



**Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs)**

**FINAL REVIEW**

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## Executive Summary

### Objective of the review

This evaluation serves to assess the "Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs)", led by Ocean Revolution Moçambique.

It was commissioned by the Fondation Ensemble, one of the project's donors and it will serve as the Final external evaluation for the donors that contributed to this project with matching funds. The conclusions and recommendations set out here can be used to confirm or redirect future funding applications that may be submitted to other donors for the continuation of the activities that have been initiated and undertaken.

### The project and its results

PROJECT DATA	
PROJECT TITLE	Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs)
PROJECT COST :	485 931 €
DONORS:	216 696 € Fondation Ensemble (45%), Swift Foundation, Putnam Foundation, Toni Ross and UEM/WIOSAP (55%)
DURATION:	September 2020 – December 2023
PARTNERS	12 CCPs (119 CCP governance members and 4,150 CCP general members in 3 districts (Inhambane, Maxixe, Morrumbene) District Administration, District Economic Activities Service (SDAE), Department of Sea, Inland Waters and Fisheries (DPMIMAIP), Maritime Administration, Police (PRM), Inhambane Provincial Government, Provincial Directorate of Land and Environment (DPTA).

The project objectives are:

- Formally **setting up new CCAs and establish institutional capacity for managing them amongst CCPs**;
- Supporting CCPs in establishing **functional marine resource/fish catch monitoring systems** for CCAs;
- Reducing pressure on marine resources in Inhambane Bay through **diversification of livelihoods and food sources**, especially working with women and youth;
- **Strengthening capacities of district and provincial government and partners** for improved sustainable fisheries governance in Inhambane Province and at national level to ease/improve the CCA formalization process;
- **Supporting ORM as local institution** to continue operations **as change agent** and community action facilitator for improved artisanal fisheries management in Inhambane province and beyond.

This project is the second phase of a previous project financed by the Fondation Ensemble. By providing capacity building of Conselhos Comunitario da Pesca, the entities to take over the management of marine resources, it is perfectly in line with the current government policies, of Mozambique, which give access to community management of fisheries and marine resources with the REPMAR (Marine Regulation), approved in 2020.

**Despite the major challenges encountered along the way (the death of the association's founder, the Covid 19 pandemic, institutional changes), the initiative has proved a success,**

**and the results summarized below have been satisfactory, even more than satisfactory,** compared with similar projects in the same field.

- From 5 CCP originally involved, 9 more joined the initiative, totaling **14 CCPs around the Inhambane Bay that are ready to find ways to manage their depleting fishing resources and to reduce fishing effort by engaging in other activities** (agriculture, small-scale livestock farming, trainings).
- 5 new no take areas (called Areas de Recuperação de Recursos – ARR – under REPMAR legislation) totaling **1,173 ha of no take area in the Bay**. The monitoring near no-take zones and further away has been tracked (always it should be improved).  
In October 2023, **1 new Community-led Fishing Area – APGC** (Area de Pesca à Gestão Comunitária) was **locally created with total of 5659 ha – currently awaiting legal recognition** (signature of the Minister of the Sea), including 554 ha of No Take Zone areas.
- **6 temporary closures were carried out** all over Inhambane Bay (85% of the Bay, i.e. 21,250 ha) in Jan.-April 2021, Sept.-Dec. 2021, Jan.-April 2022, Sept.-Dec. 2022 Jan.-April 2023 and Sept.-Dec. 2023.
- According to Radio Moçambique, a Radio programme called Magulute focussing on environmental issues today reaches a potential 18 millions of community radio listeners, also in local languages.
- A pilot project in partnership with University Eduardo Mondlane (UEM) under the Strategic Action Programme for the protection of the Western Indian Ocean (WIOMSA) - UNEP was carried out to **restore 2400 m<sup>2</sup> of seagrass** in Nhampossa, Barra, Guilalene and Nhamaxaxa, **instead of expected 1000m<sup>2</sup>**.
- The alternative income generating activities component was particularly effective and got communities buy-in: **511 households were supported in agriculture and 387 in small livestock farming** and effort are were deployed to encourage community members to organize themselves into Village Saving Local Associations (VSLA) (32 VSLA concluding 1170 members) to understand how to manage and save money for future special needs such as small businesses.  
In addition, 10 students are under training at the local Training Institute INEFP and 8 at maritime school, bringing to a total of 145 students been trained.
- **Today, ORM is much more widely known than before the project, both nationally and internationally;** the NGO has been visited by the Secretary General of the UNEP Nairobi Convention, and by representatives of the UNDP (ORM received the **Equator Prize in 2022**, which is awarded every two years to reward outstanding community efforts to reduce poverty through the conservation and sustainable use of biodiversity), is consulted for the revision of government documents concerning fishing, and for its ability to have rallied around the establishment of APGC so many community members in the districts of Inhambane, Maxixe and Morrumbene.

It is worth mentioning that the project owes its success to the competence of the organization that implemented it, to the willingness of its team to strive and learn, to the Director's ability to create healthy relationships with partners, to the geographical configuration of the project area (villages and towns are all involved in the Bay "ecosystem"), where travel is relatively short and easy between the different sites, and as a result of two factors:

- **the strong communities' buy-in** of ORM's approach to creating marine protected areas, and their sense of ownership towards the agricultural and livestock activities proposed as alternatives to fishing;

- **the availability and willingness shown by the technical and administrative staff of the local authorities**, in particular the SDAE (Economic Affairs, in charge of fisheries) and the Maritime Police (with whom sea patrols are conducted).

## Project performance summary sheet

### Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs),

**Country** MOZAMBIQUE **FIELD** Community-led fishing areas

Final Review : November - December 2023. Reviewer : OBSCOM, [www.obscom.eu](http://www.obscom.eu)

#### Project Performance – CAD Criteria

##### Relevance

The project's objectives are perfectly aligned with (and the project perfectly relevant with regards to) the policies and the current developments of the regulation on marine issues represented by the REPMAR, issued in 2020-2021, which gives the communities the power to manage their own fishing resources and to protect some areas temporarily or permanently. The presence of a local Mozambican association able to mobilize and secure the commitment and buy-in of so many fishing communities led the Bay of Inhambane becoming a pilot project for the creation of LMMAs at national level. The project was designed to respond to the local challenge of depleting fishing resources by strengthening the community entities in charge of fishing (CCPs) towards sustainable fisheries and to respond to the consequent income reduction by offering the population economic alternatives.

##### Effectiveness

Considering the challenges, delays, adjustments that had to be done during the Covid pandemic, ORM staff and all the partners showed a high resilience and adaptative management and were able to meet all the expected objectives. All the objectives (18 out of 18, 100%) are met. ORM was able to involve more CCPs than initially planned and according to the new adjustments done by the government on the interpretation of REPMAR, it came out that the final area of APGC (Community Managed Fishing Area) currently under approval is 5,659ha rather than 2,000ha initially planned.

##### Efficiency

Given the very limited resources used in relation to the objectives achieved (and therefore the high level of efficiency), which, in a way, is a good guarantee of sustainability since the government would not have the means to increase them in any case, it doesn't seem to be another more secured alternative to implement this project. It seems there was no cost-effective more efficient method to achieve the same results since the quality and quantity of results achieved justify the resources invested.

##### Resilience

The organisation suffered a major upheaval when the former director, the founder and mentor of the entire staff, suddenly passed away. Later on, in 2020, because of Covid, other major changes had to be done to the organization strategy and way to work, while the communities had to stay motivated and the local authorities' officers had to keep their commitments. Despite the difficulties of making progress in an uncertain environment (the government's guidelines on what was and wasn't allowed to do were unclear, as this was the first time the situation had occurred), ORM and most of all the people, its partners, stood firm and showed a great resilience.

##### Impact

A sign of the project's impact can be seen in the buy-in of PCCs who weren't involved at the start of the project, in the desire shown by the authorities to contribute to this initiative without any special funding or reward, and the general feeling - a perception for the time being,

that have to be backed up by scientific data - showing that marine resources are doing better.

**Post-project Sustainability**

The project has been designed (and was effective in) to empower communities through the gazetting of CCPs and raise awareness among the population, propose and implement credible economic alternatives for the local populations (small-scale livestock and agriculture) and representatives from the authorities to enable the establishment of CCAs; the trust established between these two key partners is the condition to guarantee sustainable fishing in the long term, that could be met in this context with little funding or only a marginal contribution of external funds.

The evaluation grid below uses indicators that can be applied to all projects; it gives an overview of the qualitative results of the analysis of documents received, interviews with partners and discussions with the ORM team.

**EVALUATION MATRIX : THE PROJECT AT A GLANCE**

INDICATORS	poor	fair	good	very good	excellent
1. Community Engagement and Participation				■	
2. Stakeholder Mapping			■		
3. Participatory Planning			■		
4. Ecological and Socioeconomic Assessments		■			
5. Legal and Regulatory Framework				■	
6. Capacity Building				■	
7. Enforcement and Monitoring		■			
8. Alternative Livelihoods					■
9. Education and Awareness			■		
10. Adaptive Management			■		
11. Collaboration with NGOs and Research Institutions				■	
12. Community Benefit Sharing			■		
13. Communication and Advocacy			■		
14. Long-Term Monitoring and Evaluation	■				
15. Documentation and Knowledge Sharing		■			

C1 **Ocean Revolution Moçambique** is a local NGO with deep roots in the province of Inhambane, which **has established a very good relationship with the fishing communities and local authorities that is essential for field work.**

It's not usual to hear disadvantaged people never complain and never ask for more support from external partners.

**Administrative staff in this region shows a real willingness to move forward** ; it seem to really appreciate ORM's approach and feel supported in the work they have to do.

**ORM is seen as an key partner in implementing the government agenda,** to

meet the technical and political objectives set at both national (compliance with legislation at sea, development of alternative livelihoods, gazetting of CCPs) and international level (creation of community-managed areas, SDG 14, Blue Economy, etc.) levels.

**C2 The association has grown considerably over the years, becoming more professional and showing the necessary resilience to cope** first with the disappearance of its former director and founder, then **with the Covid pandemic, navigating between institutional changes**

and government staff turn-over which are unfortunately frequent in the country.

**C 3 ORM has secured a place in the Mozambican associative arena. Today, ORM is renowned throughout the province, nationally and internationally, thanks to its expertise, contacts with foreign partners and the UNDP Equator Prize it won in 2022. It's a proudly Mozambican NGO, and claims not to be obliged to work with large conservation NGOs with a different philosophy and approach.**

C4 The buy-in of 5 CCPs already familiar with ORM at project start up covered 9 other CCPs in the Bay of Inhambane (instead of the 5 more planned), totalling **14 CCPs currently engaged in the project.** ORM was able to manage the project's available resources appropriately, distributing its support to all the 14 communities.

**C5 An APGC covering 5659ha of the Inhambane Bay is locally established and currently awaiting the legal official recognition** (signature of the Ministry of the Sea), and 12 small Areas de Recuperação de Recursos (ARR) or No-T-Zones of 1,173ha are locally established. 3 of them (564ha) are included in the APGC. Another APGC is under development, a bit northern in the Bay.

**C6 The introduction and consolidation of VSLAs has been a good incentive mechanism and, for some, an effective way of learning the basics of financial management.** Oddly, people of the same culture and traditions who live in the ocean-side district of Inhambane are not interested at all. We can therefore assume that the adoption of this practice by the CCPs working with ORM is due to the way in which the VSLAs have been introduced and monitored by the staff of the association.

**C7 Alternative activities have been particularly well developed; with few financial resources, a strong buy-in of the population (with no or low expectations) and technical agents, as and commitment of district and provincial technicians,** in addition to the follow-up of ORM staff, the households concerned by the support in seeds and agronomic advice (511) and those who have received livestock (387) have been able to improve their income.

A socio-economic survey was carried out in September 2022. It provides important findings, which concur with the conclusions of this evaluation (community acceptance and commitment to the activities proposed by ORM, effective collaboration with the authorities, etc.), but does not provide any data on household incomes.

#### **Conclusions on socio-economy study**

*All CCPs were involved in the data collection process, and 290 community members were interviewed. The results broadly indicate that there is a **high degree of acceptance of the conservation measures implemented** with the support of the ORM, especially the nursery protection program and the application of periodic vedas.*

*Despite these constraints, it is the **interviewees' perception that there is already a reduction in pressure on fishing resources**, motivated not only by the protection of the nurseries and the imposition of closed seasons, but also by the offer of alternative livelihoods such as agriculture and small animal husbandry and technical and vocational training for young people (men and women).*

*Among the project's main partners, there is a **high degree of consensus regarding the increase in the communities' environmental awareness as a result of the creation of the environmental education and awareness programs** (village talks), which, **according to them, have largely contributed to the communities understanding** the significance of protecting the nurseries, the importance of the existence of temporary closed seasons and the need to reduce pressure on fishing resources.*

**C8 On gender issues, there has been a change in participation in discussion groups, for example on gender-based violence; now some men join the meetings and speak in front of the others.**

## 5 RECOMMENDATIONS

R 1 ORM has approached and been approached by many donors, cooperation agencies, conservation funds and programs: **ORM needs to** be careful to follow up and **carry on the work begun in Inhambane and finalize the creation of the 2 APGc in progress**, the risk being that the NGO starts to work on other areas and topics to meet other donors' expectations and criteria.

R 2 **Progress can be made to further integrate modern monitoring technologies (GPS tracking, GIS) to improve fishermen's monitoring capabilities and the implementation of fisheries management/protection measures in community areas.** Even if fishermen know their territory perfectly well, visualizing their knowledge on maps can be very useful in helping them understand the issues at stake. Participatory mapping methods are proving effective even with poorly educated communities.

R3 Monitoring of fish catches has been implemented and improved, but it should be systematized, cover key sites inside and outside the APGC as well as many NTZ as possible. **Capacity building of fishers is needed to create a 'citizen' science programme and facilitate data collection.**

R4 There is a lack of clear, concise, one-page fact sheets with graphics and information that can be shown to CCPs members and institutional partners, whether or not they are convinced of the effectiveness of the measures put in place. Even the work accomplished in non-technical areas - support, awareness-raising, capacity-building - should be quantified, summarized, and shown to the various communities living far apart. **Visual supports (brochures, maps!) would be key to consolidate and justify the work done** by ORM in the various fields (advocacy, trainings..).

