Zambézia* (Provincial Directorate of Land, Environment and Rural Development of Zambézia)
EPC – *Escola Primária Completa*
EU – European Union
FACIM – *Feira Anual Comercial e Industrial de Moçambique* (Mozambique Industry and Commercial Fair)
FCPF – Forest Carbon Partnership Facility
Fikani – *Feira Internacional de turismo de Moçambique*
GHG – Green House Gases
GIS – Geographic Information System
GNR – Gilé National Reserve
GPN – Gilé National Park
IGF – *Fondation Internationale pour la Gestion de la Faune* (International Foundation for Wildlife Management)
Km – Kilometers
MITADER – *Ministério da Terra, Ambiente e Desenvolvimento Rural* (Ministry of Land, Environment and Rural Development)
M&E- Monitoring and Evaluation
MODIS – MODerate resolution Imaging Spectroradiometer
NBSAP - National Biodiversity Strategy and Action Plan
NGO- Non-governmental organization
NR – Natural Resources
NUIT – *Número Único Identificação Tributária* (Fiscal Number)
OECD - Organization for Economic Development and Cooperation
PDIZ – *Plataforma de Desenvolvimento Integrado da Zambézia* (Zambézia Integrated Development Platform)
REDD+ – Reduction of Emissions from Deforestation and Forest Degradation
SDAE- *Serviços Distritais de Actividades Económicas* (Economic Activities District Service)
SDPI - *Serviços Distritais de planificação e Infraestructura* (District Service of Planning and Infrastructure)
TOR –Terms of Reference

UEM- *Universidade Eduardo Mondlane* (Eduardo Mondlane University)
UNIZambezi – *Universidade do Zambeze* (Zambeze University)

1. Introduction

This document presents the results of the external evaluation of the project "Strengthening of financial sustainability and biodiversity of Gilé National Reserve – Mozambique" implemented by Coordinamento delle Organizzazioni per il Servizio Volontario (COSV), Fondation Internationale pour la Gestion de la Faune (IGF), Direcção Provincial de Cultura e Turismo da Zambézia (DPCTURZ) and funded by the European Union within the framework of the Thematic Programme for "environment and sustainable management of natural resources, including energy" (EuropeAid/132763/C/ACT/Multi). This document responds to the Terms of Reference (TOR) presented in the Annex I of this report.

In agreement with the European Union, COSV proposed an enhancement of the activity output, opting for a wider and more extensive evaluation of effectiveness, efficiency, relevance and sustainability of the project. The resulting document intends to provide the reader with a comprehensive overview on the project outcomes, highlighting the chains of causality among its component and better analyzing the contributions to the general objective. The evaluation also analyses the external and internal factors involved in project's performance both in negative and positive ways.

While the evaluation criteria correspond to the ones recommended by the Development Assistance Committee (DAC) of the Organization for Economic Development and Cooperation (OECD) guidelines on Evaluation, this final report aims to be a resource for local institutions interested in developing a stronger and more impactful cooperation on participatory action and intercommunity relations. Hence, the present document tried to harmonize the needs of the requested in-depth evaluation with the dissemination purpose of the activity output.

The main purpose of this assignment is to evaluate the effectiveness of the implementation process in order to identify strengths and weaknesses and to analyze the eventual replicability of the intervention. The resulting evaluation was aimed to be shared with the targeted stakeholders and the donor and is produced in English and Portuguese. Specifically, the objectives of this evaluation are:

1. To assess the relevance, efficiency, effectiveness and sustainability of the project according to the DAC Standard definitions.
2. To produce a Final Evaluation Report following the 10-Steps-To-Result-Based-Methodology.
3. To identify lessons learned, best practices and recommendations to contribute elaborating future projects and programmes.

The report is organized in 5 main chapters:

1. **Introduction**: this chapters that gives the general context in which this assignment was carried out.
2. **Background**: gives an overview of the project under evaluation.
3. **Methodology**: describes the methodological approach used to perform the evaluation.
4. **Evaluation of the project**: analyses the external and internal factors associated with the intervention as well its thematic areas.
5. **Conclusions and recommendations**: gives the final results of the evaluation, states the lessons learned and best practices and recommends actions for future improvements.

2. Background

The project "Strengthening of financial sustainability and biodiversity of Gilé National Reserve – Mozambique" is implemented in the Gilé National Reserve (Gilé and Pebane Districts, Zambézia Province), an *unicum* in Mozambique due to the absence of human population within its limits (Figure 1). The area was created in 1932 as a "partial hunting reserve", so the objective was the hunting of large mammals. In 1960 the boundaries of the Reserve were altered from 2,000 Km^2 to 2,100 Km^2. Currently, it has an area of 2,861 km^2. The current status of the Reserve was established in 2000, and in 2011, the buffer zone was created. Recently, in May 2020 the reserve was officially decreed a National Park. Thus, the COSV project was mostly carried out in the context of a National Reserve and as such the term Gilé National Reserve (GNR) will be used throughout the document.

The project is the continuation of COSV 3-year experience working with the communities in the buffer zone of GNR implementing activities to address conservation and management of biodiversity and natural resources. The aim was reorganizing and aware local communities as decision makers in natural resources management. The project had also in mind that the loss of biodiversity inside the GNR and in its surroundings was mainly due to the pressure that local population had on natural resources. Widespread poverty of the population in this area is dramatically influencing the conservation of natural resources, which are massively exploited and represent the only financial source of live.

The project aimed to contributing to reduce the loss of biodiversity inside the Reserve and its surrounding areas introducing sustainable financing mechanisms (specific objective) as a pilot project that can be replicated in other protected areas in Mozambique (overall objective). The expected results and activities designed to achieve the specific objective were:

1. Reduced loss of biodiversity in GNR and its surroundings:
    a. Re-introduction of wild animals into the reserve;
    b. Creation of a fire monitoring system;
    c. Development of the reserve's management plan;
    d. Training of reserve's rangers;
    e. Rehabilitation of ranger's post.
2. Strengthened capacities of the DPCTURZ and DPTADERZ in marketing and tourism management:
    a. Creation of a website;
    b. Training of department staff in eco-tourism and website management;
    c. Creation of a documentary about the GNR.
3. Reduced anthropic pressure on GNR and its surroundings:
    a. Reactivation and legalization of natural resources (NR) management committees;
    b. Training on conservation agriculture and reforestation;
    c. Introduction of efficient stove system;
    d. Environmental education.

The action, in all its stages, was developed with the following partners:

- IGF Foundation is the principal partner in the action. The foundation is devoted to the biodiversity conservation and wildlife management and has signed since 2007 an agreement with the Government of Mozambique, through the National Administration of Conservation Areas (ANAC for its acronym in Portuguese), for the co-management of the GNR and its development. Since then, the IGF Foundation has acquired significant experience on the major topics of the reserve gaining the confidence of governmental authorities and local people. The IGF Foundation was responsible for all the activities to be conducted within the GNR as well as to liaison with ANAC.
- Provincial Directorate of Land, Environment and Rural Development (DPTADER for its acronym in Portuguese) is the local institutional authority responsible for the overall management of the GNR and its adjacent areas. DPTADER was fully involved in all project activities, increasing its management capacities, receiving training and developing capabilities to properly manage the GNR, develop tourism and deal with local communities and eventually the private sector.
- Provincial Directorate of Culture and Tourism (DPCTURZ, for its acronym in Portuguese) is the institutional authority responsible for the cultural and tourism activities in the Province. DPCTURZ was involved specially in training activities to increase its knowledge on ecotourism, but benefitted also from participation in international fairs (FACIM and Fikani) as well as in the design and management of the GNR's website.
- Carbon Sink is the official spin-off of the University of Florence (Italy) committed in implementing high social-environmental projects in Least Developing Countries aimed to GHGs emissions reduction or offsetting. Carbon Sink was in charge of the technical activities related to the clean development mechanism (CDM) technologies introduction.

The initiative had also strong relationships at the district level through the Economic Activities District Service (SDAE for its acronym in Portuguese) and District Services of Infrastructure Development and Planning (SDPI for its acronym in Portuguese). The focus of the action was on 14 communities located in the buffer zone of the GNR (Figure 1).

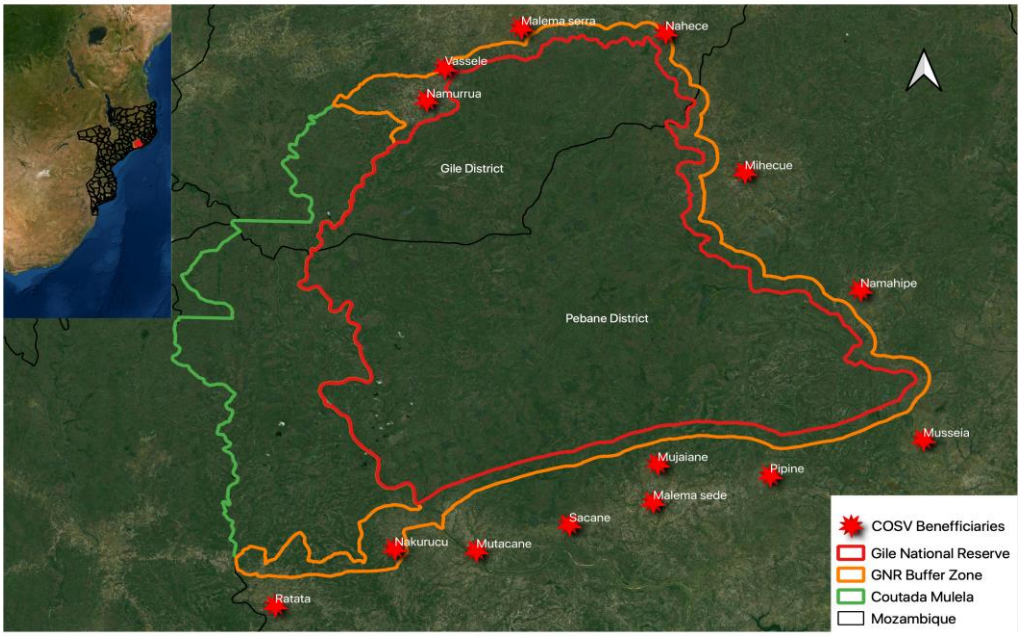


Figure 1 – Geographic Location of Gilé National Reserve and the 14 beneficiary communities.

3. Methodology

The present evaluation has followed an Ex-Post modified version of the 10-Steps-To-Result-Based-Methodology (The World Bank, 2004; Cassiani, 2018; Figure 2) and aimed to provide a standardized system of result-based project accountability. In this methodology the 10 steps are primarily designed to assess the effectiveness of programmes/projects, but when properly implemented they also provide essential information feedback for project managers on the project outputs and outcomes.

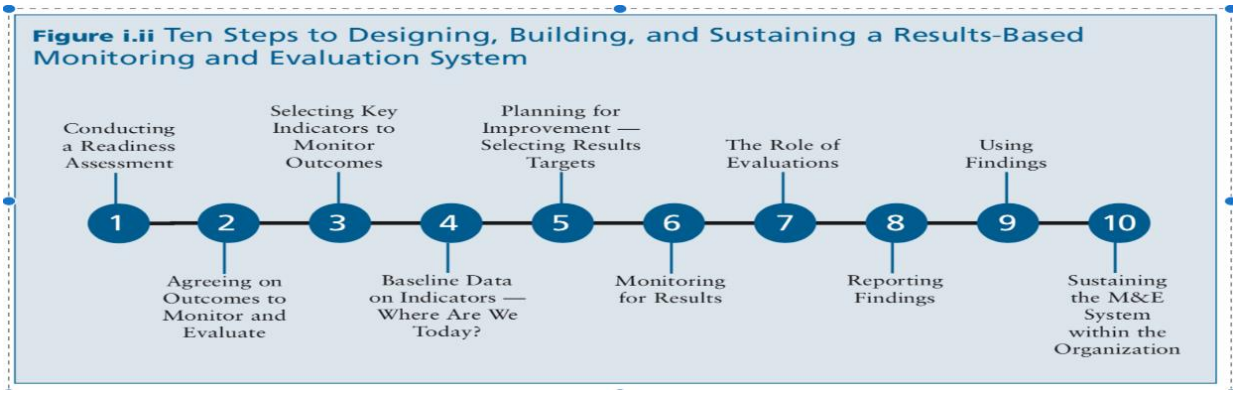


Figure 2 – Schematic representation of the 10-Steps-To-Result-Based-Methodology (Source: The World Bank, 2004).

The modification introduced in this assignment results from the fact that the methodology was applied upon completion of the project and not in the designing phase as it was originally conceived. Hence, the assignment focused mainly on step 6 (monitoring for results and forward). For this matter the evaluator met with COSV's M&E specialist, Mr. Tommaso Cassiani, who explained the context of this assignment based on previous experiences and aligned with COSV's future plans for intervention in southern Africa. In order to systematically conduct the evaluation, the following steps were carried out (Figure 3):

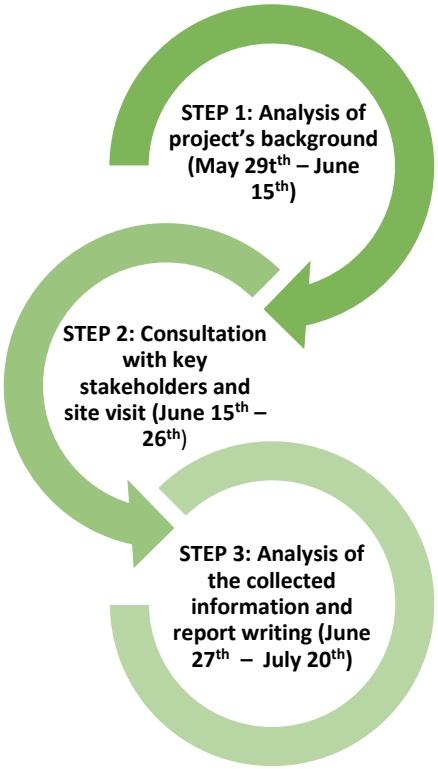


Figure 3 - Schematic representation of the evaluation process.

STEP 1: Analysis of project's background: this first phase aimed to understand the project's context, objectives, activities and outputs. The following documents were consulted: (i) the Project Document; (ii) annual project reports (years 1-4); (iii) reports on specific activities (e.g. business plan, eco-tourism training, fauna translocation); and (iv) relevant national strategic documentation (e.g Biodiversity Conservation Law, Law No 16/2014 of June 20th, National Biodiversity Strategy and Action Plan and GNR Management Plan). In the sequence, the evaluator had a meeting (on June 10th2020) with COSV national coordinator (Mr. Alberto Tanganelli) and his assistant (Mrs. Mara Unfer). In this meeting the intervenients discussed issues related to COSV's intervention in Mozambique, project context and implementation issues, stakeholders' engagement, limitations and lessons learned. The meeting was also key in determining the thematic areas for this evaluation. It was agreed that the thematic areas for this external evaluation would be**: (i) Biodiversity Conservation; (ii) Capacity Building; and (iii) Financial sustainability.**

On June 12th the evaluator interviewed the national coordinator of IGF (Mr. Alessandro Fusari), one of the main partners of the intervention. The conversation versed around the same topics but with an emphasis on the GNR.

STEP 2: Consultation with key stakeholders and site visit: between 15th and 21st of June 2020 the evaluator visited Zambézia Province and met with several stakeholders at the provincial and district (Pebane and Gilé) levels, four selected communities and GNR authorities (See Annex II for detailed program of the site visit). With the essential technical and logistic assistance of the COSV Team, the evaluator was able to collect information about the project. Interviews with some stakeholders (Carbonsink Group, ANAC, ex-director of DPTURZ) were conducted via skype the week after the site visit. Overall, 23 interviews were carried out at central, provincial and district levels (See Annex III) and focus groups of discussion were carried out with committees for natural resources management (CGRN for the acronym in Portuguese) in 4 communities (Ratata, Nacuruco, Musseia and Naheche; Figure 4 and 5). All the discussions were centered on the following topics: (i) Overview of the institution interviewed and involvement in the project; (ii) Positive and negative aspects of the project; (iii) Sustainability of implemented activities; (iii) Recommendations for future actions; (iv) Stakeholders coordination and communication; and (v) Lessons learned. At the community level, the meetings were held in Portuguese with translation to the local language (Lomué) when needed in order to allow broader participation. It is important to highlight that the COVID-19 pandemic situation limited the discussions due to the need to wear masks during the interviews and to have a limited number of participants in the group discussions.

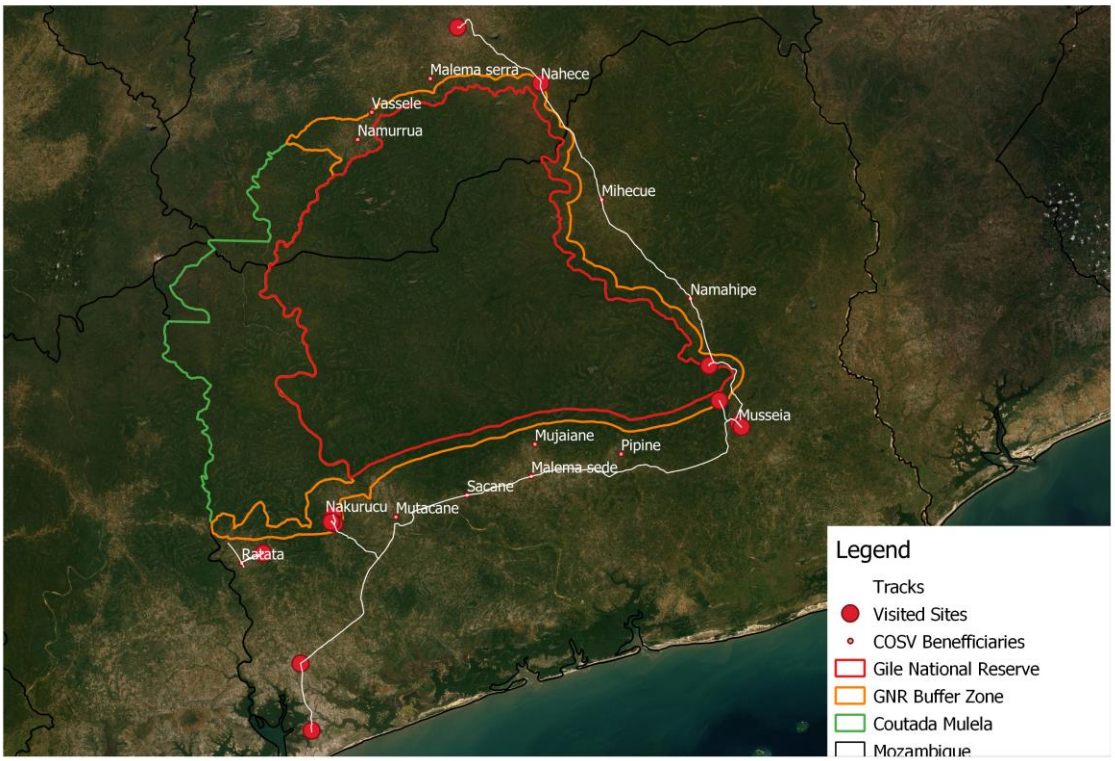


Figure 4 – Map of the site visit to GNR and surroundings.