R4 **A socio-economic baseline with financial data for each household has yet to be established before and after the project**, in order to provide baseline figures for any improvements in living conditions that may be seen, for example, as a result of the present project.

### Acknowledgements

The Reviewer would like to thank the ORM Team, who were very receptive to requests and organized an intensive field visit in a very short timeframe, full of meetings with representatives of the authorities (who were all available, showing their genuine interest in the initiative).



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## List of Abbreviations

**ADMAR:** Maritime Administration  
**ADNAP:** National Administration of Fisheries Areas (District and Provincial level)  
**APGC:** Área de Pesca à Gestão Comunitária, / Community-managed Fishing Area  
**BRUV:** Baited Remote Underwater Video  
**CCA:** Community Conservation Area (ACC in Portuguese)  
**CCP:** Conselho Comunitário da Pesca / Community Fisheries Council  
**DAC:** Development Assistance Committee (OCDE)  
**FFI:** Fauna and Flora International  
**GIZ:** Deutsche Gesellschaft für Internationale Zusammenarbeit  
**IFPELAC:** Institute for Professional Training and work studies  
**IIP:** Fisheries Research Institute  
**INEFP:** National Institute for Professional Training  
**LMMA:** Locally Managed Marine Areas  
**MMF / AMM :** Marine Megafauna Foundation/Association  
**MSP:** Marine Spatial Planning  
**ORM: Ocean Revolution Moçambique**  
**PRM:** Police of the Mozambican Republic  
**REPMAR:** Maritime Fisheries Regulation Law  
**SDG:** Sustainable Development Goal  
**SDAE:** District Services for Economic Activities  
**SPAE:** Provincial Services for Economic Affairs  
**UEM:** University Eduardo Mondlane  
**UNDP:** United Nations Development Programme  
**VSLA:** Village Saving and Loans Association / ASCA  
**WCS:** World Conservation Society  
**WWF:** World Wildlife Fund

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# 1 INTRODUCTION

## 1.1 Project overview

Between September 2020 and December 2023 Ocean revolution Moçambique implemented the project “*Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs)*” in the Inhambane Province, Mozambique.

The project aimed at mobilizing 5 Conselhos Comunitario da pesca (CCPs) already involved in a previous phase (Ilha de Inhambane, Marrambone, Mucucune, Muele and Nhampossa), and at least 5 new CCPs in Inhambane, Maxixe and Morrumbene Districts, in order to established as many community conservation areas as possible.

The project had a budget of 485 931€ and was funded by Fondation Ensemble (216 696€, 45%) UEM/WIOSAP and 3 American charities.

<b>PROJECT TITLE</b>	<b>Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs)</b>
IMPLEMENTING ORGANIZATION :	<b>Ocean Revolution Moçambique (ORM)</b>
COUNTRY :	Mozambique (Inhambane Province) Primary partners: 119 CCP governance members and 4,150 CCP general members (men and women, youth) from 12 CCPs in 3 districts (Inhambane, Maxixe, Morrumbene). District Administration, District Economic Activities Service (SDAE), Department of Sea, Inland Waters and Fisheries (DPMIMAIP), Maritime Administration, Police (PRM), Inhambane Provincial Government, Provincial Directorate of Land and Environment (DPTA).
STAKEHOLDERS :	Secondary partners: WCS, NatureMetrics, Marine Megafauna Association (MMF), WWF national office, University Edouardo Mondlane (UEM), Ministry of Sea Inland Waters and Fisheries, National Institute for Fisheries Research (IIP), Administração Nacional Areas de Conservação (ANAC)/Ministry of Land and Environment (MITA), private sector partners such as local dive centers, Anantara resort, White pearl resorts in Tofo (employer of trained young people)
PROJECT COST :	485 931 €
CONTRIBUTION FONDATION ENSEMBLE	216 696 € Fondation Ensemble (45%)
MATCHING FUND :	Swift Foundation, Putnam Foundation, Toni Ross, UEM/UNEP
DURATION:	September 2020 – December 2023

The project **main objective is to upscale marine Community Conservation Areas (CCAs) throughout Inhambane Bay** in order to protect and more sustainably manage marine resources and biodiversity and enhance livelihoods of local fishing communities, by:

- Formally setting up new CCAs and establish institutional capacity for managing them amongst CCPs;
- Supporting CCPs in establishing functional marine resource/fish catch monitoring systems for CCAs;
- Reducing pressure on marine resources in Inhambane Bay through diversification of livelihoods and food sources, especially working with women and youth;

- Strengthening capacities of district and provincial government and partners for improved sustainable fisheries governance in Inhambane Province and at national level to ease/improve the CCA formalization process;
- Supporting ORM as local institution to continue operations as change agent and community action facilitator for improved artisanal fisheries management in Inhambane province and beyond.

### Area of intervention and key actors

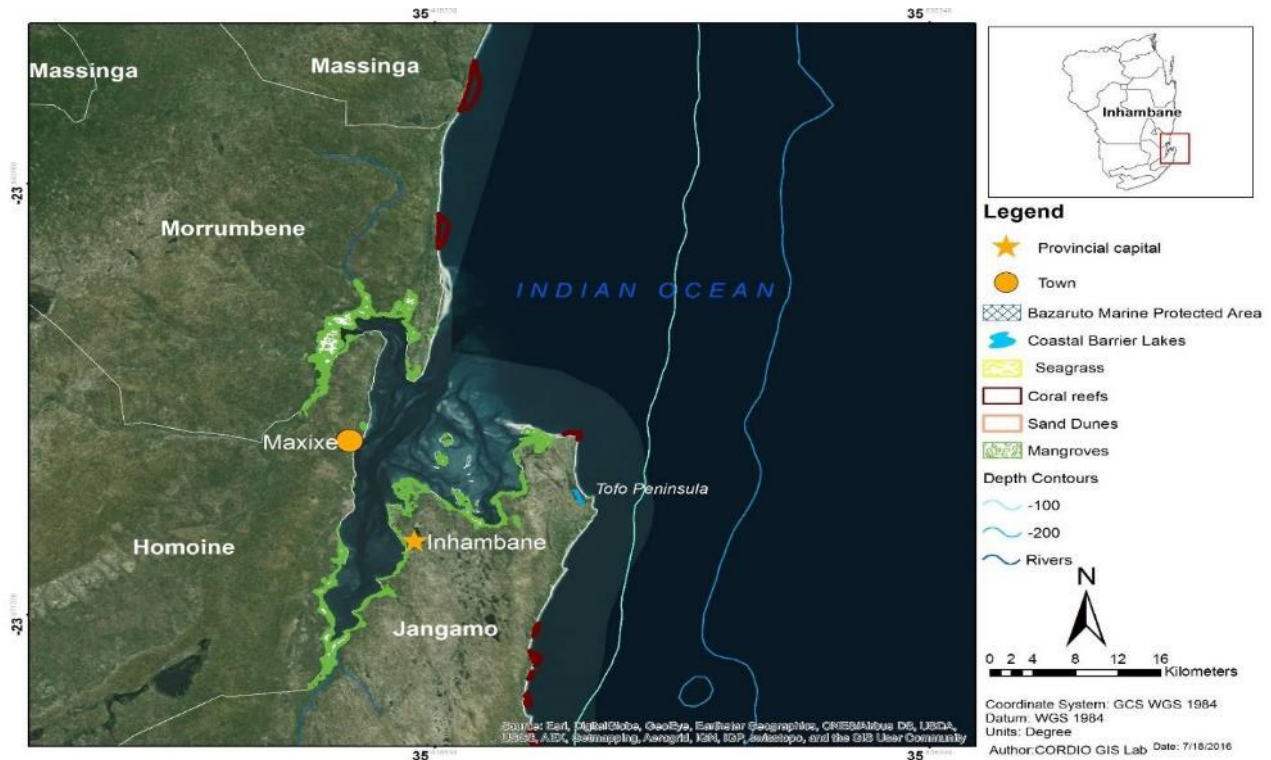


Figure 1 Project Area, Inhambane provincial capital and main ecosystems.

Table xx shows the 10 original CCP that were working with ORM at project's start, the number of members and the population of the area they cover. In bold are CCPs that established a Community Conservation Area, generally intended here as permanent closure area (usually for shrimp) or No-Take-Zone (NTZ), but also called Area de Recuperaçao dos Recursos (ARR) in the new regulation called REPMAR.

District	Name of CCP	Board members	General members	Population
Inhambane	Ilha de Inhambane	9 members: 5 men, 4 women;	188: 117 m / 71 w	1,100
	ou Guiduane			
	Marrambone	12 members: 9 men, 3 women;	300: 150 m / 150 w	1,200
	<b>Mucucune</b>	11 members: 6 men, 5 women;	200: 110 m / 90 w	1,600
Maxixe	<b>Muele</b>	10 members: 8 men, 2 women;	600: 340 m / 260 w	11,000
	<b>Nhamossa</b>	7 members: 5 men, 2 women;	300: 180 m / 120 w	5,000
	<b>Chicuque</b>	16 members: 16 men;	1200: 1140 m / 60 w	18,000
	Nhamaxaxa	8 members: 4 men, 4 women;	150: 125 m / 25 w	1,700
Morrumbene	<b>Kuguana</b>	20 members: 8 men, 12 women	538: 458 m / 80 w	5,000
	<b>Sahane</b>	19 members: 4 men, 15 women	74: 56 m / 18 w	980
	<b>Morrumbene (Vila)</b>	7 members: 6 men, 1 woman.	600: 315 m / 285 w	2,500

Figure 2 Table of CCPs at project start. Figure 2 shows the number of CCPs that work today with ORM: 14 CCPs are involved in ORM's project and 4 established new CCAs, for a total of 12 CCAs and a total coverage of 1,173ha.

N.	Fisheries Community Council (CCP)	Community Conservation Area (CCA)	Area covered
1	Madava		
2	Kuguana	Torotoro	11.43
3	<b>Nhampossa</b>	Guindziwe, <b>Marragane</b>	
4	Muele	Ponte Cais	4.68
5	<b>Chambone</b>	<b>Maixe</b>	538.27
6	Chicuque		80.12
7	Mucucune	Guilalene, Guidzivane	46.81
8	Marrambone		0
9	Chamane	Chamane	131.5
10	Guiduane or Inhambane (Ilha)	Guiduani	95.11
11	Nguja	Thumbine	
12	Nhamaxaxa		0
13	Sahane	Gibele	66.45
14	Morrumbene	Jogo	158.37
TOTAL			1,173

Figure 3 CCPs and Community Conservation Areas with their surface.

## 1.2 Objective of the review

This evaluation serves to assess the "Improving artisanal fisheries management in Inhambane Bay by upscaling marine Community Conservation Areas (CCAs), led by Ocean Revolution Moçambique.

It was commissioned by the Fondation Ensemble, one of the project's donors and it will serve as external evaluation for the donors that contributed to this project with matching funds.

The conclusions and recommendations set out here can be used to confirm or redirect future funding applications that may be submitted to other donors for the continuation of the activities that have been initiated and undertaken.

## 1.3 Methodology

The following methodology has been used along the evaluation process.

- Desk-Based Review: a comprehensive examination of reports, existing data, and project documents were examined to gather a comprehensive understanding of the project's history and context.
- Interviews: one-on-one interviews were carried out to collect in-depth insights and perspectives from key stakeholders such as with representative of local authorities in charge of Economic Affairs, Maritime Police, and Provincial Government in 5 villages, and beneficiaries of the project. These interviews provided a platform for detailed and personalized feedback.
- Focus Group Discussions: some discussions with CCP members, fishers not specifically associated to the CCP, community members who benefitted from trainings or from technical assistance in agriculture and small-scale livestock farming. These discussions generated collective insights, drawing from the participants' varied experiences, opinions, and ideas, which is a crucial part of the evaluation process.

- Site Visit Observation: site visits provided an on-the-ground perspective of the project's progress, challenges, and alignment with its original goals and objectives. This hands-on assessment ensures a holistic understanding of the project's implementation and impact.

Together, these evaluation methods contributed to a comprehensive and well-rounded assessment of the project, allowing for informed decision-making and potential improvements on synergy and approaches.

## 2 THE PROJECT PERFORMANCE – RESULTS WITH REGARDS TO EXPECTED OUTCOMES

As it is shown at Annex D, most objectives were met, and the results show that many of them have exceeded the target values.

RESULTS / EXPECTED OUTCOMES	poor	fair	good	very good	excellent
EXPECTED OUTCOME 1 : Formally setting up new CCAs and establish institutional capacity for managing them amongst CCPs					
EXPECTED OUTCOME 2 : Supporting CCPs in establishing functional marine resource/fish catch monitoring systems for CCAs.					
EXPECTED OUTCOME 3 : Reducing pressure on marine resources in Inhambane Bay through diversification of livelihoods and food sources,					
EXPECTED OUTCOME 4 : Strengthening capacities of district and provincial government and partners					
EXPECTED OUTCOME 5 : Supporting ORM as local institution to continue operations as change agent					

Figure 4 The project at a glance.

### 2.1 Results Outcome 1

#### EXPECTED OUTCOME 1 : Formally setting up new CCAs and establish institutional capacity for managing them amongst CCPs

This involves carrying out concurrent activities on two fronts:

- first, to strengthen the bodies responsible for managing marine resources, the CCPs, now legitimised by a new regulation approved at the right time in 2021
- secondly, to lead these CCPs and the communities they represent towards the creation of CCAs.

As mentioned at paragraph 1.1, ORM was able to involve more CCP that planned at project start. Depending on the level of development of each of them, the support the association could provide with is different; some were well established and needed to be more structured and informed on the new legislation in place REPMAR (Maritime Fisheries Regulation Law), some were dormant and needed to be reactivated, documents needed to be updated and reformulated, while some other had to be supported from scratch.

It is therefore difficult to determine how far this irregular process has gone for the 14 CCPs and how efficient was ORM in doing so. Nevertheless, during the project, having heard what ORM was doing, some CCPs from villages on the other side of the bay asked ORM to be involved in the project. This means that there has been a growing awareness of the need to start managing resources, whose depletion is obvious to all fishing communities.

Some communities began to set up permanent or temporary closures after discussions with ORM; others, like Kuguana, had already established zones in the bay where fishing was prohibited, before the arrival of the NGO. Chicuque is a village at the far end of Inhambane Bay, home to a large CCP with 782 fishing boats; with the arrival of ORM, the communities have established 3 permanent closures (berçarios) although they had already understood a little the importance of sea grass beds as a key ecosystem to protect marine resources.