Figure 5 – Illustration of the interviews at Provincial and District level and focus groups of discussions with communities.

Site visits were conducted in each of the four selected communities aiming to observe and discuss the performance of the interventions. In each community the evaluator had the opportunity to visit: (i) conservation agriculture fields, (ii) native species planting plots; and (iii) efficient stove production sites (Ratata and Naheche). Figure 6 below is an illustration of the diversity of initiatives visited by the evaluator.

Figure 6 – Illustration of the site visit to conservation agriculture farms (top), native tree planting (center) and efficient stoves production (bottom).

STEP 3: Analysis of the collected information and report writing: in the final step the evaluator conducted a systematic analysis of the information collected in the previous phases. Given the short-time allocated

to this assignment a quantitative analysis was not performed, but all the information was cross-checked in order to report the results as accurate as possible. The evaluator analysed each the thematic areas following four main criteria: Efficiency, Effectiveness, Relevance and Sustainability. For each criteria the following key questions were used to evaluate each thematic area:

Efficiency: (i) To what extent is the relationship between inputs and outputs timely, cost-effective and to expected standards? (ii) Do the outcomes of the program represent value for money?

Effectiveness: (i) What part of the project intervention proved to be more effective and why? (ii) What internal and external factors affected the effectiveness of the project? (iii) Were the internal organizational and the project's structure effective? (iv) Were there appropriate systems in place to monitor activities, outputs and outcomes of the programme? (v) Did monitoring outcomes lead to project adjustments/revisions? (vi) Did the project activities lead towards the achievement of the expected results/indicators as set in the Logical Framework?

Relevance: (i) Was the project based on an unbiased and accurate assessment of needs? (ii) Are the produced needs assessments disaggregated by relevant categories? (iii) Do they include people's needs, vulnerabilities and capabilities? (iv) Did the assistance provided by COSV within the project framework meet the needs of the targeted population? (v) Were the need assessments' targeted beneficiaries identified, selected, and supported by the programme? (vi) Which parts of the project intervention were the most relevant and why? (vii) Which were the least relevant and why? (viii) Were activities aligned with the targeted population's needs and priorities? (ix) Were recommendations and learning from past reviews and evaluations applied to the response?

Sustainability: (i) Did the project strengthen local capacities, and to what extent? (ii) What are the intended and unintended, positive and negative sustainability effects of the project? (iii) What, if any, aspects of the programme will have a longer-term impact?

4. Evaluation of the project's performance

This section refers to the analysis of the project's performance per thematic area identified with the COSV team namely: **(i) Biodiversity Conservation; (ii) Capacity Building; and (iii) Financial Sustainability**. Although the components are analyzed individually, they are closely linked to each other and thus, sometimes the discussions cross over the three areas. For instance, capacity building is per se a component of the project but is also crosscutting element that support biodiversity conservation and financial sustainability.

Before analyzing the components individually, it is important to discuss the factors (internal and external) involved in project's performance. This analysis is key to understand the context in which the project was implemented and recognize fundamental deviations during the process.

4.1. Analysis of external factors

The main external factor that affected project's implementation was the fact that it was submitted to the European Union (EU) back in 2012, but it was not approved until 2015 and its implementation started in 2016. Due to this 4-year time lag the original concept had to be adjusted to changes in the governance and institutional structure among other things. In fact, after the 2015 presidential elections the conservation areas component was transferred from the Ministry of Tourism to the then new Ministry of Land, Environment and Rural Development (MITADER for the acronym in Portuguese) while the tourism component remained with the former. These changes implied movement of staff as well as resources from one institution to another. Additionally, being MITADER a new body there was also a need to create its own structure. The COSV project had to be adjusted itself in order to coordinate with those 2 authorities, which obviously meant a significant deviation from the original project. The direct consequence was a slow kick-start of the activities and the higher mobilization of resources to bridge between the 2 government bodies. The latter is particularly important to recognize as in general the Mozambican government institutions work in closed niches and barely coordinate among them.

Another factor that influenced the project was the publication of the new Biodiversity Conservation Law (Law No 16/2014 of June 20th) altered and republished in 2017 (Law No 5/2017 of May 11th) and its regulation (Decree No 89/2017 of December 29th). As a consequence, the re-categorization of Gilé National Reserve (GNR) was considered as a priority for the Government and discussions culminated in December 2019, when the reserve was officially decreed a National Park. The direct implication for the intervention was that the Update of the GNR Management Plan (one of the project's activities) had to be postponed and therefore was not concluded at the end of the project. However, an important step forward was the approval (by the Ministers Council) of the GNR Business Plan, which is a legal requirement for the Management Plan. The new category also implies re-thinking the implications for rural development approaches. For instance, some activities such as collection of non-timber forest products (fruits, medicine, etc.) are forbidden in this new category, which requires creating alternatives to local communities sustain their livelihoods without compromising conservation objectives.

Another important issue to discuss in the context of GNR is the fact that tourism has been severely constrained over the years, for several contextual reasons. The lack of infrastructures (roads, camping sites, etc.) associated to low fauna density were agreed by the interviewees to be the main ones. However, as indicated by one of the interviewees, the lack of a selling touristic product for GNR is the main reason for no tourism in the area. The direct impact on the intervention under evaluation was that the financial sustainability component of the project was not fully achieved.

On the positive side, Zambézia Province has been the focus of several initiatives related to biodiversity conservation, REDD+ as well as economic activities such as logging, mining, among others. This brings several players into action, which are coordinated through the Platform for Integrated Development of

Zambézia Province (PDIZ for its acronym in Portuguese). This forum promotes coordinated action and discussion of pertinent issues. In this context, the COSV project benefitted of being inserted in an institutional environment that allowed a better understanding of the situation, stakeholders and adjust the project to the contextual framework. COSV took the opportunity to support and leverage the PDIZ.

Another positive influence was the fact that as a result of governance restructuration, MITADER focused, among other things, in improving law enforcement in the forestry sector and created a series of restrictions to forest activity (e.g the *Operação tronco*), also thanks to the huge effort done by the GNR staff during the period between 2013-2016. This supported COSV's intervention in reducing illegal forest activities, one of the outputs of the project.

During the last year of the project the GNR warden, Mr. Jose Dias, passed away which in a way imposed some restrictions during the phase-out. However, a strong partnership with IGF and the openness of the new warden, Mr. Raimundo Matusse, minimized the situation.

Recently, the COVID-19 pandemic has had a major influence since April 2020 as most of the activities had to be postponed and/or redefined dictating a delay in the project's culmination. Despite the fact that the EU approved a no-cost extension until September 30th 2020, activities such as the selection and training of 30 new rangers and efficient stove production and distribution were not carried out. In addition, during the site visit the stakeholders were all in agreement that the COVID-19 affected this last bit of the project as several activities such as environmental campaigns carried out by the community leaders and committees for natural resources management (CGRN for its acronym in Portuguese) had to be cancelled and schools were closed. Other organizational meetings at the provincial and district levels were also cancelled or held with a minimum of 10 people.

4.2. Analysis of internal factors

Internal factors were also key in determining the project's performance. In this context, it is important to highlight the fact that COSV's presence in Mozambique dates back to 1979 and in Zambézia Province to 2005. By then the institution had determined the Environment as a priority area of support. In GNR the presence of COSV dates back to 2009 when the institution joined efforts with other institutions to protect one of the key protected areas in the country. Since then COSV has been engaged in rural development activities such as improve crop production through conservation agriculture, promote income generation activities, organize the communities and promote eco-governance. This long presence in the province has given the organization a good understanding of the context as well as created strong relationships with several partners.

It is also interesting to note that COSV has a good representation at all levels (provincial to local). The office in Quelimane supports most of the activities in the province. Strategically there is an office in Mocuba where most of the administrative work is concentrated and supports actions in Gilé and Pebane Districts, including the intervention under evaluation. One office in Pebane supports most of the project's implementation and it is where most of the officers (forestry, community etc.) are located. These staff members are responsible to liaison with government authorities as well as communities in both districts. It is worth mentioning that in both districts COSV has several ongoing initiatives (e.g. eco-smart in Gilé)

which complement this project. From the point of view of the evaluator, having several initiatives at the same time is important to tackle problematic issues from different (but complementary) angles and to build trust between stakeholders (especially communities) and COSV. In addition, COSV has been well integrated with other initiatives (e.g. MOZBIO, Landscape Restoration Program), which is important to contribute for an integrated approach of rural development and biodiversity conservation. It is worth mentioning that during the site visit the evaluator was able to witness the good relationship between COSV staff members and the different stakeholders. All interviewed entities agreed that COSV has built a relationship based on trustiness and responsibility. It is also worth mentioning that COSV established, as part of the intervention under evaluation, strategic partnerships with key institutions in the area such as IGF, DPCULTURZ, DPTADER and CarbonSink group. This is key for the success of the intervention. Strategically COSV has counted on IGF to establish the link with ANAC at central level, which helped substantially in conducting the intervention. In simple terms, COSV was responsible for the activities in the field while IGF communicated with ANAC on project's progress. When contacted, ANAC via Mrs. Julieta Lichuge highlighted that this is a wise decision, as the institution would not have the capacity to deal with all operators in the field. But ANAC has monitored all activities and recognizes the role of COSV in promoting biodiversity conservation in GNR.