During focus groups with CCP representatives, people say that ORM is helping them to better understand the legislation; they have heard of (not all of them) REPMAR and know more or less what it is, and are asking ORM to support them in revitalizing the governance bodies, reassigning roles to everyone, re-launching member elections, helping them to draw up documents to send to district or national departments (to obtain legalization and be recognized as a fully-fledged legal entity. [...])

As for the establishment of community-managed marine areas, the different terminology used before REPMAR and other terms introduced with REPMAR were interpreted differently by the government departments institutions and the civil society players - who act as intermediaries between them and the communities.

REPMAR introduced the terms Areas de Pesca à Gestao Comunitaria (APGC) and Area de Recuperacao de Recursos (ARR) in a landscape where community conservation areas were until then designated as Areas de Conservacao Comunitaria (according to the law governing the terrestrial environment).

ORM, like so many other NGOs, having started the project before REPMAR was put in place, used the term ACC and set a target of 2000ha of protection at the end of the project. The association believed that this corresponded to permanent protection zones (or No-Take-Zones) called ARR in REPMAR. But subsequently it appeared that according to the new regulation, the marine areas managed by the communities ORM was helping the CCPs to create were in fact APGCs.

ORM supported in particular 5 'stronger' CCPs who submitted all the necessary documents to the Ministry of Sea, Inland Waters and Fisheries (MIMAIP) to create an APGC as large as 5659 ha! See picture XX below (TBN that this is a NON OFFICIAL map – no scale available - since the area has not been legally recongnized, yet). This APGC would include 554 ha of ARR (No-Take-Zone areas).

Another APGC involving 3 more CCPs is under development, in front of Morrumbene town.



Figure 5 The first APGC awaiting for legal approval in the Inhambane Bay.

In fact, this does not mean that an area of 5659 ha has been officially created, as the Minister for the Sea must sign a decree of creation. Moreover, as the application of REPMAR is still under debate, it would seem that management plans of each proposed APGC have also to be signed by the Minister for the Sea and published in the National Newsletter (Bulletin Nacional) which introduces officially their creation.

The process of legalisation is therefore far more restrictive, lengthy and in a way uncertain, before we can say that the objective of securing 2000 or 5000 ha has been achieved.

Having said that, all the CCPs are involved in some way in protecting their resources: either because they have created NTZs locally called berçarios (nurseries), or because they have committed themselves to the protection of their resources.



Consequently, there's a reality in terms of the law (formalization of community-managed marine area creation processes/institutionalization of CCPs, which can exercise their rights in full legality) and a reality in the field, where small but functional areas are now closed to fishing on a temporary and often permanent basis.

Between November 22 and 25, 2023, WWF and Fondation Ensemble organized a workshop in Maputo on the creation of marine protected areas. All participants (small and large NGOs, foundations, research institutions from Mozambique) shared their points of view and asked questions to ADNAP representatives to better understand the procedures required by REPMAR. Interpretations of this regulation are still being debated.

A good step forward has been the recent publication (in 2023) of a procedure manual (locally called Diploma) which explains what documents must be provided by CCPs, which institution has to be approached, how, what are the deadlines...Poorly educated communities would not be able to handle the gazetting of their APGC or ARR on their own, without the support of NGOs.

In this sense, although ORM is well aware that the LMMAs are under the jurisdiction of the CCPs in conjunction with the State, and takes a back seat, its role is essential: notwithstanding the funding needed to organize meetings and contact the right people, even very well-informed and willing CCPs could not (yet) be the driving force behind the APGC creation process.

## Education

Education component falls under Outcome 1 since it's the key to make communities understand what happens, why resources are depleted, what they should do to reverse the situation and how.

The Science and GIS Officer is involved whenever ORM needs to work with a university or when scientific or technical data is involved (he attended the LMMA workshop and provided insights to the discussions). He is also responsible for the radio programme called Magulute, which has been particularly effective, in times of pandemic, in keeping people informed on what was going on and stay alert on the marine environment.

Once a week, this person records a programme which is then relayed by Radio Mozambique, whose coverage extends from Maputo and Gaza provinces to the Tete province, up north; this (big) radio station can calculate the number of listeners, which has continued to grow for the Magulute programme.

With regards to the work done in school, a Handbook on Marine Education has been produced in 2021/2022 to promote readers' knowledge and awareness of the marine and coastal environment, raise interest about issues linked to the marine and coastal environment, encourage active participation in improving the quality of life, conservation and preservation of marine and coastal biodiversity and contribute to the development and preservation of good environmental practices and the solution of environmental problems.

ORM is waiting for the official approval from the Ministry of Education so that the staff will be able distribute some copies in the schools and other key places. The handbook chapters highlight 1 the importance of oceans, coastal and marine biodiversity, 2 issues related to oceans (pollution, overfishing), 3 information on fauna and flora and ecosystems at large such as mangroves, seagrass, reefs, 4 the way to protect them, 5 with a calendar to remind everybody important international days for nature (June 8, Ocean Day, etc.)

## 2.2 Results Outcome 2

### EXPECTED OUTCOME 2 : Supporting CCPs in establishing functional marine resource/fish catch monitoring systems for CCAs.

This is perhaps the most ambitious objective, and one for which efforts should be made. In relation to the MTE recommendations, ORM has made progress and set up a monitoring system that was not previously as structured in 5 villages: Morrumbene, Guidwuane, Guidzivane, Maxixe and Maragane.

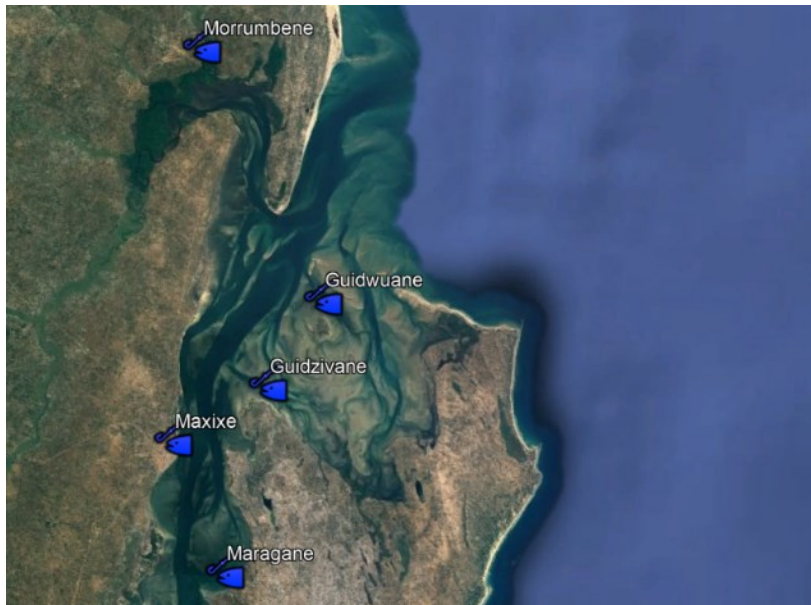


Figure 6 The 6 project sites where the fish catch monitoring has been carried out.

Species abundance and catch per unit effort have been measured in 2021, 2022 and 2023 (the last measurements should be planned in December 2023).

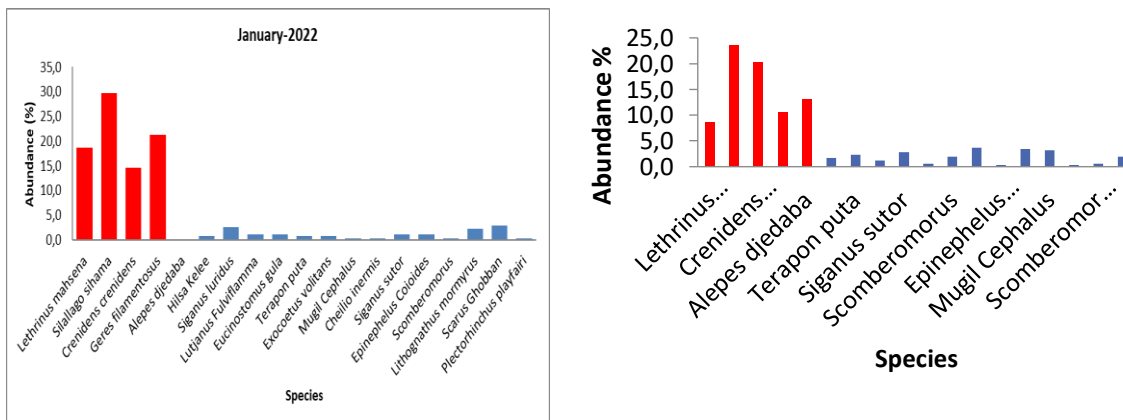


Figure 7 and 7bis Comparison of species abundance between January 2022 and March 2023.

The main species monitored (*Lethrinus mahsena*, *Silallago sihama*, *Crenidens crenidens*, *Geres filamentosus* and *Alepes djedaba*) along Inhambane Bay are found in areas adjacent to the community protection areas along Inhambane Bay.

These species made a greater overall contribution to the catch, showing a relative abundance when compared to other species, with **a frequency of four to five species monitored in each fishing centre, showing that the implementation of the community protection areas along Inhambane Bay has had positive results.**

There is also **a reduction in fishing time after the opening of closed seasons**, which is positive for the management of fishing resources, showing that **these practices have a positive effect**.

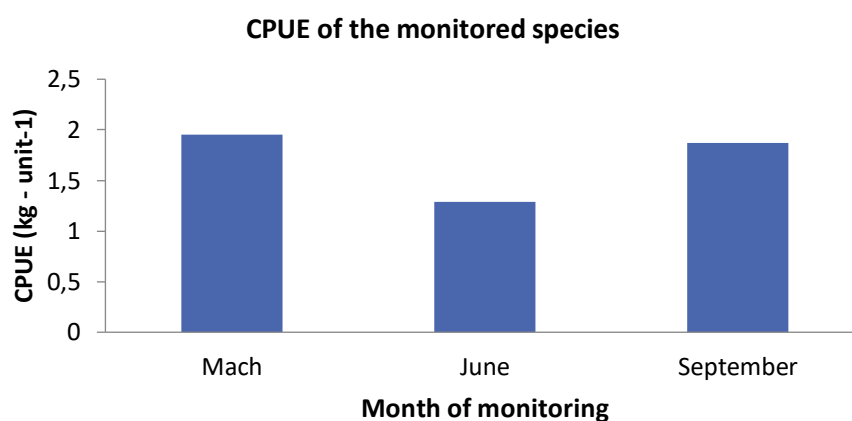
The occurrence of individuals or fish with negative growth (growth in length rather than weight) may be associated with the low rainfall recorded in 2022 and 2023, as this facilitates the transport of nutrients into the waters, making nutrients available to the fish.

Despite this, the catches of the species monitored are acceptable, except for *Lethrinus mahsena* and *Geres filamentosus*, since the **results** presented here **indicate that very small individuals were caught in the month of November, the month in which the use of trawls as an alternative to surface shrimp seining in Inhambane Bay was approved** (each year there is a national temporary closure (veda) for shrimp between November and March).

This may have contributed to the use of nets with small meshes to catch these individuals, but it may also be associated with the successive disappearance of some individuals of breeding age along Inhambane Bay, which consequently puts great pressure on the juveniles of this species, which is why closures are implemented along the Bay to improve the quality and quantity of fishing resources.

**In general, the CCAs in Inhambane Bay have produced satisfactory results.**

The value of CPUE varied during the monitoring period, being higher in the months of March and September. Effort and CPUE showed different patterns, because fishermen increased their effort and produced higher CPUE, as illustrated in Figure 8 below:



**Figure 8 Catch per unit of effort of the species monitored during the monitoring months.**

However, it should be noted that in June there was less effort, showing that the fishermen took less time to catch the fish.

According to ORM (the reviewer could not verify this since it's a result of long-term patrolling), at the beginning the fishermen stayed away to the no take zones, and now they tend to stay much closer, knowing there is more fish just outside the boundaries.

Fishermen perception is that there's more fish, diversity and they can see some improvements in the closure they apply.

ORM noticed a presence of target species both in and out CCAs. WCS owns the data, not to prove the impact of CCAs. Learn about BRUVS.

Under this outcome fall a pilot project in partnership with UEM under the Strategic Action Programme for the protection of the Western Indian Ocean with UNEP funding, that was extended to December 2023. The purpose of the ecological monitoring of seagrass beds and mangroves within the CCPs of Nhampossa and Barra pre-marked area is to track changes on the ecosystem and prepare decision making process.

With regards to a ray and shark monitoring that had to be carried out in partnership with WCS, fishermen didn't participate in this activity, but ORM developed awareness raising activities. As the telemetry component for this project didn't happen, it was agreed to do more samples instead until project end.

Although it takes time to get conclusive results on the health of the environment inside and outside temporary or permanent closures (because of biological processes), and although it takes time, too, to build capacity so that communities can make such measurements on their own, in the long term, no one will be satisfied with such vague observations as "there's been an improvement" because people will have to be provided with science-based data.

**2.3 Results Outcome 3**

**EXPECTED OUTCOME 3 : Reducing pressure on marine resources in Inhambane Bay through diversification of livelihoods and food sources, especially working with women and youth.**

With limited funds (18K€) and the technical assistance of SDAE ORM staff was able to set up efficient livelihoods activities that provided some income to the beneficiary families. What's missing is a comparison of these incomes in terms of increased household income, which only an in-depth socio-economic study can provide. Nevertheless, this initiative being the first one to be introduced, ORM assumes that income necessarily increased.

**Agriculture**

There are 6 greenhouses (estufas) established by the project where salad, piri piri, pepperbell, as well as individual farmers have their own fields (machamba).

Every month, the women in charge of the machambas look at how much they have earned and share the income fairly. Tracking of quantities of seeds supplied, production and sales in kilos of each kind of vegetable, sales in kilos, number of beneficiaries records are well kept, as shown Figure 9.

In the 6 greenhouses 27 beneficiaries cultivate, lettuce, cabbage, peppers, tomatoes, onions, cucumbers, carrots, while ORM also supports 90 beneficiaries with seeds and technical assistance for their crops.

Some other family received 3110 plants of coconut trees (very common in the area – there are small industries that use coconut oil and other products) and 810 cashew nuts trees. ORM says only 67 plants were lost “%” so the survival rates would be 98%..

**OVERVIEW OF EXPENDITURE AND INCOME LINKED TO AGRICULTURE**

	Costs seeds provided	Revenues from sale	Net gain (no labour costs)	Beneficiaries
1st campaign Independent producers 2021	955	3065	<b>2110</b>	92
1st campaign greenhouses	125	1155	<b>1030</b>	27
2nd campaign Independent producers 2022	622	3072	<b>2450</b>	92
2nd campaign greenhouses	68	1205	<b>1137</b>	27
3rd campaign Independent producers 2023	564	2709	<b>2145</b>	92
3rd campaign greenhouses	66	670	<b>604</b>	27

Figure 9 Investments and income generated by agriculture activities.

### Small-scale livestock farming

140 families in 2021, 106 in 2022 and 141 families in 2023 benefitted from support on livestock farming, equitably shared throughout the CCP 1954€.

140 families received 394 animals, they sold 110 with an income of 1954€ and consumed 35 animals.

Out of 301 animals supplied in the second phase, after reproduction, beneficiary families were able to pass on 398 animals to other families, including pigs, goats, chickens, ducks and rabbits. Globally, total people received 394+301=695 animals, they consumed some and passed on 394 animals to other families.

Each family receiving for example some ducks, must prove that it has the space to set up a henhouse and the money to buy food for feed the animals. To start with, they receive one male duck and 3 females; each beneficiary must be able to pass on a young duck to another family free of charge, and must be able to keep eggs, reproduce their ducks and then decide appropriately how many to sell or keep for their own consumption.

In the case of pig farming, ORM technicians encourage beneficiaries to carefully calculate the costs and investments needed (benefits/disadvantages from selling an animal rather than investing in its reproduction).

### Vocational Training

As a representative from Chicuque said, "ORM is also thinking about the children of fishermen", offering training in carpentry and plumbing to support the growing construction industry in the District, or supporting others to become sailors and piloting passengers' boats.

Communities/CCPs	Training of seafarer	IFPELAC Training	Men	Women	Nr informal sector employees (IFPELAC)	Nr employees formal sector
Morrumbene	8	11	4	15	11	
Sahane	5	11	10	6	11	
Nhamaxaxa	1	10	7	4	8	2
Chicuque	0	5	4	1	4	1
Maxixe	3		3	0		
Cuguana	0	10	5	5	8	2
Nhampossa	5	11	8	8	9	2
Muele	5	10	10	5	10	
Mucucune	6	11	12	5	9	2
Marrambone	5	10	8	7	10	
Guiduane/Ilha de Inhambane	8	10	14	4	9	1
<b>Total (145)</b>	<b>46</b>	<b>99</b>	<b>85</b>	<b>60</b>	<b>89</b>	<b>10</b>

Figure 10 Overview of number of people trained by village and sectors.

6 young people graduates from the Institute of Training (IFPELAC) are working formally in local companies, and 4 young people trained as sailors in outboard motors are working on motorised passenger boats on the Inhambane and Maxixe crossings.

There are 41 young fishermen who are legally and safely driving boats transporting people and cargo on local crossings, as well as fishing.

89 people work in the informal sector (90%), more or less successfully, and only 10 (10%) are formally employees. The mid-term evaluation highlighted the need to keep track of people trained by the project; ORM seems to have done this, but it's true that the next step would be to put these young people in touch with employment agencies or construction firms where

masons and plumbers could certainly work (there's a huge amount of new building underway in and around the town).

To recap the exchanges on the different types of training courses, the ORM marine officer, for example, who graduated in South Africa gives theoretical and practical courses in boat driving (50 young people were trained over a year); the young people learn the theory, obtain a temporary licence (cedola marítima) a provisional certificate for apprenticeship (they can support other passenger ships, such as those operating between two sides of the bay, Inhambane and Maxixe), do a traineeship and then take a final exam (to test their swimming, mathematical and practical skills, security at sea) to obtain the boat driver's diploma.

In the village of Cocane, some of the young people trained in plumbing or sewing complained a little about the lack of tools to practice the trade... in another village, Cuguana, other young people show more initiative, work with others and use their tools, know how to keep a little money to buy their own tools and even wish they could teach others (even though they have just learned the basics).

Finally, ORM was keen to introduce the consultant to a 22-year-old girl in Inhambane who was trained as a mechanic and works in a truck repair garage. She seems to feel comfortable in this rather masculine environment, and her boss appreciates her rigor and skills.

**VSLA (source Estudo do Impacto ASCA)**

Some interesting and precise data were collected in the Report “Study on the impact of VSLAs). 4 community fishing councils were selected: Nhampossa and Mucucune in Inhambane, and Coguana and Nhamaxaxa in Maxixe. Out of the 12 VSLA created by ORM, the study focussed on 7 VSLA which already used to use this fund, focusing on issues related to participation in the groups, savings, loans and investments, as well as people's perceptions of the impact of the programme on their lives and on the community.

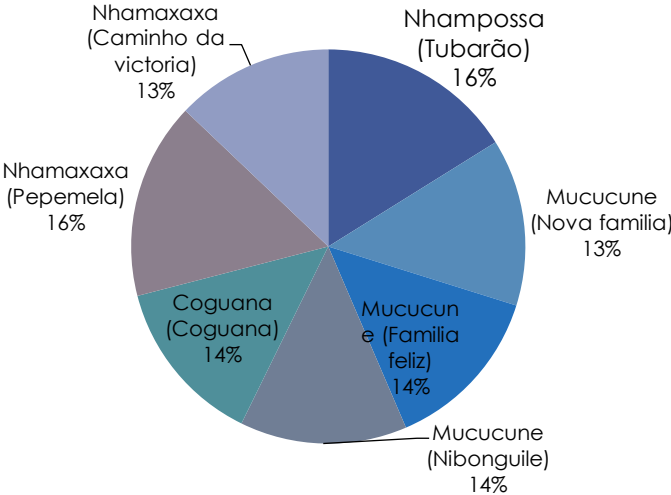


Figure 11 Distribution of members surveyed by CCP and name of savings group. (source Estudo do Impacto dos ASCAS).

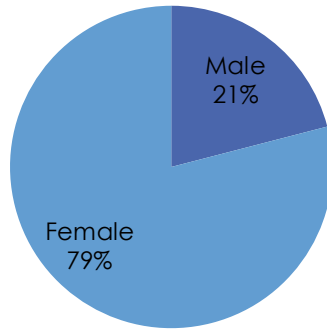


Figure 12 Distribution of interviewed members by gender. (source Estudo do Impact dos ASCAS).

The main economic activities highlighted by the respondents were: collecting invertebrates and molluscs (n = 40), mostly carried out by women, followed by fishing (n = 31) and agriculture (n = 26), as shown Figure 13.

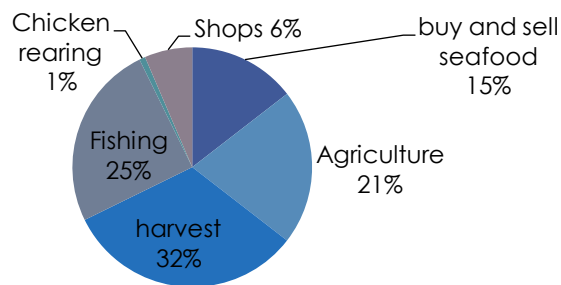


Figure 13 Distribution of the main economic activities of the members surveyed (source Estudo do Impact dos ASCAS).

When asked about their interest to join a VSLA they said they needed financial savings (n = 41), a local and secure financial system (n = 38) and a model used for sharing funds (n = 25).

*The communities intend to maintain the VSLA set up by Ocean Revolution Mozambique because it is enabling them to realize their projects (renewing fishing gear, start small businesses, raise chickens and pigs, buy and resell seafood to increase family incomes, rebuild homes, buy school supplies, pay school fees - some members have even established contracts to connect to the public water and energy network).*

*That the amount received at the end of the cycle makes it possible to improve the well-being of the fishing communities, as well as helping to strengthen social relations and local development in the communities, increasing the quality of life.*

**This savings and revolving credit program is considered by the communities to be an accessible and inexpensive model for starting their savings, as well as loans with low service fees (júrus), and to be extremely important for financial education.**

*These communities( 32 groups including 1170 people) help increase other people's interest in joining a VSLA.*

## 2.4 Results Outcome 4

**EXPECTED OUTCOME 4 : Strengthening capacities of district and provincial government and partners for improved sustainable fisheries governance in Inhambane Province and at national level to ease/improve the CCA formalization process.**

ORM always approaches the authorities before taking action.

All local authorities representatives say that ORM is helping them to put policies in place, broadly to do their job, because they don't have financial means (some of them don't even have any paper in their office, they have to buy it out on their own); this collaboration enables them to meet their objectives, for example ORM has a boat that allows monitoring and surveillance for the maritime Police. ORM prepares work plans well ahead and discuss about it with the Police to see if they are feasible.

The Maritime Police are well aware of the NGO's activities; they provide assistance at sea and check fishermen's boats to make sure they follow the rules (no children on board, no couples/fishermen at sea, the work is done jointly, it would seem that this is ORM's real institutional support at sea as they intervene quickly without the need for formal requests or signatures...).

ORM also facilitates the relationship between local and the central government. Although far from Maputo, ORM travels there regularly to take part in important meetings at national level and benefits from the attentive listening of certain officers at the Ministry of the Sea, for example; thanks to this, the association circulates information from the province to Maputo and vice versa.

In the end, ORM presence helps everybody to keep up in the direction towards a sustainable fishing, whether it be through the training and support for community fishing councils so that they can gradually comply with the law and exercise their rights over resource management, through the institutional support mentioned above, or the development of economic alternatives - such as planting coconut palms or subsistence farming – and vocational training to give young people an opportunity to get by other than fishing.

Here are some thoughts and comments from local authorities' interviews:

For example, the director of the SDAE in Inhambane said that *"there were no crabs left, and the fish caught were very small; gradually, as the number of fishermen increased, fishermen began to realise on their own that temporary protection zones needed to be set up.*

*ORM supports the legalisation of CCPs, which would also be a task for the administration..*

*"Fishing is not the same as in previous years, so any alternative activity is welcome".*

*Orm's activities are perfectly aligned with government policies: the provincial governors carry out evaluations and are satisfied with the positive impact. Every year the Minister for the Sea welcomes the provincial governors, who present what is happening in each territory. In the province of Inhambane, the number of partners has increased: ORM, MMF, WWF towards Vilankulo, the ngo ALMA: each partner must write and present a report so that the Ministry knows what is happening on the ground, this ensures good coordination and articulation between the activities of the various partners" (Law expert from the SPAE in Inhambane).*

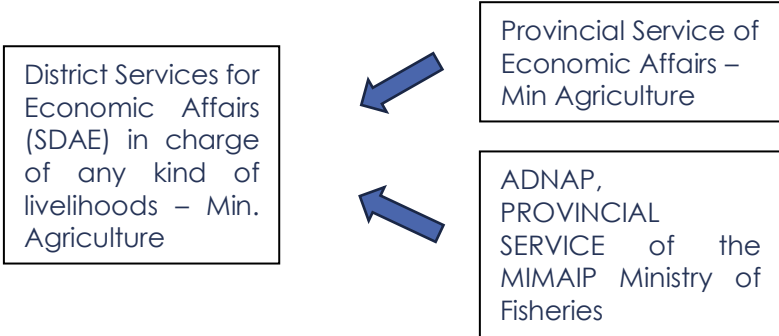
*SPAE Director, Inhambane: "Income from fishermen: on paper, the fisheries services check fishing licences, collect the money and punish fishermen who don't have any. 15% of this income should go back to the CCPs. At present, this never happens. A platform is being set up between ADNAP and the Ministry of Finance to ensure that this money is actually returned to the CCPs."*

The challenge lies in the fact that the institutions in charge of the sea in Mozambique often change name and responsibilities, not only after presidential elections, but also during the term of office of the same president. In addition, there is a high turnover of government officials, some of whom are appointed by ministries to be in charge of technical fields in which they have no expertise.



As a result, there is sometimes a great deal of confusion about who is in charge of what, as there is no clear hierarchy between the institutions. On the other hand, NGOs, especially ORM which works closely with the authorities, have to begin to raise awareness, then to get people involved, and finally to build the commitment and the trust of new officers to participate in the activities.

For example confusion exists between the SDAE, which is both under the Ministry of Agriculture and the Ministry of Fisheries!



**EXPECTED OUTCOME 5 : Supporting ORM as local institution to continue operations as change agent and community action facilitator for improved artisanal fisheries management in Inhambane province and beyond.**

Although ORM is not yet able to finance its own activities, the progress made by the association over the last few years and since the first support from the Fondation Ensemble, which was rewarded with the Equator Prize and the recognition of its work at international level, clearly shows that the association has acquired a level of unprecedented credibility. When asked about funding in the coming months, in terms of the operating budget and the budget for activities, considering the withdrawal and dissolution of the Fondation Ensemble, ORM says he is very confident. The Director's internal strategy is to stay small, train existing staff (9 people in total), retain them and keep salaries at a reasonable level for all. As for donors, ORM wants to show its loyal American donors (some since 2013) that it is capable of seeking other sources of funding.

Contacts have been made with Blue Ventures, which is helping communities to set up LMMAs throughout the SWIO region (among others) and has recently set up in Mozambique. Fauna and Flora International organised a meeting right during the evaluation mission, on 13 and 14 November 2023 in Inhambane, to get to know the marine conservation players in the province, and ORM seems to be in tune with this international NGO's modus operandi; Inhambane Bay has been declared a Blue Hope Spot (ORM received a visit from oceanographer Sylvia Earl in September 2023)- this do not lead directly to new funding but it contributes to the area to be known; ORM has held two discussions with different teams from GIZ, which want to provide support for the private sector and training, from the Director of the Nairobi Convention under UNEP and from UNDP Mozambican Representatives.

ORM approached BIOFUND to work on Coral reef restoration a little further north in Inhambane Bay, where there are no reefs, and there's a national planning ongoing now where Tofo and Barra will be the new spots.