Despite the many virtues of the internal structure and actions, the project did not have a strong link with research institutions (e.g UEM, UniZambeze) and as a result some of the activities (e.g. planting, fire management) were not designed with a scientific mindset, i.e. the existing scientific knowledge in the country was not taken into consideration when planning and implementing these activities. The immediate consequence was that the impact of some actions was not totally visible in the field, as discussed below. Towards the end of the project, the department of forest engineering from UEM was contacted by IGF to conduct a study on the effects of fires on vegetation in GNR, which was finalized in the mid-2019. This a positive indication of the concern in promoting research in response to key gap knowledge and to support management decisions.

Another issue of this project was the weak exit strategy, i.e. the strategy for phasing out while allowing local institutions and beneficiaries to follow-up the activities. This is particularly important in the Mozambican context where there is a mindset of project driven action by local players and low proactivity. This can largely compromise the sustainability of the action and thus the ultimate goal of conserving biodiversity in this key protected area in Mozambique.

4.3. Analysis of Thematic Area 1 - Biodiversity Conservation

The GNR is the only protected area in Mozambique without human population in within its limits and is a flagship for biodiversity conservation in the country. Despite that, anthropic pressure on GNR natural resources is high particularly in its buffer zone due to a continued increase of rural populations and their dependence of forest resources to sustain their livelihoods. Moreover, the reserve has been targeted for illegal activities such as poaching and logging. As a consequence, sustaining the biodiversity in this area is very challenging and requires an integrated approach in which several components should be considered. These were recognized by the intervention and are clearly stated in the three thematic areas of this

analysis. In the context of biodiversity conservation thematic area, the project considered several types of actions under two specific objectives (R1 and R3) as observed in Table 1.

Table 1 - Summary of Objectives, Key Indicators, Means of Verification, Activities and Outputs for component 1 – Biodiversity Conservation.

Specific Objective	Indicators	Means of Verification	Activities	Outputs at the end of the project (compared to baseline)
R1 – Reduced loss of biodiversity in GNR and its surroundings	Min. of 10% increase in large mammals encounter rate within the GNR	✓ Wildlife survey using KIA methodology; ✓ Project reports of field visits; ✓ Middle and final evaluation reports.	✓ Translocation of 45 wildebeest and 45 zebras released in 2018 (in coordination with IGF); ✓ Rangers and community guards training (see Component 2); ✓ Rehabilitation of the rangers' post (see Component 2).	29% increase in wildlife (Kudu and Duikers) encounters.
	Number of infractions (e.g. poaching) reduces at least by 15%	✓ Official law enforcement reports of the GNR; ✓ GNR rangers' reports; ✓ Project reports.	✓ Rangers and community guards training (see Component 2); ✓ Rehabilitation of the rangers' post (see Component 2).	68.8% reduction in poacher encounter/10 km of patrol.
	N° of wildfires within the GNR reduces by at least 10%	✓ Comparison of satellite imagery using FIRMS database; ✓ Fire Monitoring system data; ✓ Project reports.	✓ Regular download system of MODIS satellite imageries; ✓ Production of fire maps. ✓ Raising awareness and training of local communities (see Component 2);	11% reduction in the number of wildfires.

Specific Objective	Indicators	Means of Verification	Activities	Outputs at the end of the project (compared to baseline)
			✓ Promote conservation agriculture to reduce fires form shifting cultivation.	
R3 - Reduced anthropic pressure on GNR and its surroundings.	Revitalization and legalization of 14 Committees	✓ Legal approval of Committees; ✓ Interviews; ✓ Project reports.	In coordination with RADEZA: ✓ Statute's legalization at District level; ✓ Acquisition of Board Members' NUITs and ID (Identity Card); ✓ Registration at the Zambézia's Registry Office. ✓ Opening bank accounts (some interrupted due to the COVID-19).	14 committees were revitalized, legalized and capacitated (see Component 2).
	Min. of 10% decrease in illegal extraction of forest products within the GNR	✓ GNR rangers and police reports; ✓ Project reports.	✓ Awareness raising; ✓ Training of rangers and community guards.	95% reduction in illegal logging (as a direct result of central government's decision).
	Cleared area (km2) by slash & burn agriculture and deforestation reduces within the GNR Buffer Zone at least by 10%	✓ GIS mapping reports; ✓ Project reports.	✓ Promote conservation agriculture to reduce fire form shifting cultivation; ✓ Promote efficient stoves;	10% decrease in slash & burn agriculture.

Specific Objective	Indicators	Means of Verification	Activities	Outputs at the end of the project (compared to baseline)
			✓ Promote native species planting.	
	700 hectares cultivated through conservation agriculture technique	✓ Interviews; ✓ Field observations; ✓ Project reports.	✓ Promote conservation agriculture; ✓ Training in conservation agriculture; ✓ Planting of income crops (sesame and cashewnuts).	✓ 700 ha of conservation agriculture established.
	At least 5.000 seedlings transplanted	✓ Interviews; ✓ Field observations; ✓ Project reports.	✓ Local nursery establishment; ✓ Planting of small (~20*50m) plots.	6.318 seedlings transplanted.
	At least 2.000 tons of charcoal and 4.000 tons of wood not depleted	✓ Stove database; ✓ Assessment of fuel saved; ✓ Survey on charcoal and wood supply chain; ✓ Stove production monitoring; ✓ Project reports.	✓ Distribution of stoves; ✓ Training in efficient stoves production (see component 2).	540 tons (charcoal) and 6.200 tons (wood).
	Annually 260 ha of forest not deforested or degraded			138 ha of forest conserved
	2.000 stoves locally made distributed in the rural area and 1.000 distributed in the urban area			3.200 rural areas and 800 in urban areas

Efficiency

Regarding the component efficiency, the project-specific indicators (as per project proposal) have been mostly achieved and the forecasted outputs have been in most cases delivered on time. During the field visits the evaluator observed that the resources invested in the project were worth the cost if we compare the baseline situation with the condition at the end of the 4-year period. Efficiency benefited from ongoing initiatives in the area (e.g *Operação Tronco* by the central government and fire monitoring system by IGF in place), which reflects the complementarity of project's activities with ongoing initiatives as discussed in section 3.1 and 3.2.

Effectiveness

For component 1 almost all interventions seemed to be effective in terms of contributing to biodiversity conservation as set in the logical framework (Figure 7). Direct measures of effectiveness are (comparatively to the baseline): restoration of formerly extinct fauna species (45 wildebeest and 45 zebra) and 69% decrease in the number of encounters with poachers per 10km patrol species. These two indicators represent a step forward to not only restore biodiversity but also to attract tourists to GNR (Component 3). Indirectly biodiversity conservation was achieved by activities that support the livelihoods of 14 communities in the buffer zone, namely: reactivation and legalization of CGRN, conservation agriculture (CA) and introduction of efficient stoves as well as training (component 2). The reactivation of the CGRNs resulted in a better organization of the communities, which on top of being a legal requirement (Ministerial Diploma 993/2005) improves the organization of the communities to implement biodiversity conservation related activities. Conservation agriculture seemed to have been effective; in only four years of the project duration there was a 10% decrease in slash and burn agriculture. During the field visit the evaluator visited the CA fields (Figure 5) and talked to four communities, confirming that this practice has caused a positive impact by increasing crop diversity and yields as well as income. Introduction of efficient stoves showed also to be effective. Despite the fact that the targets on number of stoves to be distributed had not been achieved at the time of this evaluation due to the COVID-19, it is expected to be accomplished by the end of the project (September 2020). In terms of reduction in pressure to the forests in the area, the proposed reduction in fuel consumption (6.000 ton of both wood and charcoal) was surpassed at the end of the period, the ha of forest conserved and emissions reduction were halfway achieved. The communities consider that this intervention is a great achievement in reducing fuel consumption and respiratory illnesses from smoke. However, from the evaluator's perspective the aim of reducing GHG emissions by introducing the stoves can only be analysed in the long run and should be integrated in the existing government efforts on Zambézia Landscape Restoration Program.

Effectiveness of native species planting is difficult to analyse within the short-term framework of the project. Even though the number of seedlings distributed surpassed the indicator by 126%, the real impact of this activity can only be seen in the long run given the slow growth of most species. However, the evaluator considers that in the context of the natural forests in Mozambique, this kind of activity should be carefully planned in the future. Most of native species grow better from regrowth than from seedling and thus, managing regrowth is usually more effective than planting. Strategies to restore natural forests

such as promoting natural regeneration and managing fires, proved to be effective in other places in southern Africa (Syampungani et al. 2018).

Effectiveness of activities such as fire monitoring and reduction in illegal logging are difficult to measure given that these were integrated in ongoing initiatives in the area as referred above and not directly as a result of this intervention. With regards to fires, there are many other factors (e.g. climate) that might have been involved in fire reduction, which are not directly associated with the project. However, it is important to recognize that the project has made an important contribution to those by improving capacity and coordination (component 2) and implementing CA activities.