During the project course, 19 partnerships were formalized in different forms with UEM, WCS, SDAE, MMF, NatureMetrics, National Geographic, WWF, Marine Conservation Institute, AAAJC (Associação de Apoio e Assistência Jurídica as Comunidades), Nature Environment Wildlife Filmmaking, Equator initiative, University of Exeter, Maliasili African Conservation Leadership, Blue Ventures, Fauna & Flora, GOAP, WRI, UNISAVE and AZADA Verde. These agreements mean ORM is able to collaborate in several domains.

**The association has become solid enough to be known, recognised and credible, and to start working with partners, regardless of the modest financial contribution it can provide.**

## **3 THE PROJECT PERFORMANCE – RESULTS WITH REGARDS TO DAC CRITERIA**

### **3.1 Relevance**

#### **RELEVANCE FINDING 1 IMPLEMENTATION OF REPMAR IN INHAMBANE.**

To what extent are the objectives of the program valid and well designed?

The project's objectives are perfectly aligned with (and the project perfectly relevant with regards to) the policies and the current developments of the regulation on marine issues represented by the REPMAR, issued in 2020-2021, which gives the communities the power to manage their own fishing resources and to protect some areas temporarily or permanently. The presence of a local Mozambican association able to mobilize and secure the commitment and buy-in of so many fishing communities led the Bay of Inhambane becoming a pilot project for the creation of LMMAs at national level.

#### **RELEVANCE FINDING 2 DIFFERENT COMPONENTS TOWARDS THE SAME GOAL.**

Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?

The impact of certain activities on long-term biological processes is difficult to see in the short term (in the space of 5-6 years, such as the cycle of the two projects supported by ORM); on the other hand, the impact of the project is visible, clear and tangible in terms of getting local people and authorities to rally around a single cause. In some cases, ORM has been able to build and in others to support and facilitate collaboration between the key players in the management and protection of marine resources (communities and administration/government), while keeping its place and only playing the role of intermediary.

#### **RELEVANCE FINDING 3 TIMELY PROJECT.**

Are the activities and outputs of the program consistent with the intended impacts?  
To what extent are the objectives of the project still valid?

The project was designed to respond to the local challenge of depleting fishing resources by strengthening the community entities in charge of fishing (CCPs) towards sustainable fisheries and to respond to the consequent income reduction by offering the population economic alternatives. The project is perfectly in line with government policies, as it is implemented in close synergy with the departments of the fisheries administration, economic affairs, etc. at district, provincial and national level.

The objectives remain valid for the coming years along with the new fishing regulation that is still being put in place, updated and adjusted. ORM is well established in the civil society landscape working with fishers' communities and it must continue to operate alongside the CCPs and government departments whose trust and confidence it has been able to build up.

### **3.2 Effectiveness**

#### **EFFECTIVENESS FINDING 1 TWO LEVELS INTERPRETATION GRID FOR EFFECTIVENESS**

To what extent are the objectives being achieved / are likely to be achieved? To what extent is the project meeting its objectives? What are the internal and external impediments to reaching the objectives (if any)?

All the objectives (18 out of 18, 100%) are met. ORM was able to involve more CCPs than initially planned and according to the new adjustments done by the government on the interpretation of REPMAR, it came out that the final area of APGC (Community Managed Fishing Area) currently under approval is 5,659ha rather than 2,000ha initially planned. Considering the challenges, delays, adjustments that had to be done during the Covid pandemic, ORM staff and all the partners showed a high resilience and adaptative management and were able to meet all the expected objectives.

The legal effective recognition of APGCs is still ongoing, but ORM cannot be held responsible for delays in the approval of documents submitted to the government. Large conservation organisations, with far more human and financial resources, are in the same situation: as a result, currently there is no legalised APGC in the country, as this is a process in the making.

#### **EFFECTIVENESS FINDING 2 FROM LOCAL TO GLOBAL.**

What were the major factors influencing the achievement or non-achievement of the objectives?

As we have said, the project was successfully carried out; the major factor influencing its success was the association's know-how in building or strengthening the relationship with the 2 key players, CCP and the administration of different districts within the Inhambane Province. This success has reached out beyond the country's borders to the United Nations Development Programme (UNDP), which awarded ORM the Ecuador Prize in 2022, which "recognises outstanding community efforts to reduce poverty through the conservation and sustainable use of biodiversity".

Officially at the end of the project, there is no physically delimited area of sustainable management of fisheries and conservation of marine resources recognised by the government in the Inhambane Bay; this non-achievement can only be attributed to the bureaucratic (changing and sometimes fussy) process. Locally, these areas are already under a kind of sustainable management from communities, who follow specific rules and carry out patrolling to make fishers comply with it.

#### **EFFECTIVENESS FINDING 3 ADJUSTEMENTS TO KEEP PEOPLE AND PARTNERS ON BOARD**

Are there changes in the project concept? If yes, are they justified? Have they been agreed with the Fondation Ensemble prior to their implementation?

Because of Covid, in 2020 and 2021 (where a second break hit the country even stronger than before) ORM had to review the strategy, community meetings were replaced by small groups talks; work in the schools had to be turned into radio programs so that the children and their parents could keep being informed and sensitized.

In this complicate period, Fondation Ensemble was informed and consulted before each change in the work plan and, according to ORM, FE was always open to understand, and finally gave ORM the opportunity to extend the project to complete it.

### **3.3 Efficiency**

#### **EFFICIENCY FINDING 1 EFFICIENCY ALTHOUGH HARD TIMES.**

Are the objectives being achieved on time?

Because of delays due to the Covid pandemic, the project duration was extended to give more room for manoeuvre and time to ORM to achieve the objectives. Within this extended period, objectives were met in time and some of them (see Table Annex F) exceeded the planned targets.

#### **EFFICIENCY FINDING 2 BEST ROAD TAKEN.**

Are there other alternatives to the way the project is being implemented?

Given the very limited resources used in relation to the objectives achieved (and therefore the high level of efficiency), which, in a way, is a good guarantee of sustainability since the government would not have the means to increase them in any case, it doesn't seem to be another more secured alternative to implement this project. It seems there was no cost-

effective more efficient method to achieve the same results since the quality and quantity of results achieved justify the resources invested.

**EFFICIENCY FINDING 3 RELATIONAL KNOW-HOW AND GEOGRAPHICAL PROXIMITY.**

What were the major factors influencing the achievement or non-achievement of the objectives?

The association's effectiveness in involving the authorities prior to any activity, and its expertise in gaining the trust of the fishing communities (assets that are undoubtedly facilitated by the proximity of the various players within the same geographical entity and socio-economic context of the Inhambane Bay) show that that ORM took the best possible road to get results in that local context.

**EFFICIENCY FINDING 4 FIRST STEPS TOWARDS A ESMS.**

Did you conceive, implement and monitor an Environmental and Social Management System (ESMS) ? Did you put in place any complaint mechanism?

ORM's size and human resources do not yet allow it to implement a genuine environmental and social management system with all that entails (FPIC, grievance system, etc.). ORM's modus operandi is entirely in line with this philosophy, (ORM introduced a gender Officer in the team), but the NGO would benefit from becoming more professional and moving towards the establishment of an ESMS in a structured way (with progressive steps, through training sessions, by informing stakeholders about the process), as this is the way towards a greater maturity of the organisation.

**EFFICIENCY FINDING 5 EFFECTIVE COOPERATION AND SUPPORT TO LOCAL NGO.**

Assess the effectiveness of the interactions. Co-ordination and co-operation between the main grantee and any (potential) subgrantees? Was allocation of funding, project management and capacity building effective and efficient?

Allocation of funding and the way it changed due to the Covid period proved to be effective according to the results achieved at project's end.

During the project implementation period, more specifically between September 2022 and March/April 2023, ORM took on additional work (also funded by the Fondation Ensemble) in support of Marine Megafauna Foundation, which operates in Tofo, a village on the ocean in the Inhambane District. ORM carried out this work effectively, helping to rebuild trust between the communities and MMF, which then took over its own project.

### **3.4 Resilience**

**RESILIENCE FINDING 1 UPHEAVALS AND READJUSTMENTS.**

What changes that have taken place in the program since it was designed?

The organisation suffered a major upheaval when the former director, the founder and mentor of the entire staff, suddenly passed away in 2018. ORM had to restructure, and find a way to train, professionalise and keep its staff, who have all stayed in place (whereas many other small organisations have to cope with high staff turnover because the big international conservation organizations can offer much better salaries).

Later on, in 2020, other major changes had to be done to the organization strategy and way to work because of the Covid period (the staff had to learn working from home, community gatherings were no more possible, school lessons were replaced by radio programs..), while the communities still had to stay motivated and the government had to keep its commitments. Despite the difficulties of making progress in an uncertain environment (the government's guidelines on what was and wasn't allowed to do were unclear, as this was the first time the situation had occurred), ORM and most of all the people, its partners, stood firm and coped with the situation.

### **RESILIENCE FINDING 2 WHAT FUTURE FOR PROJECTS TO COME.**

Are there new goals that need to be added to make the project succeed in the future?

ORM knows that it has to provide long-term funding; it has to be careful not to spread its intervention too thinly in all areas, and it has to be able to monitor the young people trained by the project, for example, by entering into a partnership with an employment agency or other associations involved in social integration.

ORM has shown that carrying out activities parallel to those relating to conservation has created opportunities for farmers and families wishing to engage in livestock farming. These beneficiaries need to understand that ORM's support has come to an end and take the lead on their own, leaving ORM to focus on the successful creation of APGCs.

### **RESILIENCE FINDING 3 CRUCIAL ROLE AND COMMITMENT OF AUTHORITIES.**

What adjustments in the roles of the partners have taken place?

Although everything that concerns fishing, the sea, marine resources in general falls within the competence of the government, local authorities, in particular SDAE services and the Maritime Police, learned to accept the intermediation from an NGOs, thanks to the fact that ORM originated in Inhambane and was there before the projects started. Officials understand they can benefit from the projects implemented by ORM to implement their policies and show their hierarchy at provincial or national level the work that is done in Inhambane; they are pro-active (much more than in many other countries) and easy to approach.

### **RESILIENCE FINDING 4 CLOSER LINKS BETWEEN CCPs AND GOVERNMENT DEPARTMENTS**

Did the project make key stakeholders more resilient and what adjustments were necessary?

Due to a lack of resources, government officials have never been really present on the ground; the members of the CCP know the staff but didn't have any expectations... Thanks to the resources provided by ORM and the awareness-raising work carried out by the association with local people, government and administration officials are much more accepted than they used to be. A relationship of trust has been established between the fishermen, women, communities, young people, who are now used to receiving visits from ORM staff, who are always accompanied and legitimised by the presence of a 'government/public service' representative (from the Police, the SDAE, etc.).

### **RESILIENCE FINDING 5 STAY FOCUSED ON THE ESTABLISHMENT OF 2 APGC.**

Can additional risk factors be identified, and can the project adjust to them?

Now that a large APGC is in the process of being created, ORM should concentrate essentially on finalising this process and possibly continuing the administrative steps to create the second APGC in the bay area, without dispersing its efforts elsewhere. This would also mean concentrating funding for livelihoods in these zones rather than the current ones. This would of course depend on the funding the NGO will be able to get in 2024 and on.

## **3.5 Impact**

### **IMPACT FINDING 1 STRONGER CPPs TO MANAGE RESOURCES.**

What has happened as a result of the program?

The project has helped to strengthen the CCP in certain communities and to mobilise and revitalise CCP in others, helping them to understand the new legislation that enables them to be recognised as official managers of marine resources, in collaboration with the state. This work of informing, raising awareness and building the capacity of local people is necessary and a prerequisite for the establishment of community-managed marine areas such as those

envisaged by national policies. The government departments work in good harmony with ORM, which enables them to do their job.

The result is a win-win situation, with relatively few resources mobilised.

#### **IMPACT FINDING 2 BENEFITS TO COME.**

What real difference have the activities made to the beneficiaries?

Project beneficiaries cannot see yet, in figures, the marine resource protection benefits that might result from a temporary or permanent closure (it takes years to see the real biological impact of closures), but some of them understood there is a benefit because they established time closure zones, even before ORM started working with them. The difference today is that everything they have applied makes sense, their role can be institutionalised and enshrined in law. Today the bay hosts stronger CPPs with a better understanding of their rights.

#### **IMPACT FINDING 3 INSIDE INHAMBANE BAY AND BEYOND.**

How many people have been affected?

The project initially planned to reach out to 4000 people with a focus on about 120 members of CCPs. 511 households were supported on agriculture and 387 on livestock farming. Officially, generally, the radio programme called Magulute, according to the audience numbers from radio Mozambique, was able to reach out millions of auditors, although the impact of the information given on these people is hard to tell.

#### **IMPACT FINDING 4 INTERNATIONAL RECOGNITION.**

What are the projects unintended (positive and negative) impacts?

The project and ORM have gained recognition, so perhaps now everyone has higher expectations than before. In this sense, the project is perhaps a victim of its own success.

But ORM is very careful not to make empty promises, something it blames on other often large organisations for not being able to work with partners who have been too often disappointed.

### **3.6 Sustainability**

#### **SUSTAINABILITY FINDING 1 A UNIQUE RELATIONSHIPS WITH KEY PARTNERS.**

Is the project designed, and being implemented to create self-sustaining impact?

The project has been designed (and was effective in) to empower communities through the gazetting of CCPs and raise awareness among the population and representatives from the authorities to enable the establishment of CCAs; the trust established between these two key partners is the condition to guarantee sustainable fishing in the long term, that which requires only a marginal contribution of external funds.

Local authorities were all happy to discuss with the evaluator (and none of them asked for more funding or support); they all highlighted the quality of the relationship they have with the NGO, showing high respect towards ORM staff and approach.

In practice, despite the limited resources available to the SDAEs or the Navy, for example, the good relationship between ORM and the representatives of these authorities, with a small injection of capital from donors, has enabled credible economic alternatives to be set up for the local populations (in small livestock and agriculture).

#### **SUSTAINABILITY FINDING 2 ROOTS IN THE REGION.**

What factors might influence the achievement of sustainability?

**The NGO's local roots, its very good relations with its partners** (whether the CCPs, other fishermen and communities not linked to the CCPs, officials in charge of fisheries, agriculture, the maritime police, even at national level, or other NGOs and private firms such as dive centres) and the geographical configuration of the project sites, which makes it easier to rally

people to a common goal (preserving the bay's fish resources), **are the foundations of the sustainability of this approach.**

**SUSTAINABILITY FINDING 3 LESSONS LEARNED AND SHARED.**

Does the project team use findings, as well as those from related efforts, to strengthen its work and performance; to what extent is learning documented and shared internally and externally?

The project team use findings to strengthen its work and performance; ORM Director and the Chief of Operations, although based far from the capital, stay tuned with what happens at national level; ORM participates in FOSCAM meeting, is now well known at national level. ORM is consulted to give advice on policies and regulations and the staff seem to be quite aware of what is going on, so “lessons learned” seem to be shared internally.

**SUSTAINABILITY FINDING 4 LOCAL ACTORS' EMPOWERMENT.**

To what extent has the project contributed to capacity building and local NGO development?

The project contributed to the capacity building of communities (president, vice-president, treasurer, different roles in a CCP), of local authorities' representatives, that were able to better understand the new regulation thanks to the mediation operated by ORM, of ORM staff (a clear objective 5 was to put the organization on track define a path and develop the staff's skills).

**SUSTAINABILITY FINDING 5 BUILDING CREDIBILITY AND GAINING EXTERNAL RECOGNITION.**

How is the sustainability of the project measures addressed (e.g. long-term financing after project end)

ORM is very confident in finding other sources of funding in 2024; it is an evidence, the NGO got international recognition these last 2 years and was visited by potential partners and donors such as UNDP, UNEP, GIZ, Blue Hope, Blue Ventures.. ORM Director doesn't want to get worked up, his objective is not to let ORM grow too fast, rather train the 9 people staff and keep a low profile. This this will help maintain their ambitions at a level that makes fixed targets achievable. This seems to be a pretty sound way of thinking and a mark of sustainability.

### **3.7 Specific criteria**

**SPECIFIC FINDING 1 PROGRESS MADE SINCE THE MID-TERM EVALUATION (2021).**

To which extent has the Project team taken in consideration the recommendations of the mid-term evaluation?

See Annex G.

**SPECIFIC FINDING 2 COPING WITH A PANDEMIC**

How has the project area and the project itself been impacted by COVID, and how did the project adapt to the situation and the consequences ? Could it have been done better ? What are the lessons learnt of dealing with such a crisis ?

The MTE already highlighted the way ORM was able to adapt and cope with the challenge represented by Covid. Nobody can't say if this could have been done better since it was the first time the situation occurred, but from now on the staff will be able to work from home, to adapt their approach with regards the work with communities.

The fact that everyone was able to cope with this pandemic and that everything returned to normal towards the end of 2021, that on the one hand the disadvantaged communities



frightened by the consequences of covid were able to stop fishing and tighten their belts, that, on the other hand, the ORM staff remained in place (unlike the international NGO staff who had to go back abroad for the whole of the containment period), were present, were able to continue working and keeping up a dialogue, in other forms, with the authorities and the people, certainly strengthened the trust between these different players. From that moment on, it is likely that the fishermen and their families feel that if problems arise, they will hardly be left alone.

**SPECIFIC FINDING 3 INTRODUCING GENDER ISSUES.**

Are gender issues considered in a transversal way?

Although the gender officer works closely and efficiently with women through VSLA, discussion groups including men, for example on domestic violence, family planning etc., it is difficult to say if such matters can percolate through the other activities such as during CCP meetings around fishing ban, closures, etc.

These are sensitive questions; the first steps that have been taken on specific themes, mostly in personal and private matters; it will take time to cover other aspects of community life, the distribution of roles within households, incomes, and so on. ORM should probably investigate more on what are the real needs in each social groups in terms of gender inequalities before tackling these issues.

**SPECIFIC FINDING 4 ENSURING LIVELIHOODS WELL ROOTED IN THE GROUND.**

Are the income generating activities adapted and relevant in terms of beneficiaries?

One of the project's successes is the effective implementation of livelihood activities that have been taken over by the local people; it is common practice to ask the local people which activity they would like to carry out and let them choose; but very often there is no follow-up at all and that, as a result, small livestock die for lack of veterinary checks; sometimes, after the first harvest or the first births of chickens and ducks, the beneficiaries wait to be supported again, for additional inputs from the projects.

With only €18k, this small NGO has been able to create a positive dynamic among the local population; the support and monitoring provided by ORM staff and the various SDAEs have ensured vegetable production, small livestock monitoring, etc. The figures in Chapter 2 speak for themselves. The evaluator especially emphasizes the good will and skills of these technical services.

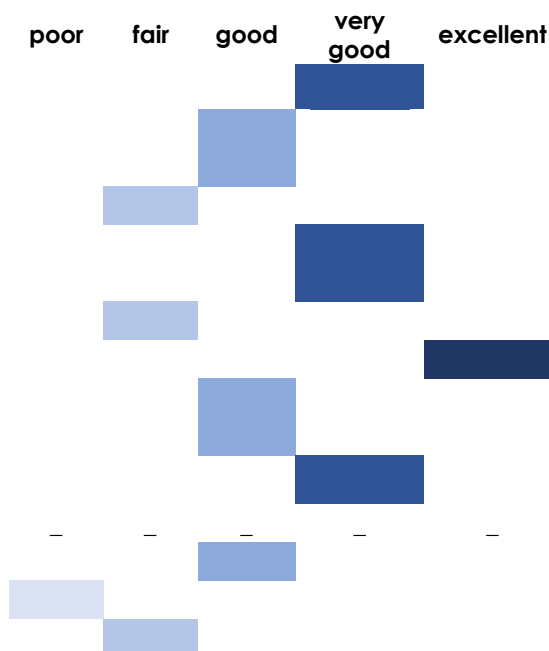
## 4 CONCLUSIONS

The evaluation grid below uses indicators that can be applied to all projects; it gives an overview of the qualitative results of the analysis of documents received, interviews with partners and discussions with the ORM team.

### EVALUATION MATRIX : THE PROJECT AT A GLANCE

#### INDICATORS

1. Community Engagement and Participation
2. Stakeholder Mapping
3. Participatory Planning
4. Ecological and Socioeconomic Assessments
5. Legal and Regulatory Framework
6. Capacity Building
7. Enforcement and Monitoring
8. Alternative Livelihoods
9. Education and Awareness
10. Adaptive Management
11. Collaboration with NGOs and Research Institutions
12. Community Benefit Sharing
13. Communication and Advocacy
14. Long-Term Monitoring and Evaluation
15. Documentation and Knowledge Sharing



**C1 Ocean Revolution Moçambique** is a local NGO with deep roots in the province of Inhambane, which **has established a very good relationship with the fishing communities and local authorities that is essential for field work.**

It's not usual to hear disadvantaged people never complain and never ask for more support from external partners.

**Administrative staff in this region shows a real willingness to move forward** ; it seem to really appreciate ORM's approach and feel supported in the work they have to do.

**ORM is seen as a key partner in implementing the government agenda**, to meet the technical and political objectives set at both national (compliance with legislation at sea, development of alternative livelihoods, gazetting of CCPs) and international level (creation of community-managed areas, SDG 14, Blue Economy, etc.) levels.

**C2 The association has grown considerably over the years, becoming more professional and showing the necessary resilience to cope** first with the disappearance of its former director and founder, then **with the Covid pandemic, navigating between institutional changes and government staff turn-over** which are unfortunately frequent in the country.

**C 3 ORM has secured a place in the Mozambican associative arena. Today, ORM is renowned throughout the province, nationally and internationally, thanks to its expertise, contacts with foreign partners and the UNDP Equator Prize it won in 2022.** It's a proudly Mozambican NGO, and claims not to be obliged to work with large conservation NGOs with a different philosophy and approach.

**C4 The buy-in of 5 CCPs already familiar with ORM at project start up covered 9**

other CCPs in the Bay of Inhambane (instead of the 5 more planned), totaling **14 CCPs currently engaged in the project.**

ORM was able to manage the project's available resources appropriately, distributing its support to all the 14 communities.

**C5 An APGC covering 5659ha of the Inhambane Bay is locally established and currently awaiting the legal official recognition** (signature of the Ministry of the Sea), and 12 small Areas de Recuperaçao de Recursos (ARR) or No-T-Zones of 1,173ha are locally established. 3 of them (564ha) are included in the APGC. Another APGC is under development, a bit northern in the Bay.

**C6 The introduction and consolidation of VSLAs has been a good incentive mechanism and, for some,** an effective way of learning the basics of financial management. Oddly, people of the same culture and traditions who live in the ocean-side district of Inhambane are not interested at all. We can therefore assume that the adoption of this practice by the CCPs working with ORM is due to the way in which the VSLAs have been introduced and monitored by the staff of the association.

**C7 Alternative activities have been particularly well developed; with few financial resources, a strong buy-in of the population** (with no or low expectations) **and technical agents, as and commitment of district and provincial technicians,** in addition to the follow-up of ORM staff, the households concerned by the support in seeds and agronomic advice (511) and

those who have received livestock (387) have been able to improve their income.

A socio-economic survey was carried out in September 2022. It provides important findings, which concur with the conclusions of this evaluation (community acceptance and commitment to the activities proposed by ORM, effective collaboration with the authorities, etc.), but does not provide any data on household incomes.

#### **Conclusions on socio-economy study**

*All CCPs were involved in the data collection process, and 290 community members were interviewed. The results broadly indicate that there is a **high degree of acceptance of the conservation measures implemented** with the support of the ORM, especially the nursery protection program and the application of periodic vedas.*

*Despite these constraints, it is the **interviewees' perception that there is already a reduction in pressure on fishing resources**, motivated not only by the protection of the nurseries and the imposition of closed seasons, but also by the offer of alternative livelihoods such as agriculture and small animal husbandry and technical and vocational training for young people (men and women).*

*Among the project's main partners, there is a **high degree of consensus regarding the increase in the communities' environmental awareness as a result of the creation of the environmental education and awareness programs (villagetalks)**, which, **according to them, have largely contributed to the communities understanding** the significance of protecting the nurseries, the importance of the existence of temporary closed seasons and the need to reduce pressure on fishing resources.*

**C8 On gender issues, there has been a change in participation in discussion groups, for example on gender-based violence; now some men join the meetings and speak in front of the others.**

## 5 RECOMMENDATIONS

R 1 ORM has approached and been approached by many donors, cooperation agencies, conservation funds and programs: **ORM needs to** be careful to follow up and **carry on the work begun in Inhambane and finalize the creation of the 2 APGc in progress**, the risk being that the NGO starts to work on other areas and topics to meet other donors' expectations and criteria.

R 2 **Progress can be made to further integrate modern monitoring technologies (GPS tracking, GIS) to improve fishermen's monitoring capabilities and the implementation of fisheries management/protection measures in community areas.** Even if fishermen know their territory perfectly well, visualizing their knowledge on maps can be very useful in helping them understand the issues at stake. Participatory mapping methods are proving effective even with poorly educated communities.

R3 Monitoring of fish catches has been implemented and improved, but it should be systematized, cover key sites inside and

outside the APGC as well as many NTZ as possible. **Capacity building of fishers is needed to create a 'citizen' science** programme and facilitate data collection.

R4 There is a lack of clear, concise, one-page fact sheets with graphics and information that can be shown to CCPs members and institutional partners, whether or not they are convinced of the effectiveness of the measures put in place. Even the work accomplished in non-technical areas - support, awareness-raising, capacity-building - should be quantified, summarized, and shown to the various communities living far apart. **Visual supports (brochures, maps!) would be key to consolidate and justify the work done** by ORM in the various fields (advocacy, trainings..).

R4 **A socio-economic baseline with financial data for each household has yet to be established before and after the project**, in order to provide baseline figures for any improvements in living conditions that may be seen, for example, as a result of the present project.

## ANNEXES

### Annex A

#### Terms of Reference for the Final review

### Annex B

#### Agenda of the Field Visit

<b>Wed Nov.8/2023</b>	Maputo/Inhambane	Departure from Maputo 12.20	Arrival at 3 pm 15 in Inhambane. Meeting with ORM Director and programme Officer.
<b>Thu Nov. 9</b>	Inhambane Area	Meefings with Local Authorities: Director of SDAE in Morrumbene, Director of SDAE in Maxixe, Director of SDAE in Inhambane, Expert on Jurisdiction SPAE in Inhambane, Head Artisanal Fisheries, Provincial Maritime Police (Chef of Operations, Chief for crimes and accidents at sea, Agents for Fiscalizaçao)	Expert on Jurisdiction SPAE in Inhambane, Head Artisanal Fisheries, Provincial Maritime Police (Chef of Operations, Chief for crimes and accidents at sea, Agents for Fiscalizaçao) and meeting with the whole staff at ORM: Director, Head of programmes, Science and Communication Officer, Agricultural and Rearing Technicians, Gender Officer, Coordinator for Marine Activities.
<b>Fri Nov. 10</b>	Inhambane Area	CCP Morrumbene- Cocane	CCP Nhamachacha, Maxixe District; CCP Cuguana
<b>Sat Nov. 11</b>	Inhambane Area	Meeting 11-13.30 with staff ORM (depending on tide tables)	Field visit in the sea to see flags and buoys as limits of the permanent NTZ

### Annex C

#### List of people interviewed.

Place	Organization	Nom	Role	RDV
Morrumbene	SDAE	Palmira Taimo	Director	9/11/23
Maxixe	SDAE	Anastasio Banze	Director	9/11/23
Inhambane	SDAE	Fernando Massique	Deperment Chief	9/11/23
Inhambane	SPAЕ	José Felizberto Gujamo	Law Expert	9/11/23
Inhambane	DPAPI	Carmindo Chichembe	Officer for Small-Scale fisheries	9/11/23
Inhambane	Maritime Police	Mr Benedito	Officer for crimes and Accidents at sea	9/11/23
Inhambane	Maritime Police	Mr Gilberto	Head of Operations	9/11/23
Inhambane	Maritime Police	Zacaria Felipe Tapera	Police Commander	9/11/23
Nhampossa	ORM	Sacramento Cabral	Director	9/11/23
Nhampossa	ORM	Horacio Madivadua	Head of programmes	9/11/23
Nhampossa	ORM	Jacinto Chambo	Science and GIS Officer	9/11/23
Nhampossa	ORM	Vitoria Baila	Gender Coordinator	9/11/23
Nhampossa	ORM	Carla Vitorino	Coordinator for Marine Activities	9/11/23
Nhampossa	ORM	Querol Gulamo	Small-scale livestock farming Technician	9/11/23
Nhampossa	ORM	Francisco Saute	Agriculture Technician	9/11/23
Morrumbene	CCP		President and members, 20 people	10/11/23
Nhamachacha	CCP		President and members, trained young boy and girls	10/11/23
Kuguana	CCP		President, Secretary, Treasurer, Counselors, 8 people	10/11/23