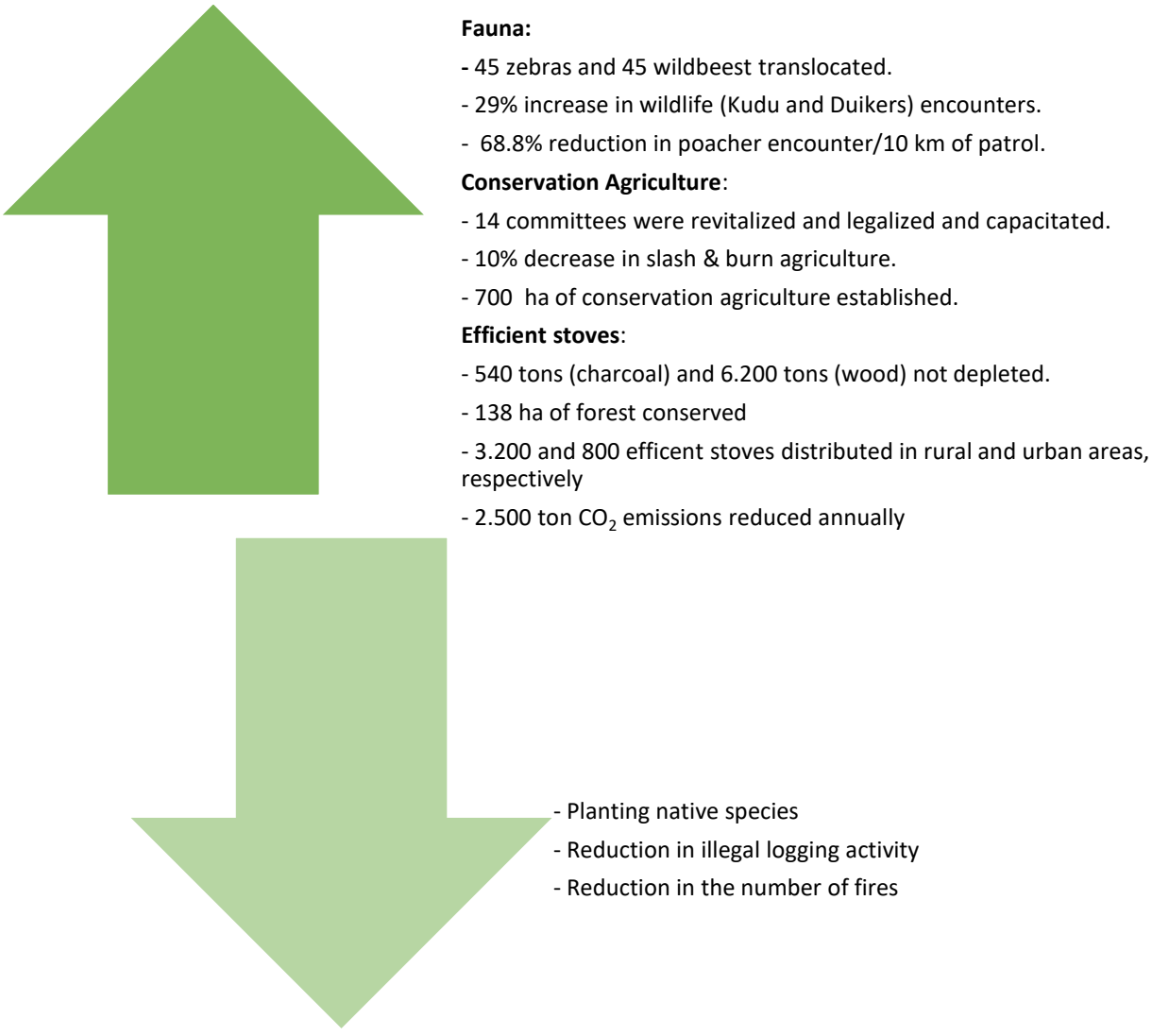


Figure 7 - Analysis of project's outputs of Component 1, the up arrow indicate the outputs achieved more effectively and the down arrow indicates the outputs that were either not effectively achieved or not directly linked with the project intervention.

Relevance

Under component 1 the project was designed based on past interventions from COSV in the area since 2009 as well as on a straight collaboration with the partners (IGF, DPCULTURZ and DPTADER). This allowed a proper adjustment of the first version of the project approved in 2012 as discussed in section 3.1. It was referred that during the process there was initial tension between IGF and COSV but it turned out to be positive in terms of redefining the project's objectives and activities according to the goals of GNR. In addition, the four consulted communities have also indicated that the intervention was designed based on a collaborative work between COSV since 2009. With regards to native species planting and fire activities, the planning did not have a strong scientific basis, which resulted in the definition of activities that are not the most appropriate for the ecological context of the area as discussed above.

The general agreement is that the assistance provided by COSV met the needs of biodiversity conservation in the area. Surely this project is inserted in a national context in which biodiversity conservation is compromised by among other things weak governance, high levels of poverty and dependence on natural resources and, overlooked value of protect areas. Thus, the contribution from this intervention should be seen as a small but key contribution for the big picture.

From the evaluator's perspective this intervention responds to national goals on biodiversity conservation as established in the National Biodiversity Strategy and Action Plan (NBSAP), 2015-2035. The intervention specifically contributes to Target 1 (The latest, by 2020, increase by 30% the level of awareness of the Mozambican population about the values of biodiversity and the impacts that human activity can cause), Target 4 (By 2025, define ecologically sustainable systems for the production and consumption based on sustainable practices and adequate investment) and Target 11B (By 2030, manage effectively and equitably, 50% of the protected areas).

Sustainability

The COSV project has a potential for sustainability in term of biodiversity conservation as it promoted activities conducive to reduce the pressure on biodiversity. The fauna re-introduced in the GNR represents an important gain that will be sustained itself through natural population dynamics. The introduced species have existed in the past and thus are in their natural habitat.

From the implemented activities (CA, efficient stove, planting, fire monitoring) the ones with higher probability to thrive without the project are CA and efficient stoves. According to group discussions, the 4 communities have engaged in these conservation actions and this seems to be common to all fourteen communities involved in the project. However, the evaluator got the impression that there is still a lack of sense of ownership by the communities. In fact, except for Naheche, the communities agreed that the project needs to continue in order sustain the activities. For instance, in the communities were stove production was introduced there was no vision of making profit from the activity or to invest the revenue already made in sustaining the activity (e.g. buy small parts, etc.). In addition, the communities seem to be concerned about available market for the stove production. It is important to highlight that these 14 beneficiary communities do not represent the majority of the population living around the GNR and in

order to be sustainable there is need to extend them to the other communities in the area. Clearly, this must be a coordinated effort between the government and partners working directly in the area and not only from COSV.

As mentioned before, planting and fire monitoring activities should be revised in terms of their effectiveness according to the ecological context of the area. Additionally, their impact can only be seen in the long run. Thus, the evaluator concludes that their sustainability is questionable and need to be monitored through time.

4.4. Analysis of Thematic Area 2 – Capacity Building

Supporting biodiversity conservation in the Mozambican context is a major challenge for many reasons being low technical capacity and poor coordination two of them. Acknowledging this limitation, the COSV project had a major component on capacity building at different levels (from provincial to local) and worked on improving coordination and communication among the different players in conservation (Table 2).

Table 2 - Summary of Objectives, Key Indicators, Means of Verification, Activities and Outputs for component 2 – Capacity Building.

Objectives	Indicators	Means of Verification	Activities	Outputs at the end (compared to baseline)
R1 – Reduced loss of biodiversity in GNR and its surroundings	No specific indicators on capacity building.	✓ Interviews; ✓ Project reports.	✓ Rangers and community guards training; ✓ Rehabilitation of the rangers' post; ✓ Training in fire management; ✓ Support to the "Plataforma de Desenvolvimento Integrado da Zambézia (PDIZ)"; ✓ Coordination of the GNR friends' group (2016-2018).	✓ 1 training on law enforcement and biodiversity monitoring systems for GNR rangers; ✓ 1 training per community on fires. ✓ Revitalization of the PDIZ (recently legalized). ✓ GNR friends group created and coordinated

Objectives	Indicators	Means of Verification	Activities	Outputs at the end (compared to baseline)
				by COSV (until 2019).
R2 - Strengthened capacities of the Zambézia Provincial Cultural & Tourism Department (DPCTURZ) and Zambézia Provincial Environment Department (DPTADERZ) in marketing and management of the (eco)-tourism	At least 100% DPCTURZ and DPTADERZ personnel, in charge of marketing and tourism management, trained.	✓ Official statistics of the GNR and DPCTURZ; ✓ Trainers evaluation reports with list of presence; ✓ Project reports.	✓ Training in eco-tourism.	✓ 100% officials from DPCTURZ and DPATDER trained in eco-tourism.
	Marketing material realized (brochures and web site) and distributed.	✓ Number of visitors of website of DPCTURZ; ✓ Number of tourists visiting the GNR.	✓ Support to the website design and launching; ✓ Participation of DPCTURZ in international fairs (e.g. FACIM and Fikani); ✓ Training in website management and updating; ✓ Production of advertisement material (brochures and video).	✓ 1 website launched; ✓ 255 brochures published; ✓ Promotion of tourism in Zambézia, in 2 fairs. ✓ 1 30 sec. video published
R3 - Reduced anthropic pressure on GNR and its surroundings.	At least 70 classes of the local schools will be involved in the environmental education campaign	✓ Agreements with the schools; ✓ Project reports.	✓ Creation of environmental clubs; ✓ Organization of school contests; ✓ Training of students and teachers.	✓ 11.224 students and 153 teachers trained.
	Other non-specific indicator	✓ Interviews; ✓ Project reports.	✓ Training in conservation agriculture	✓ 1 training per community in CA and use of stoves; ✓ 1 training in the 2 pilot

Objectives	Indicators	Means of Verification	Activities	Outputs at the end (compared to baseline)
			✓ Training on the use and fabrication of efficient stoves.	communities in stove production.

Efficiency

In terms of capacity building the project was efficient in delivering training activities, improving infrastructures and promoting coordination among stakeholders. Most activities were carried out within the first two years of the project, which created the foundation to implement technical activities. During the period the project implemented 1 training in eco-tourism at the provincial and district level, training on law enforcement to 100% GNR rangers, training on fires, CA and efficient stoves use and production and the community level, training of 153 teachers and 11.224 students in local schools, rehabilitated the ranger's posts in Malema, Mujajane and Etaga and produced advertisement material (30sec promotional video, website and brochures) which was presented in international fairs in Maputo (FACIM and FIKANI). Most importantly in this type of intervention, there was investment, from the beginning, in promoting communication and coordination among actors. The project was able to revive the PDIZ, which congregates several economic agents (private, government, NGOs and CSOs) aiming to coordinate action and decision-making in the province. In the sequence, the PDIZ was recently legalised as an association. COSV also coordinated the informal named group "Amigos da Reserva Nacional do Gilé", which aimed to gather all GNR actors to discuss conservation and management issues in the area. A focus in raising awareness was also adopted throughout the project duration, in which the directly trained intervenient (e.g. CGRN and schools) were committed to spread the message to the broader community.

Effectiveness

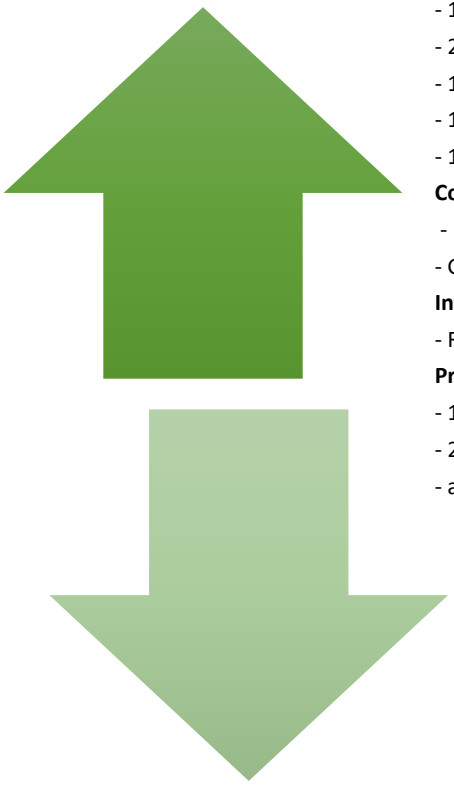
In terms of the component effectiveness the general evaluation is that the intervention achieved a high level of performance (Figure 8). The main indication of effectiveness is that training and sensitization were conducted at four different levels (provincial, district, GNR and communities). At each level the trainings were designed to address specific issues of concern (e.g. eco-tourism at provincial, district and GNR levels; law enforcement at the GNR level and technical trainings at the community level). This is very important to tackle the problem throughout the value chain of capacities. It is important to highlight that according to the training's syllabus revised by the evaluator the courses came in parallel with messages to sensitize the actors in conservation action. A missing piece in the trainings was the issue of proactivity and ownership of project's interventions. It is important to recognize that these are not easy to address in such a short time and if addressed, the results are difficult to observe in the short run as it implies changing people's mindset and cultural behaviors. In the Mozambican context, it requires using training approaches that promote think-tankers and capture local knowledge on specific issues (e.g. climate change, shifting

cultivation, fires). This was partially achieved with the eco-tourism training as it promoted a common understanding of the concept as well as discussion on what it means in the context of Zambézia Province.

The training on efficient stoves was accompanied by instruction in stove production and marketing in two pilot communities (Naheche and Ratata). By doing so, the project transferred the skills to perpetuate the activity, which is an effective way of introducing a new technology. During the field visits the evaluator had the opportunity to discuss and observe the production process in Ratata community (Figure 5). For the 2 pilot communities, stove production represents a potential source of income, although some issues have been identified and are discussed in section 4.3.

Environmental education in schools targeting both teachers and students was, from the perspective of the evaluator, one of the most effective activities. Training young generations is the best approach to change behaviors and create capacities in rural communities. In conversation with the Director of the EPC in Musseia (Mr. Abdul Ossufo), the evaluator captured that the approaches used namely environmental clubs, school contests and plays, were appropriate for the ages and the local context in which the official curriculum does not have a strong focus on biodiversity conservation. The director was keen in continuing with these activities upon project completion.

Capacity building at the GNR level targeted the rangers and aimed at enhancing their patrolling capacities in terms of knowledge in law enforcement and monitoring systems. For instance, the mammals monitoring system called *Event Book* was co-designed and implemented by rangers from surrounding communities. Additionally, infrastructure capacity was also improved through the rehabilitation of the ranger's post in Malema, Mujajane and Etaga, which increased their capacity or surveillance as discussed in component 1.



Training:

- 1 training on law enforcement and biodiversity monitoring for rangers;
- 26 GNR rangers and guards trained
- 100% officials from DPCTURZ and DPATDER trained in eco-tourism;
- 11.224 students and 153 teachers trained;
- 1 training per community in CA, efficient stoves and fires.

Coordination/communication:

- Revitalization of the PDIZ (recently legalized).
- GNR friends group created and coordinated by COSV (until 2019).

Infrastructure:

- Rehabilitation of the ranger's post in Malema.

Promotional material:

- 1 website launched (host by DPTURZ);
- 255 brochures published;
- a 30 sec. video launched;

- Skills transfer in proactivity and ownership;
- Training of CGRN in financial and organizational management.

Figure 8 - Aanalysis of project's outputs of Component 2, the up arrow indicate the outputs achieved more effectively and the down arrow indicates the outputs that were either not effectively achieved or not directly linked with the project intervention.

Relevance

As indicated for Thematic Area 1, training was based on an assessment of needs at different levels even though there was not a formal needs assessment exercise. However, based on previous experience in the area and in close communication with stakeholders, COSV was able to tackle important capacity issues at different levels. For instance, training at the communities' level was oriented to increase capacity and understanding of environmentally friendly action while having in mind the existing local knowledge (e.g. fuelwood vs charcoal collection, agriculture practices and crops). Training was also carried out with a gender perspective in mind in which the different segments of the communities had equal opportunities to participate. The CGRN are all gender balanced as well. Training at the GNR was designed and implemented in coordination with the reserve's authority (ANAC and IGF) in order to tackle the need to enhance ranger's performance in law enforcement and biodiversity monitoring as well as to improve the infrastructure. These interventions were aligned with the partner's on-going activities in order to fill the gaps at this level of operations. Capacity building for the CGRN was very relevant as most of the communities had committees before but they were not formalized (a first step towards their operation) and the capacity to run and manage the committees was still incipient. As indicated above, environmental

education at the school level was one of the most relevant activities as it tackled key teaching and content gaps in the school curricula.

Sustainability

In terms of sustainability this component has a high probability of being sustainable as the knowledge and skills transferred at the different levels will be owned by the beneficiaries on a permanent basis. Given that capacity building needs to be conducted on a regular basis in order to have an impact in the long run, it is important that the activities initiated with the COSV project continue. However, the two only training actions with potential to continue in the future are the rangers training and environmental education. Both are part of the ANAC and IGF's strategy to support biodiversity conservation in GNR. At the provincial, district and community levels the sustainability of the training action is questionable due to limited financial resources for a regular capacity building and thus partners should be mobilized in order to pursue this intervention. The capacity of the CGRN has been strengthened but during the discussions and as indicated above, the lack of financial and organizational management skills may compromise the sustainability of their operation. This is a matter of consideration to further strengthen these local structures that are key in supporting biodiversity conservation in GNR. Again, spreading this kind of action to other communities around GNR would be important to have significant impacts. Coordination and communication have strongly improved and it seems that it is of concern for all stakeholders in GNR and Zambézia Province in general, thus it has high likelihood of continue in the future. The fact the PDIZ was legalized is a strong evidence of its sustainability.

4.5. Analysis of Thematic Area 3 – Financial Sustainability

Financial sustainability of GNR was one of the main components of this intervention and aimed at contributing to increase internal revenue to the reserve and communities as a strategy to guarantee the continuity of the intervention. This component was compromised in a way by external factors discussed in section 4.1 but it created the foundation for further action in GNR (Table 3).

Table 3 - Summary of Objectives, Key Indicators, Means of Verification, Activities and Outputs for component 3 – Financial Sustainability.

Objective	Indicators	Means of Verification	Activities	Outputs at the end (compared to baseline)
To contribute to reduce the loss of biodiversity in Gilé National Reserve (GNR) and its surrounding areas	Establishment of a financially sustainable Business Plan for protected areas in Mozambique.	New financially sustainable Business Plan authorized by the ANAC	Elaboration of a business plan for GNR	GNR business plan approved by the Ministers Council.

Objective	Indicators	Means of Verification	Activities	Outputs at the end (compared to baseline)
introducing sustainable financing mechanism.	Establishment of a new system for the reduction of GHG emission related to cooking activities threatening protected areas (4.500 ton of CO2 reduced annually)	✓ Kitchen performance tests to assess fuel reduction pattern.	✓ Distribution of stoves; ✓ Training in efficient stoves production (see component 2).	2.500 ton CO2 reduced annually
	Increase of RNG's revenues by the 50% through an implementation of a financially sustainable Business Plan of the GNR	✓ Project reports of field visits; ✓ Middle and final evaluation reports. ✓ Yearly RNG's balances.	Construction of the tourist camp site in Lice (western GNR)	1 touristic camp constructed

Efficiency

This component's efficiency was compromised by a series contextual factors (see section 4.1) that go beyond the project's capacity to decide. Based on that, the evaluator considers that intervention was efficient in creating the foundation for future development of activities to increase revenues in GNR. For instance, the GNR business plan was produced and will be integrated (as required by Law) in the Management Plan of the recently created Gilé National Park.