### Annex D



	<p>Legenda</p> <p> Área de proteção comunitária</p> <p>0 1 2 4 Kilómetros</p>	<p>N</p>	<p><b>Pesca Responsável</b></p> <p>Pescar hoje, amanhã e sempre</p> <p> Não pescar com rede neste local</p> <p> Não pescar com linha neste local</p>					
			<p>Conselhos Comunitários de Pesca (CCP)</p>					

## Annex E: Tabular overview of logframe and assessment by reviewer

Indicator	Results Since Beginning of Project – April 2022	%	Comments	Progress made at project's end, Dec. 2023
<b>R1. Formally set up new CCAs and establish institutional capacity for managing them amongst CCPs</b>				
The work in the 7 previously established no take zones in the Bay is consolidated, with 5 active CCPs, and priority areas, such as effective law enforcement, are addressed	90 task force patrols, twice a month since September 2020 (out of a total expected of 80 joint patrols during the project duration) and daily community patrols were undertaken. 16 illegalities were recorded over the last period, and 80 illegalities were recorded in total since project start (25 fishing inside the no take zone, 32 forbidden gear and 23 unlicensed fishing). Fines were issued and forbidden gear destroyed.	110%	6 temporary closures were also realized all over Inhambane Bay (85% of the Bay, i.e. 21,250 ha) in Jan.-April 2021, Sept.-Dec. 2021, Jan.-April 2022, Sept.-Dec. 2022 Jan.-April 2023 and Sept.-Dec. 2023. The closures are always decided in collaboration with IIP, ADNAP and the communities.	The fishermen reported increasing and diversity. They have also reported income increase. At the beginning there were 6 active CCPs and now there are 13. 7 were mobilised (Chicunque, Nhamaxaxa, Sahane, Chamane, Maxixe, Madava and Nguja).  The areas were established in chronological order. Now we have 12. The enforcement patrols are done in and out, it is a joint activity between government agents and CCPs, expenses are shared between government, CCPs and ORM. The fines are not used to pay salaries, CCP members are voluntary. The patrols are organized by CCPs and ADNAP. No migrant fishers are around.
The approach is upscaled with at least 5 new CCPs involved in Maxixe and Morrumbene Districts and a total expected No of approximately 2,000 ha is protected by project end	5 new partner CCPs are involved in the creation of new no take areas and 52 community meetings were held in the total 10 CCPs.	100%	New APGC recognition process for an area of 5659 ha has been submitted to ADNAP.	See on the left.
	5 new no take areas were created with a total area of 180 ha in Maxixe and Morrumbene in Oct. and Dec. 2020 and 8 new ha in Nguja/Maxixe in June 2021, totalling 1,173 ha of no take area in the Bay. In October 2023, 1 new APGC was created with total of 5659 ha.	286%		

Awareness activities are implemented such as village talks, community radio, commemoration of national/international days including in schools.	160 Radio shows Magulute were broadcasted (out of 126 expected in total during the project duration).	127%	The program reaches a potential 18M of community radio listeners according to Radio Moçambique.	
	An estimate 54,200 community members were involved in awareness raising activities since the beginning of the project (out of a 30,000 total target).	181%	During this reporting period, there were 7 village talks. The school program is going well, with 4 classes, 248 students 4 teachers. WOD and WED events were organized together with the local GoM. ORM has presented at the CPLP Environment congress, Maputo. ORM has also presented at the Marine Conservation Conference, Maputo and WIOMPAN.	ORM agreed with the local education department to elaborate and introduce at the primary school a local curriculum. ORM and teachers working together to prepare contents and lead classes on environment, marine and coastal subjects. They lead village talks with local made media material to raise awareness and get people attention. They have also a combination of sport, music and information sharing... people learning form another in good and open atmosphere without pleasure. Finally, they have also used a quiz show and prizes, with the community leading the action in local language .
<b>R2. Support CCPs in establishing functional marine resource/fish catch monitoring systems for CCAs</b>				<b>COMMENTS FROM THE REVIEWER</b>
A simple key species / catch monitoring system is implemented with CCPs.	13 catch monitoring sessions (13 expected by project end) were developed in 5 no take areas, based on IIP protocol (size and weight of 5 key species).	100%	The monitoring near no-take zones and further away has been tracked.	First of all, the fishermen all tended to stay closer to the no take zones, they are now avoiding far away areas from the no take zones. They have been saying that there's more fish, diversity and they can see some improvements.
A socio-economic study with UEM and WCS is developed, based on a socio-economic and ecological questionnaire for fishermen households.	The socio-economic questionnaire was finalized with WCS and a study realized with CCP households to measure the impact of ORM activities	100%	A first version of the Socio-economic study is available in Portuguese. An article about invertebrate fisheries in Maputo and Inhambane Bay was published in partnership with UEM.	ORM noticed a presence of target species both in and out CCAs. WCS owns the data, not to prove the impact of CCAs. Learn about BRUVS.
	The ecological questionnaire was finalized, and a preliminary survey undertaken in the Bay.			The study was provided to the reviewer.



<p>A collaborative seagrass meadow monitoring is executed with UEM to identify seagrass species, monitor its growth and assess the natural and anthropogenic impacts.</p>	<p>15 field monitoring visits were realized with UEM in the Bay, with representatives of MITA and the Nairobi Convention. Out of 1000m<sup>2</sup> expected at the end of the project, a total area of 2400 m<sup>2</sup> of seagrass was restored in Nhampossa, Barra, Guilalene and Nhamaxaxa. (incl. 900 m<sup>2</sup> over this period).</p>	<p>240%</p>	<p>This is a pilot project in partnership with UEM under the Strategic Action Programme for the protection of the Western Indian Ocean with UNEP funding. It was extended to Dec. 2023.</p>	<p>The purpose of the ecological monitoring is to track changes on the ecosystem and prepare decision making process. Measures are done on mangroves and seagrass, within the CCP pre-marked area.</p>
<p>Local fishers are trained on ray and shark monitoring (in partnership with WCS) and awareness is created. <u>Target:</u> 6 sampling trips with 48 samples on each trip (288 in total).</p>	<p>WCS conducted a training session on BRUVs with ORM staff in May 2021, followed by sampling trips: in total 10 sampling trips took place and a total of 503 samples have been collected.</p>	<p>167% trips  175% sampling</p>	<p>No local fishermen participated in ray and shark monitoring yet, but awareness activities were developed. As the telemetry component for this project didn't happen, it was agreed to do more samples instead until project end.</p>	<p>ORM is still doing it until end 2023, but now the sonar needs sensors replacement and ORM cannot cover it. ORM will is to analyse the data.</p>
<p>At least 10 partnerships are established with relevant organizations to strengthen links on marine resource monitoring.</p>	<p>19 partnerships were formalized with UEM, WCS, SDAE, MMF, NatureMetrics, National Geographic, WWF, Marine Conservation Institute, AAAJC (Associação de Apoio e Assistência Jurídica as Comunidades), Nature Environment Wildlife Filmmaking, Equator initiative, University of Exeter, Maliasili African Conservation Leadership, Blue Ventures, Fauna &amp; Flora, GOAP, WRI, UNISAVE and AZADA Verde.</p>	<p>190%</p>	<p>7 new Partnership were formalized during the reporting period with University of Exeter, Blue Ventures, Fauna &amp; Flora, GOAP, WRI, UNISAVE and AZADA Verde.</p>	<p>See on the left.</p>
<p><b>R3. Reduce pressure on marine resources in Inhambane Bay through diversification of livelihoods and food sources, especially working with women and youth.</b></p>				
<p>At least 475 households (HHs) benefit from livelihood and food diversification (in close collaboration with SDAE)</p>	<p>Over the period, 149 new HHs benefited from coconut and cashew seedlings and 100 new HHs from small livestock for a total of 49 HHs. In total, this component benefited 898 HHs up to now. All beneficiaries are continuously assisted by ORM.</p>	<p>189%</p>	<p>149 HHs have benefited during the reporting period from small livestock and coconut and cashew seedlings, with 2 green houses built in 2 communities.</p>	<p>ORM explored a lot with the community to understand what they would like to do and find the specific staff to work with. Technical assistance has been a great input.</p>

Community trainings and awareness activities are implemented on SRH	Gender related topics are now being in the CCPs, the VSLA groups and the village talks. Approx. 2517 beneficiaries have been reached up to now, with 900 CCP members participating in workshops about gender-during the reporting period.	Completed	1 awareness plan was developed.  ORM gender coordinator participated in 3 Conferences during the reporting period. Forum Provincial de Luta Contra violencia baseada no genero; Dia da mulher Africana; Reuniao sobre 16 dias de activismo sobre a violencia praticada contra mulher e crianças;	There are group discussions about gender related issues. On the very begin it was done in separate groups for women and men, now they participate all together. ORM introduce discussions about women in decision making process for natural resources management. GBV, SRH, Family planning, premature marriage: these topics are risen, now the discussions are open, and women can talk free. The participants can now read real scenarios and act.
At least 142 youths are trained, including in marine/ocean professions, in partnership with INEFP.	145 students in total have graduated, 99 from INEFP and 46 from maritime school. Most of them are working (7% fomal and 93% informal self-employment).	102%	10 students are under training at INEFP and 8 at maritime school bringing to a total of 18 students been trained.	See on the left.
VSLAs are supported in at least 10 locations	32 VSLAs are currently supported, totalling 1170 participants (incl. 720 women). 2055 loans were granted for economic investments since the beginning.	320%	Communities such as Nhampossa, Nhamaxaxa, and Morrumbone, have 2 VLSAs. Mucucune has 3 Guiduane has 4 VSLAs, Morrumbene has 14 VSLAs (4 in the CCP and 10 out of it).	ORM cannot communicate any information on the amounts saved. Although the statutes of the VSLAs say that for every member is mandatory to ask for a loan, not all ask for it. People would do the same as they are doing now. See Gender Resume .
<b>R4. Strengthen capacities of district and provincial governments and partners for improved sustainable fisheries governance in Inhambane Province and at national level to ease/improve the CCA formalization process</b>				
At least 12 meetings are held to establish a district coordination mechanism under the leadership of Inhambane District Administrator.	21 meetings in total were held in the 3 target districts and 1 meeting with the CCPs and Provincial government to discuss about fisheries management in Inhambane Bay.	175%	2 coordination meetings with officials of the districts of Morrumbene, Maxixe and happened during this period and 2 meeting with the CCPs and Provincial government to discuss fisheries management in the Bay and time closure.  The CCG regulations are under ministry review. But local	See on the left.

			preparation/discussions are in place.	
At least 6 learning and exchange visits are realized to strengthen capacities of district and provincial government and partners for improved sustainable fisheries governance	12 exchange visits were organized, including 3 during this reporting period: 1 exchange visit happened at Nhampossa, with partner CCP from Nhaduga to learn about fisheries management and livelihoods in May 2023, 1 Government and CCPs meeting in Maxixe to discuss about Fisheries management and time closures in August. 2023, and 1 CCP meeting, with 10 CCPs, in Nhampossa Sept . 2023 to discuss about APGCs.	200%	The exchange visits were appreciated by the CCPs.  The CCPs were very interested in the APGCs and colligation management.	12 exchange visits were organized, including 3 during this reporting period: 1 exchange visit happened at Nhampossa, with partner CCP from Nhaduga to learn about fisheries management and livelihoods in May 2023, 1 Government and CCPs meeting in Maxixe to discuss about Fisheries management and time closures in August 2023, and 1 CCP meeting, with 10 CCPs, in Nhampossa Sept . 2023 to discuss about APGCs.
Participate and advocate with other stakeholders towards national level ministries to improve CCA legalization process and management.	Participation in 8 national meetings with the coordination FOSCAMC (out of a total expected of 6), incl .2 during the T3 period (with WWF to train NGOs to apply to the Voices of Biodiversity Initiative and in a meeting with the Minister of the Sea, Land Water and Fisheries on MSP).	120%	ORM participated at FOSCAMC and GOSMAR 2023, WIOMPAN 2023	Civic activism, engagement and networking. ORM is a member of FOSCAMC, NGOs working on extractive industry environment related issues and of the Forum of Inhambane province NGOs.
	Presentation of results to provincial authorities in 9 workshops (out of a total expected of 6), incl. 3 meeting during this period, during which field results were showcased to the Provincial authorities.	130%		21 meetings in total were held in the 3 target districts and 1 meeting with the CCPs and Provincial government to discuss about fisheries management in Inhambane Bay Associação de Apoio e Assistência Jurídica as Comunidades, MMF, Malhalhe, Associação Natura, WRI, AZADA Verde.
<b>R5. Support ORM as effective local institution to continue operations as change agents and community action facilitator for improved artisanal fisheries management in Inhambane province and beyond.</b>				
An institutional development plan is implemented	1 institutional plan was developed, and a bi-annual update and follow-up is planned.	100%	The plan was formalized, and the recommendations have been implemented.	See on the left.