Effectiveness

For the reasons indicated above, the project was not very effective in terms of increasing the financial sustainability of the GNR. However, the lesson learnt here is that this kind of interventions needs to be carefully planned according to the local context. For instance, the GNR has had low tourist numbers for many years given that the touristic product has not been clearly defined yet. Thus, an expectation to increase in 50% GNR's revenue from the implementation of the business plan in 4 years was set too high and not completely aligned with the local context. The evaluator considers that the touristic camp site in Lice is another effective way of creating the basis for future development in the GNR. However, the approved business plan misses the analysis of what would the main attraction in the reserve be, i.e., what is the main touristic product that could sell GNR. This should be analyzed and included in the revised business plan as part of the GNR's management plan's development.

The establishment of a system for GHG reduction that supports financially the reserve was set also too high and without considering that the carbon market is still incipient in the country. Thus, any intervention in this line should consider small steps to establish the basis for a consolidated system in the future. In this matter, the intervention was effective in creating capacities towards conservation action as discussed above.

Relevance

In terms of relevance of this thematic area, the evaluator considers that it is very relevant as it represents the only way of sustaining activities in the reserve. However, given the several limitations already discussed in this report, the action did not have a significant impact in this component.

Sustainability

The sustainability of this component is context dependant specifically in terms of promoting tourism in GNR in order to increase the reserve's revenues. This is crucial to increase the reserve's portfolio in biodiversity conservation and management in general. However, according to the GNR warden and IGF, the COSV project leveraged the attraction of the EU PROMOVE program (2020-2025) to GNR. The carbon credit intervention has potential to thrive in the area if the REDD+ on-going initiatives in the province (e.g. FCPF landscape restoration program) integrate the activities (e.g. Conservation agriculture, efficient stoves) initiated by COSV.

5. Conclusions and Recommendations

The COSV project started with an impressive potential of change, but had to be adjusted due to a series of external factors that dictated major deviations of its original conception in 2012. However, internal factors such as COSV long-term presence in the area and wide involvement of an extended range of stakeholders (including local institutions) contributed to redefine a context-oriented intervention. Due the complexity of the context in which the intervention was carried out (low technical capacity, high levels of poverty, project driven attitude by local stakeholders, among several other external factors discussed in this report) the fully unleash of the outputs were partially hindered. In spite of that, the project activities accounted for an admirable level of **Efficiency**, reporting a comparatively high number and quality of outputs for the submitted inputs.

According to this evaluation the intervention proved to be **Effective** for thematic areas 1 and 2 (biodiversity conservation and capacity building) and less effective for component 3 (financial sustainability). It is important to highlight that the project contributed to achieving some of the national targets on biodiversity conservation according to the Mozambique NBSAP (2015-2035). With regards to components 1 and 2 an important constraint in their effectiveness was an incomplete alignment of some activities (e.g. fires and planting) with scientific ecological knowledge and partial transfer of some skills (e.g. sense of ownership and proactivity). For component 3 the effectiveness was constrained by external

factors beyond the project's capacity to decide. However, it is important to recognize that the intervention created the foundations for future financial development and most importantly, prompted the approval of the EU funded project for GNR under the BIOFUND PROMOVE program.

The project's **Relevance** has been proven by several indicators as discussed thorough out the report, and it is important to stress once again that the planned actions directly responded to some of the most urgent needs of the region in which it is inserted.

Sustainability of the project appeared to be the weakest evaluation criteria. This is partially due to the nature of the intervention itself and the context in which it was implemented, i.e. low capacity, weak governance, limited coordination and communication among the stakeholders and limited income generating action in GNR (e.g. tourism, REDD+ mechanism).

In consultation with the different stakeholders and with the COSV team, the evaluator has identified the more important Lessons Learnt and associated Good Practices (Table 4), which should to be helpful guidelines to enhance the actual impact of future similar interventions.

Table 4 – Lessons Learnt and recommended Good Practices in support of future COSV interventions.

Thematic Area	Lessons Learnt	Good Practices
Biodiversity Conservation	**Lack of integration of scientific knowledge on biodiversity,** resulting in activities (e.g. planting, fire management, REDD+) with low impact	**Establish partnerships with local academic institutions (e.g. UniZambeze and Univ. Eduardo Mondlane)** to build the intervention upon existing knowledge of local natural ecosystems
Capacity Building	**Lack of capacity building of national service providers,** which may result in limited legacy of intervention in the area	**Establish partnerships with small national NGOs (service providers)** in order to create national institutional capacities in terms of project management and monitoring, social relationships and conservation action
	Lack of attitude towards proactivity and ownership by local communities, which may compromise the sustainability of the intervention	**Include training topics (e.g. organizational arrangements, entrepreneurship) and approaches (e.g. discussions, play-roles and exchange visits)** towards developing these crosscutting skills such as promote discussions and critical thinking on specific topics and promote local knowledge and think –tank development.
	Limited capacity for financial management by local communities, which may	**Include training topics to develop financial and organizational management skills**, which will prompt the communities towards a market-oriented behavior.

	hinder the continuity of income generation activities	
	Limited understanding by local communities of the Eco-tourism concept that limited developing community-based tourist-oriented activities	**Organize field visits** to similar initiatives in the region to improve understanding and discuss opportunities in the area.
Financial Sustainability	**Incomplete needs assessment** to increase revenues of GNR	**Adjust the business plan of GNR in coordination with key stakeholders,** to integrate eco-touristic and other income generating products into the reserve's business, i.e. define the selling product of GNR
	Limited links between rural development activities and GNR, which would support sustainability of the interventions	**Promote micro-business at the community level that** in partnership with the GNR would create conditions to sustain income generation activities (e.g. Conservation agriculture, Cashew nut, Sesame, etc.)
Cross-cutting issues	**Changes in the institutional setup,** which originated a deviation of the originally planned activities	**Develop a program-oriented approach**, aligned with national/regional plans and broad enough to accommodate specific interventions at different levels
	Limited integration of the intervention with district planning, which may compromise their continuity upon project cessation	**Support local government in district planning and budgeting** to integrate the activities initiated by the intervention in the decision-making process
	Lack of exiting strategy, which may compromise intervention's sustainability	**Define a clear exiting strategy** that includes among other things local responsibilities, partnerships and funding sources (internal and external)

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Annexes

Annex I - TOR - FINAL EXTERNAL EVALUATION

TITLE

COSV Final External Evaluation - Strengthening of financial sustainability and biodiversity of Gilé National Reserve - Mozambique

BACKGROUND

The project is implemented in the Gilé National Reserve (Gilé District, Zambezia Province), an *unicum* in Mozambique due to the absence of population inside it. The area was created in 1932 as a "partial hunting reserve", so the objective was the hunting of large mammals. In 1960 the boundaries of the Reserve were altered from 2,000 Km^2 to 2,100 Km^2. Currently, it has an area of 2,868 km^2. The actual status of National Reserve was established in 2000, and in 2011, the buffer zone was created.

The project is the continuation of COSV 3-year experience working with the communities in the buffer zone of Gilé National Reserve (GNR) implementing project addressed to the conservation and management of natural resources. The aim was reorganizing and aware local communities as decision maker in natural resources management. After the Independence as well as during the Civil War, the GNR natural resources were exploited by local population: wood, meat and any kind of not wood products have been drastically reduced.

The loss of biodiversity inside the GNR and in its surroundings is mainly due to the pressure that local population has on natural resources. Widespread poverty of the population in this area is dramatically influencing the conservation of natural resources which are massively exploited and represent the only financial source to live.

Nowadays, the condition in the area is stable and safe. As a matter of fact, the large part of the loss of biodiversity in the GNR happened during the Civil War when the population was unable to cultivate and ran inside the forest looking for food and shield.

The project aims to contributing to reduce this loss inside the Reserve and its surrounding areas introducing sustainable financing mechanisms (specific objective) as a pilot project that can be replicated in other protected areas in Mozambique (overall objective). The expected results designed to achieve the specific objective are:

- Reduced loss of biodiversity in GNR and its surroundings

(Activities: introduction of wild animals into the reserve, creation of a fire monitoring system, development of a reserve management plan, training of reserve guardians, rehabilitation of guardian spaces)

- Strengthened capacities of the Zambezia Provincial Tourism Department (DPTZ) in marketing and tourism management

(Activities: creation of a website, training of department staff, creation of a documentary)

- Reduced anthropic pressure on GNR and its surroundings

(Activities: creation of natural resource management committees, training on conservation agriculture, reforestation, introduction of improved cooker system, environmental education)

The action, in all its stages, was developed with the following partners:
- IGF Foundation is the principal partner in the action. The foundation is devoted to the biodiversity conservation and wildlife management and has signed since 2007 an agreement with the MITUR for the co-management of the GNR and its development. Since then, the IGF Foundation has acquired significant experience on the major topics of the reserve gaining the confidence of governmental authorities and local people. The IGF Foundation was responsible for all the activities to be conducted within the GNR.

- DPCTURZ (former DPTZ) is the local institutional authority responsible for the overall management of the GNR and its adjacent areas. DPCTURZ was fully involved in all project activities, increasing its management capacities, receiving training and developing capabilities to properly manage the GNR, develop tourism and led with local communities and eventually the private sector.
- Carbon Sink is the official spin-off of the University of Florence (Italy) committed in implementing high social-environmental projects in Least Developing Countries aimed to GHGs emissions reduction or offsetting. Carbon Sink was in charge of the technical activities related to CDM technologies introduction.

KEY OBJECTIVES

The final evaluation will focus on the following key objectives:

4. To Assess the relevance, efficiency, effectiveness and sustainability of the project according to the DAC Standard definitions
5. To produce a Final Evaluation Report following the 10-Steps-To-Result-Based-Methodology
6. To identify lessons learned, best practices and recommendations to contribute elaborating future projects and programmes.