<p>The staff participates in at least 6 trainings to improve ORM management</p>	<p>12 training sessions were attended by ORM staff on project management &amp; reporting, financial education, socio economic research, ecological monitoring and BRUV, incl. 3 during this period (fisheries legislation; LMMAs sustainability, enforcement and monitoring; radio broadcasting).</p> <p>ORM Director and Project Coordinator are participating on Marine Conservation Leadership Program for Africa (Maliasili)</p>	<p>200%</p>	<p>The purpose is to strengthen ORM capacities in finance, project management and socio-economic and biological monitoring.</p> <p>ORM Director and Project Coordinator are participating on Marine Conservation Leadership Program for Africa (Maliasili)</p>	<p>ORM Has 9 team members, organize a team meeting every week to plan and decide. All the team members work on the field except the financial officer. Director, Project coordinator, Finance, Education coordinator, Science and GIS Coordinator, Gender Coordinator, 2 Agriculture, Marine activities coordinator and livestock specialists. They are all trained.</p>
<p>At least 6 peer learning exchanges are organized</p>	<p>8 exchanges were organized: 1 on Fisheries management and Alternative Livelihoods (with Malamba Conservation Initiative) June 2023.</p>	<p>133%</p>	<p>Exchange with Malamba conservation Initiative, during the reporting period.</p>	<p>See on the left.</p>

## Annex F

Indicators	Outcomes	Sub-indicators (when relevant)	Progress made at project's end Dec. 2023	Comments from the Reviewer
<b>Main objective: A relevant network of biodiversity-significant Locally Managed Marine Areas (LMMAs) is established and managed sustainably, contributing to a recovery of <u>marine biodiversity</u> and <u>community livelihoods</u></b>				
I. Reef fish biomass and/or threatened species increase in LMMAs as opposed to areas outside LMMAs	Given the diverse contexts and reality on the ground, each project will try to define the most appropriate metric to be able to account for the evolution of the biodiversity and social context in the project area and will set up a baseline and a target for the project duration.		We have conducted 13 out of 13 planned catch monitors; there's reported improvement on fish stock and diversity. We have conducted seagrass restoration programme and completed about 2400 meter squares with WIOSAP. We have also completed a Sharks and Rays monitoring programme together with WCS. Water quality has been recorded 12 samples have been done.	
II. Average household income in targeted project villages increases by the end of the project			We are currently running a socio-economic study to capture all of that information (comparing before and the present).	Results from this study must be provided by February 2024 if possible, to inject into the Final Global Evaluation of the Oak Initiative.
<b>Outcome 1: By end of 2021, the number of LMMAs established, being managed sustainably and supported by sustainable financing mechanisms, including improved value chains, has increased</b>				
1.1	Number of LMMAs established and managed sustainably by the end of 2021	1.1.1 Number of LMMAs established	12 is correct.	
		1.1.2 Area of LMMAs under management (Ha)	Correct. That also includes the time closure areas.	
		1.1.3 Area of no-take zones in LMMAs (Ha)	For this specific indicator is just no take zone.	12 CCA covering 173ha NTZ = ARR
1.2	Number of Community Fishing Councils (CCPs or equivalent) supported		Direct CCPs 10; additional 3 more making total of 13 CCPs.	
1.3	Cost-effective enforcement techniques to prevent illegal fishing/use of unsustainable practices are successfully adopted in supported projects with participation of local communities	1.3.1 Nr of patrols with reports	Before the project we had 12 patrols per year.	
		1.3.2 Nr of incidents reported, procedures, fines and/or legal actions		
1.4	CPUE (Catch Per Unit Effort) in LMMAs improved by the end of 2021		From 3 to an average of 1.65 CPUE	

1.5	At least 1 improved value chain related to the LMMAs in operation in each project by the end of 2021		we have decided to improve the value chain of seagrass onvertebrates in Guiduane, Mucucune, Sahane, Nhamaxaxa and Morrumbene.	
<b>Outcome 2: By end of 2021, targeted community members have diversified their livelihoods and improved gender equity, food security and income</b>				
2.1	The number of VSLAs supported and average amount of loans issued increases by the end of 2021	2.1.1 Nr of VSLAs		
		2.1.2 Nr of members	32 VSLAs are currently supported, totalling 1170 participants (incl. 720 women). 2055 loans were granted for economic investments since the beginning.	
		2.1.3 Total savings before the dissolution	That figure comes from the minimum amount that specific group has saved at that time period.	
		2.1.4 Nr of loans issued per VSLA	The right figure is in average 12-32 as asking for loan is a mandatory as per VSLA estatutos.	
		2.1.5 Nr of loans dedicated to economic investment		
2.2	New sustainable income-generating initiatives are created in the targeted communities	2.2.1 Nr of ecotourism initiatives	Guided marine life tours.	
		2.2.2 Nr of HH involved in small business initiatives in ecotourism	Inhambane was one of the less affected provinces in mozambique, even during the COVID hard time, Inhambane was the safest place to vist and tourists would still come, especially the nationals.	
		2.2.3 Nr of agriculture initiatives	In total, this component benefited 898 HHs up to now. All beneficiaries are continuously assisted by ORM.	
		2.2.4 Nr of HH involved in agriculture activities	We have noticed that men like more to deal with livestock.	
		2.2.5 Nr of aquaculture/mariculture initiatives	we do not have those kind of initiatives as the project component, this regions is not good for octopus for example.	
		2.2.6 Nr of HH involved in aquaculture/mariculture		
		2.2.7 Nr of other initiatives	387 HH are involved.	
		2.2.8 Nr of HH involved in other initiatives	511	
2.3	Number of communities perceiving an improvement of their income and/or living conditions	This metric might be different depending on the projects and could be based on socio-economic surveys realized at the beginning and at the end of the project	It has been done already. One with UEM and another on ORM socioeconomic Impact that is attached.	
2.4	Improved gender equity in the targeted	2.4.1 Nr and % of women as CCP board members	There's small improvement as we see few more women being members of the CCP board (keep	

	communities by the end of 2021		the same). With WCS we did the training for data collection.	
		2.4.2 Nr of women in VSLAs	720 are women	
		2.4.3 Nr of women among community members involved in awareness activities	same	
<b>Outcome 3: Targeted community members and the public at large have an increased awareness on sustainable fishing practices by the end of 2021</b>				
3.1	Increased awareness of the local community on sustainable fishing practices	3.1.1 Nr of community members involved in awareness raising activities	Yes. Actually we have reached to an estimate of 54,200 community members since the beginning of the project	
		3.1.2 Nr of schools involved	Correct.	
		3.1.3 Nr of students involved	we do work with 2 different groups each group has 80 students.	
		3.1.4 Nr of teachers involved	No, we have 1 more now, 4 in total.	
3.2	Increased general awareness in the population about sustainable management of marine conservation	3.2.1. Number of positive social media interactions	those are based on our social media interaction (Facebook, instagram, youtube chanen and press communications )	
		3.2.2 Reach of communication work about the project	18 million listeners of our Radio Show Maulute.	
<b>Outcome 4: Best practices are capitalized and advocated at local and national level</b>				
4.1	Regional or national agencies participate in working groups and/or meetings	4.1.1 Number of working groups organised	We are part of FOSCAMC, NGOs working on extractive industry environmnt related issues and Forum of Inhambane province NGOs.	
		4.1.2 Number of meetings with local or national authorities	19 partnerships were formalized with UEM, WCS, SDAE, MMF, NatureMetrics, National Geographic, WWF, Marine Conservation Institute, AAAJC (Associação de Apoio e Assistência Jurídica as Comunidades), Nature Environment Wildlife Filmmaking, Equator initiative, University of Exeter, Maliasili African Conservation Leadership, Blue Ventures, Fauna & Flora, GOAP, WRI, UNISAVE and AZADA Verde. these agreements mean collaboration in several domains.	
4.2	Main findings are shared at local and national level	4.2.1 Number of workshops organised for local authorities to present results	Correct.	
		4.2.2 Number of workshops organised for national authorities to present results	Presentation of results to provincial authorities in 9 workshops (out of a total expected of 6), incl. 3 meeting during this period, during which field results were showcased to the Provincial authorities.	

4.3	Number of local NGOs participating in project meetings	4.3 Number of local NGOs participating in project meetings	Associação de Apoio e Assistência Jurídica as Comunidades, MMF, Malhalhe, Associação Natura, WRI, AZADA Verde.	
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## Annex G: List of documents reviewed

- ✓ Estudo socioeconómico sobre as acções desenvolvidas pela Ocean Revolution Moçambique ao longo da Baía de Inhambane
- ✓ Dados do Programa de Agropecuária nos Distritos de Maxixe, Morrumbene e Inhambane 2021-2023
- ✓ Relatório do estudo do impacto socioeconómico do programa de poupança e créditos rotativos nas comunidades pesqueiras dos distritos Inhambane e Maxixe, 2021 – 2023.
- ✓ Tabela de Jovens empregados no Programa Técnico Profissional
- ✓ Manual de Educação Ambiental para as áreas Marinhas e Costeiras (60 pages)
- ✓ Relatório de monitoria de pescado capturado em áreas adjacentes a áreas marinhas de protecção comunitária ao longo da baía de Inhambane: 2021
- ✓ Breve relato dos resultados da monitoria de pescado capturado em áreas adjacentes a áreas marinhas de protecção comunitária ao longo da baía de inhambane: 2022
- ✓ Relato dos resultados da monitoria de pescado capturado em áreas adjacentes a áreas marinhas de protecção comunitária aolongo da baía de inhambane: 2023 (em elaboração).
- ✓ Summary report to Fondation Ensemble March 2023
- ✓ Partnership ORM\_MMF\_Report I
- ✓ Partnership ORM\_MMF report II
- ✓ Partnership ORM\_MMF Report III
- ✓ Results Framework April-November 2023

## Annex H:

Recommendations from the Mid-term Evaluation, Dec. 2021

MTE RECOMMENDATIONS	TAKEN INTO ACCOUNT BY ORM	Comments from final Evaluator
· Focuss and scale up of CCAs should now move to Maxixe and Morrumbene as acceptance is now as high as in Inhambane.	YES	The project now encompasses the whole bay, up to Maxixe and Morrumbene.
· All the data which is/was collected needs now to be transformed into presentable and a systematic format to show impact. That should not be difficult. Such information would be welcome by the partners and CCPs. Each intervention zone should be featured.	YES	Reports are available with some data factsheets. No information on whether these reports are shown to the communities or not.
· WCS arrangement should be accelerated.	N/A	
· Monitoring system with true cost/benefit analysis for the livelihood projects is needed. A detailed documentation of successes and failures is needed.	YES	Monitoring of fish catch has been put in place. It needs to be structured and made easy to access for CCP members.
· The incentive measures provided by ORM need to be thought through. The “pay back mechanism” suggested for youth beneficiaries seems to be a great incentive for building community and social compacts. It is not really necessary to pay for uniforms, taxi money, telephone credit – this is too much spoon feeding, which kills own initiative and undermines sustainability.		See below.

<ul style="list-style-type: none"> <li>It is important that not too many trainees in some profession are trained, as there might not be sufficient business opportunities. You want to avoid that the newly trained entrepreneurs “cannibalise” each other business and outcompete one another.</li> </ul>		<p>Young people interviewed are all quite happy to get this opportunity. Some of them complaint about the lack of tools to use their skills, but some other understand they have now to get by on their own. ORM cannot do everything and is not a NGO working exclusively on vocational training. A contact with some facilitator (employment agency?) could help trained young men in plumbery etc to get hired by a construction firm (there are plenty of houses being built around Tofo and Inhambane).</p>
<ul style="list-style-type: none"> <li>Modernise operations by e.g. using digital finance (MPESA, M_kesh, e-Mola). Modernisation of courses. Digitalisation is a key!</li> </ul>	NO	<p>ORM decided not to engage that way because the network coverage is not good enough and not all the people have a mobile phone.</p>
<ul style="list-style-type: none"> <li>Similarly for ASCA - consider linking to digital finance to prepare for digital transformation and create more security through cash free transactions.</li> </ul>	NO	<p>Same as above</p>
<ul style="list-style-type: none"> <li><b>Selection process of trainees and beneficiaries needs to be documented more dedicatedly.</b> Selection criteria need to be established to create a more transparent mechanism. This is important to keep a “clean” track record for ORM and retain institutional reputability. Give the CCPs tools to document their choice to minimise corruption and optimize transparency.</li> </ul>	NO	<p>The consultant didn't investigate on this, but it seems (although the meetings with focus groups were short) that people is satisfied with the selection of the trainees.</p>
<ul style="list-style-type: none"> <li>As ORM wants to enter more and more into the livelihood components, <b>more sophisticated strategies may be needed and further expert staff should be sought for.</b></li> </ul>	NO	<p>ORM chose to train its own staff. The 2 extensionistas are good enough to ensure the follow up of the different project sites. It is already an asset that ORM didn't spend any money to hire international or specific consultants to carry out agriculture and small-scale livestock farming activities that work apparently pretty well (which is quite rare for a conservation NGO)</p>
<ul style="list-style-type: none"> <li>ASCAs need to invest more in the training of the coordinator to be on top of newest developments. Can be an powerful enabling tool especially if you couple it as ORM has done with awareness raising activities.</li> </ul>	YES	<p>VSLAs are not that many but the Gender officer (filed visit in July 2022) keeps working with the same people. The amount of money collected cannot be known because of internal procedures but VSLAs members continue to gather.</p>
<ul style="list-style-type: none"> <li>Let beneficiaries “pay back” in some way to create buy-in and sustainability. This is a very important ingredient of sustainable development work.</li> </ul>		<p>Buy-in to adhere to the establishment of CCA is there; some trained young men and women should get by themselves and show more initiative in finding a way to work and apply what they have learned.</p>
<ul style="list-style-type: none"> <li><b>Produce simple information materials e.g. pamphlets in local language on how to get CCPs registerd as well as CCAs.</b></li> </ul>	YES ?	<p>No information on that. Radio programmes are done in local language, focus groups are in local language and OPRM pays a specific attention to the preservation of cultural issues (see also ORM website).</p>

<ul style="list-style-type: none"> <li>· <b>Morrumbene has only 1 formal CCP and 5 are in the waiting as they have some docs missing. Focus on getting the remaining institutions registered and provide relevant support.</b></li> </ul>	<p>YES</p>	<p>The gazetting of CCP is a long process and the regulation/legislation is changing; ORM keeps the pace and work accordingly. At least, more CCP asked to be involved and are now 14 instead of 5/10 at project's start.</p>
<ul style="list-style-type: none"> <li>· Use digital media more! It is powerful!</li> </ul>	<p>YES</p>	<p>ORM is able to communicate efficiently and got a national and international recognition of its work, through the radio, relationships with authorities, etc. Some key actors paid a visit to ORM project: the Director of the Nairobi Convention, PNUD representatives for the Equator Prize, Dr Sylvia Earl..</p>
<ul style="list-style-type: none"> <li>· Operational grants are more difficult to obtain than grants for activities. ORM should prepare to attract a good mixture as not to hamper operations. Increase fund raising efforts that new funding sets in when FE grants stops, as there is nothing more discouraging staff members when they do not receive their salaries in time.</li> </ul>	<p>YES</p>	<p>ORM is confident they will get all the funding they need to continue activities, they even think about dismissing old donors who proposed to continue financing the NGO, because they want to prove they can fly on their own with new partners. This has to be realised absolutely in the first trimester of 2024 not to disrupt the payment of the salaries.</p>