KEY QUESTIONS

<u>Relevance</u>

Was the project based on an unbiased and accurate assessment of needs?
Are the produced needs assessments disaggregated by relevant categories?
Do they include people's needs, vulnerabilities and capabilities?
Did the assistance provided by COSV within the project framework meet the needs of the targeted population?
Were the need assessments' targeted beneficiaries identified, selected, and supported by the programme?
Which parts of the project intervention were the most relevant and why?
Which were the least relevant and why?
Were activities aligned with the targeted population's needs and priorities?
Were recommendations and learning from past reviews and evaluations applied to the response?

<u>Effectiveness</u>

What part of the project intervention proved to be more effective and why?
What internal and external factors affected the effectiveness of the project?
Were the internal organizational and the project's structure effective?
Were there appropriate systems in place to monitor activities, outputs and outcomes of the programme?
Did monitoring outcomes lead to project adjustments/revisions?

Did the project activities lead towards the achievement of the expected results/indicators as set in the Logical Framework?

Efficiency

To what extent is the relationship between inputs and outputs timely, cost-effective and to expected standards?

Do the outcomes of the program represent value for money?

Sustainability

Did the project strengthen local capacities, and to what extent?

What are the intended and unintended, positive and negative sustainability effects of the project?

What, if any, aspects of the programme will have a longer-term impact?

METHODOLOGY

The requested methodology to be applied is an Ex-Post modified version of the 10-Steps-To-Result-Based-Methodology. Hence, the Evaluation should encompass the following phases:

Step 1: Conducting a Readiness Assessment

A readiness assessment should be conducted to determine which whether prerequisites for a results-based M&E system have been in place during the project implementation. It should review incentives and capacity for an M&E system and roles, responsibilities and structures for assessing the project performance.

Step 2: Agreeing on Outcomes to Monitor and Evaluate

Outcomes to monitor and evaluate should be agreed through a participatory process identifying stakeholders' concerns and formulating them as the expected outcome statements (not necessarily only linked with the Project LF). Outcomes should be disaggregated and a plan developed to assess how they were or weren't achieved.

Step 3: Selecting Key Performance Indicators to Monitor Outcomes

Key performance indicators to monitor outcomes should be selected through a participatory process considering stakeholder interests and specific needs. Indicators should be clear, unbiased, relevant, economical, adequate and measurable.

Step 4: Collecting Baselines and Gathering Data on Indicators

Baseline data on indicators should be collected, where possible, as a guide by which to monitor the performances. Important issues when setting baselines and gathering data on indicators include the sources, collection, analysis, reporting and use of data.

Step 5: Planning for Improvement—Selecting Expected Targets

Performance targets should be selected to identify to what extent the selected expected outcomes were/weren't achieved. Factors to consider include baselines, available resources, time frames and feasibility concerns. A participatory process with stakeholders and partners is key.

Step 6: Outcome analysis

Outcome analysis includes the analysis of the pre-selected outcomes monitoring tools, following the chosen key indicators and focusing on the defined Expected Targets.

Step 7: Results-Based Counterfactual Analysis

Where possible, COSV encourages a Counterfactual Analysis of the most relevant Outcome Analysis' findings.

Step 8: Reporting the Findings

Reports on the findings should consider the requirements of the Key Evaluation Questions and present data clearly.

Step 9: Using the Findings

Findings of results-based evaluations can also be used to improve performance and demonstrate accountability. A conclusion section suggesting lessons learnt and reporting on good practices helps COSV and the other Project's partners to benefit of a continuous feedback and institutional knowledge and learning.

Step 10: Sustaining the M&E System within the Organization

Good results-based recommendations may be used in order to be strengthen the organization's M&E Framework. Critical recommendations may focus on clear roles and responsibilities, trustworthy and credible information, accountability, capacity and incentives.

EXPECTED OUTPUTS

The evaluator(s) should produce the following key deliverables:
Draft Evaluation Report
Final Evaluation Report

REQUIRED SKILLS AND QUALIFICATIONS

The competencies required from the External Evaluator are:
Advanced degree in social sciences, political sciences, economics, development or related fields;
At least 10 years of experience in leading evaluations, especially in the field of development projects;
Ability to use participatory approaches to evaluation;
Knowledge of the 10-steps-to-result-based-methodology;
Good knowledge of the local context;
Good analytical skills;
Excellent writing skills in English;
Adequate skills in Portuguese are essential;

CONSULTANT'S PROPOSAL

Proposals should include:

- Description of deliverables and a timeline;
- Full financial proposal including all costs (e.g. travel, accommodation expenditures) and costs for other evaluators if any;
- CV(s) of evaluator(s)
- Time frame

Annex II: Final program of the site visit and local interviews

Data e Lugar	Hora	Actividade	Participantes
15/06/2020 Viajem	11:50-15:00	Chegada a Quelimane	Alberto, Natasha, Mara
16/06/2020 Quelimane	8:30	Encontro DPTAZ	Alberto, Natasha, Mara
	10:00	Encontro DPCULTURZ	Alberto, Natasha, Mara
		Encontro PDIZ	Alberto, Natasha, Mara
		Partida para Mocuba	Alberto, Natasha, Mara, Valia
17/06/2020 Pebane		Partida de Mocuba	Alberto, Natasha, Mara, Claudio, Valia
		Visita comunidade Ratata: - Encontro membros CGRN - Encontro beneficiários actividades de agricultura - Visita campo de reflorestamento - Visita actividade da CarbonSink	Alberto, Natasha, Mara, Claudio, Anchita, Noemi, Fânia, técnicos, Valia
		Partida para Pebane	Alberto, Natasha, Mara, Claudio, Valia
18/06/2020 Gilé	8:00	Encontro com Administrador de Pebane.	Alberto, Natasha, Mara
	9:30	Encontro com SDAE de Pebane	Alberto, Natasha, Mara
	10:30	Encontro com SDPI de Pebane	Alberto, Natasha, Mara
	11:00	Visita comunidade Nacuruco: - Encontro membros CGRN - Encontro beneficiários actividades de agricultura	Alberto, Natasha, Mara, Claudio, Noemi, Anchita, Valia, Técnicos

Data e Lugar	Hora	Actividade	Participantes
		- Visita campo de reflorestamento	
	15:00	Chegada na RNG	Alberto, Natasha, Mara, Claudio, Noemi, Anchita, Valia, Técnicos
19/06/2020 Reserva		Encontro com Administrador da reserva	Alberto, Natasha, Mara, Claudio, Noemi, Alessandro
		Visita comunidade de Musseia: - Encontro membros CGRN - Encontro beneficiários actividades de agricoltura - Encontro com professores do Clube Ambiental das escolas de Pipine e Murreia - Visita campo de reflorestamento	Alberto, Natasha, Mara, Claudio, Noemi, Anchita, Valia, Técnicos, Bonde
		Visita comunidade de Nahece: - Encontro membros CGRN - Encontro beneficiários actividades de agricultura	Alberto, Natasha, Mara, Claudio, Noemi, Anchita, Valia, Técnicos
		Partida para Gilè sede	Alberto, Natasha, Mara, Claudio, Noemi, Valia
20/06/2020 Gilé sede	8:00	Encontro com SDAE Gilé	Alberto, Natasha, Mara, Valia
	9:00	Encontro com Administrador Gilé	Alberto, Natasha, Mara, Valia
	10:00	Encontro com SDPI Gilé	Alberto, Natasha, Mara, Valia
	11:00	Partida para Mocuba	Alberto, Natasha, Mara, Valia
21/06/2020 viajem	8:00	Partida para Quelimane	Alberto, Natasha, Mara
	15:25-18:35	Partida para Maputo	Alberto, Natasha, Mara

Annex III: List of interviewed individualities

Date	Name	Position
10.06.20	Alberto Tanganelli	COSV National coordinator
12.06.20	Alessandro Fusari	IGF National coordinator
16.06.20	Ali Aboobacar	Provincial Director of the DPCTURZ
16.06.20	Marcos Sapateiro	Provincial Director of the DPTAZ
16.06.20	Tomas Bastique	Focal Point of the REDD+ initiative in Zambézia and executive secretary of PDIZ
16.06.20	Domingos Valia	Head of the Department of Conservation Areas, Provincial State Secretary
17.06.20	Daniel Maula	Coordinator of RADEZA and President of PDIZ
17.06.20	Carlos Taunde	Ex-District director of SDAE Pebane
17.06.20	Committee for Natural Resources Management (CGRN)	Comunidade de Ratata, Pebane District
18.06.20	Virgilio Gonzaga	Pebane District Administrator
18.06.20	Filimone Manhique	District director of SDPI - Pebane
18.06.20	Committee for Natural Resources Management (CGRN)	Comunidade Nacuruco, Pebane District
18.06.20	Committee for Natural Resources Management (CGRN)	Comunidade de Musseia, Pebane District
19.06.20	Raimundo Matusse	GNR Warden
19.06.20	Fernando Bonde	GNR Community Development Department
19.06.20	Committee for Natural Resources Management (CGRN)	Comunidade de Naheche, Gilé District
19.07.20	Rodolfo Lourenço	Gilé District Administrator
19.07.20	Ivone Francisco Cambembe	District director of SDAE Gilé
20.07.20	Lemos Amborete	District director of SDPI Gilé
24.06.20	Antonio Guiso, Aldina Sindique, Antonio di Silvestro	CarbonSink Group
24.06.20	Amostra Sobrinho	Ex director of DPCTUR Zambézia
2.07.20	Julieta Lichuge	ANAC

Date	Name	Position
13.07.20	Federica Ferrari	Independent Consultant and responsible for the assessment of tourism potential and eco-tourism training